



SEATTLE UNIVERSITY
YEAR ONE STRATEGIC PLAN
Reclassification to Division I (formally I-AAA)

SKELETON DRAFT Revised: May 3, 2008
Status: Application for Reclassification Year One

MULTIDIVISIONAL: Men's and Women's Soccer (**bold**)



RECLASSIFICATION STRATEGIC PLAN
YEAR ONE

TABLE OF CONTENTS

Summary of Strategic Plan Requirements (what is this document?)..... 4
Rationale 5
Athletic History..... 6

Division I Philosophy Statement 8
 Institutional Profile 8
 Pursuit of Excellence 9
 Business Plan 10
 Staffing Plan..... 11
 Operational (non-salary)..... 15
 Atheltic Aid..... 16
Recruiting..... 17
Visibility and Marketing..... 19
Sports Sponsorship..... 21
Facilities 24
Basketball..... 26
 Facilities 26
 Staffing and Salaries 27
 Budgeting..... 27
 Athletic Aid..... 28
 Scheduling..... 28
 Promotions 29
 Student Welfare and Academic Support..... 29

Quantifiable Plan	29
Scheduling.....	30
Business Plan and Controls.....	33
Academic Integrity.....	38
Student-Athlete Intergration	40
Academic Safeguards.....	42
Scheduling.....	45
Governance and Commitment to Rules Compliance.....	46
Operating Principle 1.1	46
Operating Principle 1.2	48
System of Operation	49
Staff Composition and Division of Labor.....	52
Rules Education	56
Implementation Items	58
Quantifiable Plan	59
Gender Equity and Well-Being.....	60
Gender Issues	60
Diversity.....	62
Well-Being.....	63
Quantifiable.....	66
Appendices.....	69

Summary of Strategic Plan Requirement (what is this document?)

Pursuant to the transition or “reclassification” into Division I membership, NCAA legislation outlines very specific requirements that are to be completed by the university. One such requirement during the Exploratory Year is the composition of a “skeleton strategic plan that addresses the Division I Philosophy Statement and certification operating principles” (20.5.2.2.1-(d)).

The skeleton strategic plan, due June 1, is in essence a transition plan and is designed to prompt institutions to directly address major elements of Division I membership, of which are embedded in the Division I Philosophy Statement and certification operating principles. Intended to address items most pertinent to Year One of reclassification, the skeleton strategic plan is regarded by the NCAA as a working draft. That said, the Seattle University reclassification skeleton strategic plan document deliberately incorporates the strategic priorities established by university as they are known to date and is not intended to be a stand-alone strategic plan for Athletics.

With the intent to titrate quantifiable actions necessary in developing a comprehensive, competitive and compliant Division I athletics program, the format and questions guiding this document are provided by the NCAA national office in the form of a checklist. During the fall reclassification orientation, the Membership Services staff at the NCAA stressed the importance of strictly following the prescribed checklist. This skeleton document (or draft) will be reviewed by a peer committee assigned to our reclassification process, as feedback and suggested revision will be provided during Year One. Subsequent changes/enhancements are then expected to be made and resubmitted by June 1, 2009 and then again by June 1, 2010.

Ultimately, the skeleton strategic plan will evolve into the Athletics Certification process and self-study report which will be the final requirement leading into full active membership by 2012-2013. All Division I members must complete the Athletics Certification process every ten years, and Seattle University will be a part of what is called “the third cycle” for Athletics Certification going forward. Our “third cycle” cohort group will be up for recertification in 2022-2023. More information regarding Athletics Certification will be provided at a later date.

Go Seattle U!

A handwritten signature in black ink, appearing to read 'Robert Kelly', with a long horizontal flourish extending to the right.

Robert Kelly, PhD
Vice President for Student Development

Reclassification Rationale

Contemporary author James Baldwin wrote, “For if you truly know from whence you came, then there is no limit to where you can go.”

As outlined below, Seattle University has a long and rich NCAA Division I athletics history that includes more than a two decade long run as a national Independent. This history of names and stories has been obscured in the shadows of disconnect associated with the departure from Division I in 1980. Today, the vitality and trajectory of the entire university has made it an appropriate time for history to become reconnect to the future.

Fr. Stephen Sundborg in his address to the campus community has summarized the decision to pursue Division I membership as a concerted effort to elevate Athletics and its programs to the level of academic excellence the university has achieved over the last decade, and the hope is that this commitment to excellence in all aspect of campus life will attract an increasingly strong of prospective students, faculty and staff for years to come.

For Jesuit universities that are Division I members such as Georgetown, Xavier (OH), Marquette, Loyola Marymount, Boston College, and Gonzaga, the visibility and national name recognition received subsequent to their competition in Division I is without question. For these institutions, athletics does not define the university; rather, it serves as a powerful vehicle by which the academy can access a significantly larger audience of prospective students, supporters and alumni.

With this consideration in mind, Seattle University’s intent to reclassify and return to Division I membership as an Independent during the short term and as a league member of a like-institution league, can be categorized by two primary motivators: the pragmatic and the affective.

The pragmatic motivators to return to Division I include a number of quantifiable elements: pursuit of institutional fit and mission alignment among a group of highly esteemed academic and Catholic national universities; more than six times the number of regional non-conference competitive opportunities as compared to Division II; improved conference regional travel that would maximize financial resources and minimize missed class time; niche market visibility in the West Coast’s major urban areas; mainstream advertisement of the academy and its accomplishments; and enhanced revenue generation prospects.

As for the affective motivators for Seattle U’s return to Division I, history has shown us that sport transcends time, language, race and culture. Division I American intercollegiate sport strikes an even more distinctive chord, rounding-out, for many, the college experience. It hearkens to the allure of rivalry and pageantry that only college sports can engender. It galvanizes members of the university community both near and far to participate in a collective endeavor – a tangible display of institutional pride and loyalty. By way of the affective, rejoining Division I membership will undoubtedly broaden the university community, compelling those who are first hearing of Seattle U., those who are loyal fans and alumni of Seattle U., and, most importantly, those members

who have been away from Seattle U. to help build a more vitally engaged campus community.

Baldwin's insight could not be more poignant given this period of unprecedented crossroads. From both a pragmatic and affective standpoint, the endeavor to return to Division I membership holds the promise of mobilizing the past and transforming the future with, as Baldwin suggests, limitless potential.

Athletics History

Seattle University has a long and rich NCAA Division I athletics history that first flourished during the 1950's with its men's basketball teams and All-Americans Johnny and Eddy O'Brien, who led Seattle University as the only team in history to defeat the world famous Harlem Globetrotters. In 1958, Hall of Fame inductee, Elgin Baylor, paced a men's basketball team that advanced to the Final Four and defeated number one ranked Kansas State University. In the title game and with Baylor limited by a fractured rib, Seattle U. fell to an Adolph Rupp led University of Kentucky squad. During this decade, Seattle University was a leader in the area of racial integration and diversity, commonly referred to as "the United Nations of college basketball."

The success of men's basketball, in addition to men's golf and baseball, continued into to the 1960's with outstanding names such as Eddie Miles, Clint Richardson, and Tom Workman, all of whom went on to lead successful careers in the NBA. In fact, during the 1960's no other NCAA institution produced more NBA players than Seattle University. As depicted in the 2005 Disney Films movie, *Glory Road*, Seattle University handed the 1966 Don Haskins led Texas Western University squad its only defeat in an otherwise stellar championship season.

Seattle University excelled in more than just the hard-court during the 1950's and 1960's: women's tennis star Janet Hopps was the first female to be the number one ranked player for both the men's and women's nationally. In women's golf, Pat Lesser, who was twice named to the Curtis Cup in the mid-1950's, was inducted in 1999 into the State of Washington Hall of Fame.

Prior to 1980, more than twenty-five baseball players went on to play professionally in both the major and minor leagues. Men's golf and a Tom Gorman led tennis team were also very strong national programs. Gorman went on to lead the US Davis Cup team to unprecedented success as he captained a record eighteen match wins and one Davis Cup title (1972) as a player and two more Davis Cup championships as a coach (1990 and 1992).

After spending the greater part of three decades as a major Independent, the university joined the West Coast Conference in 1971 as the athletics programs, particularly among its women's teams, grew with the enactment of Title IX. During the 1970's, men's soccer as well as women's basketball became firmly established programs. Women's basketball featured some of the university's greatest players in Sue Stimac, Sue Turina

and LaShanna White. While the athletic programs were growing in numbers, the decade was a very turbulent time for the City of Seattle and for the entire university; ultimately, these forces proved to be a painful crossroads for athletics.

In the early 1970's the Boeing Aviation Company, the largest employer in the region at that time, suffered significant financial losses and was forced to lay off tens of thousands of workers. Economists and historians refer to the period as the "Boeing Bust," and in the wake of its fallout, an astonishing 56,000 people moved out of the region during the mid to later part of the decade. Seattle University, which is in the heart of the city in the First Hill and Capital Hill districts, suffered greatly from this dramatic downturn and mass exodus.

Facing local economic depression, declining enrollments, mounting financial pressures and competing interests for corporate sponsorship with the emergence of the NBA Seattle Supersonics franchise, then University President, Fr. William Sullivan, made the difficult decision to preserve the institution by making several cuts across the academy, including the de-emphasis of all athletics programs. With this de-emphasis came the departure from the West Coast Conference and Division I membership in 1980 as the university entered the NAIA, where it remained for nearly 20 years.

Operating on a much more modest scale in terms of funding, men's soccer and men's swimming claimed one NAIA national title each in 1997 and 2002, respectively. During this time, the university, which had dropped baseball and several other sports in 1980, added back for a short time men's and women's tennis, which won numerous district titles.

In the late 1990's, current University President, Fr. Steve Sundborg, restored the university's NCAA membership by moving the program into Division II in fall of 2002.

Today, the Seattle economic market is one of the strongest in the United States. With Microsoft, Boeing, Amazon and Starbucks leading the way, the city and region has rebounded in an outstanding fashion, and so has the university in terms of enrollment, academic reputation, and university endowment, which is presently ranked 251 out of 785 institutions.¹ Coupled with a longstanding interest from alumni and a renewed desire to enhance the university's alignment, the Board of Trustees, upon the recommendation of a twenty-three person "Athletics Alignment Study Task Force" and senior university officials, determined in May 2007 that Seattle University is now committed to a return to Division I membership as an Independent with the long term intent of gaining entrance into a like-institution league.

¹ According to the National Association of College and University Business Officers and as reported by The Chronicle of Higher Education, 2008.

Division I Philosophy Statement

Institution subscribes to high standards of academic quality, as well as breadth of academic opportunity:

- *Briefly describe institution, including a brief history, current and projected enrollments, academic standards and degree programs.*

Part I – Institutional Profile

A Jesuit Catholic institution, Seattle University is consistently recognized by *U.S. News and World Report* as one of the best universities in the western United States. A strong focus on academic excellence and social justice places it among the nation's leading educational institutions and secures its spot atop the list of most comprehensive independent universities in the Northwest.

The university is dedicated to recruit and retain outstanding academic professionals, which is regarded as the institution's greatest strength and single most distinguishing characteristic. By way of the Core Curriculum, instruction is not limited to one-dimensional lecturing; rather, it emphasizes compelling dialogue and fosters independent thinking. With Seattle University's 14:1 teacher/student ratio, every student is encouraged to develop a meaningful voice within the exchange.

Since 1997, the number of freshmen applications has doubled to 4,560, while enrollment during the same period has increased to 7,225, a jump of 21.6%. Seattle University's endowment has also more than doubled in that time, climbing from \$80 million to \$180 million. For a full summary of the Fall 2007 enrollment and admission criteria, please see Appendix A.

Seattle University proudly offers 61 undergraduate programs and 31 graduate programs, including a Law School. In the spring of 2006, the College of Arts and Sciences launched a Masters of Sports Administration (MSAL) program, which includes a partnership with Athletics for graduate assistantship, internship and practicum professional experience and field learning/instruction. The Director of Athletics, who holds a PhD in Business, teaches marketing in the Albers School of Business and Economics and guest lectures in the MSAL program.

Seattle University students are academically excellent, culturally diverse, energized and motivated to learn and serve. In 2007, Seattle University had two undergraduate students named Truman Scholars. There has been at least one Truman Scholar named from Seattle University over each of the last three years, and has twelve Truman Scholars in all.

In 2008 the university was selected to administer the highly distinguished Opus Prize, the world's largest and most generous humanitarian service award. Overall, Seattle University students regularly earn national recognition and prestigious scholarships, and

our graduates include a Washington State Governor, nine college presidents and nearly 500 corporate executives and successful entrepreneurs.

Institution's intercollegiate athletics program strives for regional and national excellence and prominence.

- *Describe planned changes to raise level of competition, talent, funding and support for a Division I intercollegiate athletics program.*

Part II – Pursuit of Excellence

Reclassification to Division I will require a great number of changes for the university, its alumni, and those that support its programs. For these changes to occur in a measurable way, it is important to establish a core operating construct for Athletics and the University as it relates to hosting a Division I intercollegiate athletics program that brings value to the institution and the NCAA.

Operating Construct:

1. Develop and execute a Division I program that is reflective of institutional values and mission, as well as demonstrates a long term commitment to the Division I Philosophy Statement and the priorities therein;
2. Within the framework of the academy, conduct a transparent athletic program and decision making process that is directed according to clearly delineated Presidential control;
3. Budget according to actual market demand, student-athlete opportunity, competitive excellence, and fiscal prudence;
4. Recruit students who desire a Seattle University education and who, by demonstrating academic and athletic preparedness, can be successful at Seattle University;
5. Seek, develop and maintain affiliations with institutions, organizations, and community entities that align with the university mission and support student well-being;
6. Develop highly competitive sport programs and cultivate fan-base in order to grow ticket revenues, corporate sponsorship, and individual contributions;
7. Foster excellence in all aspects of the student-athlete experience, including academic, athletic and holistic development; and
8. Build and maintain athletics staffing (administrative, coaching, and support) and a student-athlete demographic that is inclusive, gender-balanced and reflective of the institutional commitment to diversity and social justice.

This operating construct provides the framework from which the university will conduct and integrate Athletics into the academy. This lens will also help guide day to day decisions regarding Athletics and its affairs.

Relative to the institutional commitment to increase funding for Athletics and raise the level of athletic competition and talent, the university will employ a quarter tuition plan which is designed to increase enrollments, particularly of males, and generate the necessary revenues for the transition of the athletics program to Division I status.

Given the membership concern regarding mounting financial strain associated with hosting broad-based Division I athletic programs, fiscal responsibility and long range budget forecasting will be at the forefront of all institutional decision-making in regards to Athletics. In order to ensure a fully integrated long-range Athletics budget plan remains in alignment with the institutional strategic plan/budget priorities, Athletics will continue to follow the annual institutional budget process and execute affairs that are consistent with the business plan, which will be outlined later in this section and in Part VIII.

Prior to establishing a business plan for the reclassification period, extensive comparative benchmarking was conducted during the feasibility study. The university made great efforts to compare budget trends against those of like-institutions with as much information as was available. For the purpose of analyzing plans to elevate Athletic programs to meet the need of excellence, the following chart projects several important comparisons.

Projected Five-Year Budget (2011-2012)

Item	Seattle U	I-AAA National Ave.²
Total Budget	\$ 11,645,665	\$ 10,685,500
Athletic Aid	\$ 5,688,423	\$ 4,132,500
Discretionary		
Salaries & Benefits	\$ 2,980,336	\$ 2,887,500
Operating	\$ 2,019,796	\$ 2,032,050
Recruiting	\$ 371,388	\$ 221,250
Team Travel	\$ 904,037	\$ 842,800
Uniforms/Apparel	\$ 381,215	\$ 414,000
Officials Fees	\$ 313,800	\$ 155,400

Business Plan

Using west coast peer institutions as the benchmark, the university conducted a feasibility study that was evaluated and voted on by the Task Force. Within that process the university officials drafted a projected operational and athletic aid budget five-year plan, which became the base line from which the reclassification business plan (RBP) was completed. The over-arching intent of the RBP is to determine the revenue goals and

² Based on 2002-2003 NCAA Revenues and Expenses of Division I and Division II Intercollegiate Athletics Program Report, NCAA. Chart assumes inflation per category to adjust for 2011-2012 figure comparison.

institutional funding requirements (internal revenues) to assure a successful and prudent transition into Division I membership.

In the late summer and early fall of 2007, the Office of the President procured the services of Alden and Associates to analyze and test the RBP, as well as assess the present and forecasted gender equity implications. Long time athletic administrator, David O'Brien, JD served as the lead consultant for the firm. The review and validity determinations were presented by Mr. O'Brien to the Board of Trustees in late November 2007 (see appendix B).

As a strategic planning document, the RBP addresses both revenue and expense projections and identifies the sources of revenue as internal or external. A review of projected budgets per line and revenues will be detailed in Part VIII of this strategic planning document.

Congruent with major tenets outlined in the Division I Philosophy Statement, the RBP maintains the objective to align the university's athletic programs with its Division I West Coast Jesuit peer institutions, leaning on Santa Clara University as the primary benchmark. The budget has also been compared to Independent status requirements, as this may be a necessary transition step in pursuit of future like-institution league entry.

By the end of the Division I reclassification five-year budget plan, the Athletics total budgetary expenditures, from both internal and external revenue sources, will grow to an anticipated \$11.6 million. The Athletics budget is projected to rank just below the average of established West Coast peer institutions by 2011-2012, at approximately \$13 million. (This is based on an assumed current rate of growth for these institutions).

In the following section, three major categories will be summarized: staffing and salary, operational non-salary, and athletic aid.

Staffing and Salary

As outlined in the Athletics Mission Statement, it is our commitment that each staff member of the Department of Athletics will strive to serve as a positive role model embodying leadership, service and professional formation in representation of the values of a Jesuit, Catholic University.

The structure and composition of Department of Athletics staffing is an essential component to the success of the department, particularly in service to the students and the community. Significant increases in staffing will be made over the period of reclassification, and projected full staffing will be achieved by 2010-2011. However, a budgetary place holder will be observed in year three and four for the addition of currently unidentified need. As member requirements and the collegiate athletics environment continue to evolve, it is plausible that an additional staffing need may arise. This contingency is accounted for.

While more than twenty-five new positions will be created as a result of the return to Division I, it is important to gain a perspective of the level of experience currently in place within the department. The consideration of current level of Division I experience among coaches and staff is relative given the demands of the Division I Philosophy Statement, as well as the heightened competitive and rules compliance expectations.

Given the number of coaches with Division I experience in recruiting, scheduling, rules compliance and skill instruction, the transition to Division I is expected to be enhanced due to familiarity with the necessary processes, rules variance, etc. Currently, nine coaches on staff have coached at the Division I level.

Men's Basketball Head Coach
University of Southern California (3 seasons)

Men's Basketball (First) Assistant Coach
University of Portland (3 seasons)

Men's Basketball (Second) Assistant Coach
University of Utah (3 seasons)
California State University at Northridge (2 seasons)

Men's Soccer Head Coach
University of California at Berkley (4 seasons)
UNC-Charlotte (1 season)

Women's Soccer Head Coach
University of Montana (2 seasons)

Women's Soccer Assistant Coach
St. Bonaventure (3 years)

Men's and Women's Swimming Head Coach
Boston University (2 years)

Women's Volleyball Head Coach
Brigham Young University
Bucknell University (2 seasons)

Men's and Women's Head Golf Coach
University of Idaho (6 seasons)

In addition, of the current athletics administration and support staff, the following positions have had recent Division I employment history as indicated below:

Director of Athletics
University of San Francisco (15 years as Director of Athletics)
Bowling Green State University, OH (2 years coach)

Associate Athletic Director
University of Notre Dame, IN (6 years staff)
New Mexico State University (3 years staff-coach)

Assistant Athletics Director/Senior Women's Administrator
Syracuse University (2 years academic support staff)

Sports Information Director
University of New Hampshire (2 years staff)

Centenary College, LA (4 years staff)
 Coordinator of Game Management and Promotions
 Syracuse University (2 years staff)
 Marshall University (2 years staff)
 Coordinator of Tickets and Publications
 Eastern Washington University (2 years staff)
 Assistant Athletic Trainer
 Stanford University (2 years staff)

Over the first three years of the plan, nine full-time administrative and support staff positions will be added. These will have a direct impact on competitiveness, student safety and welfare, rules compliance, revenue generation, and marketing and community outreach. In years one and two, the key administrative/support staff positions will include the assistant athletic director for external relations, the coordinators for compliance and rules education, the coordinator of strength and conditioning, an assistant sports information director and an assistant athletic trainer.

The following chart summarizes the implementation of the staffing plan through FY11:

Reclassification New Personnel Summary

Administration/Support	2007-2008	2008-2009	2009-2010	2010-2011
Director of Athletics	<i>Pre-Existing</i>			
Associate Director of Athletics	<i>Pre-Existing</i>			
Assistant Athletics Director	<i>Pre-Existing</i>			
Sports Information Director	<i>Pre-Existing</i>			
Coordinator of Game Management and Promotions	<i>Pre-Existing</i>			
Head Athletic Trainer	<i>Pre-Existing</i>			
Assistant Athletic Trainer	<i>Pre-Existing</i>			
PT Assistant Athletic Trainer	<i>Pre-Existing</i>			
Senior Administrative Assistant	<i>Pre-Existing</i>			
Development Officer	<i>Jul-07</i>			
Tickets Manager & Coordinator Publications	<i>Jul-07</i>			
Administrative Assistant for Sports	<i>Jul-07</i>			
Assistant Athletics Director (External)		<i>Jul-08</i>		
Coordinator of Compliance and Rules Education		<i>Jul-08</i>		
Coordinator of Strength & Conditioning		<i>Jul-08</i>		
Coordinator of Promotions			<i>Jul-09</i>	
Assistant Sports Information Director			<i>Jul-09</i>	
Assistant Athletic Trainer			<i>Jul-09</i>	
Coordinator of Student Support				<i>Jul-10</i>
Coordinator of Facilities & Equipment				<i>Jul-10</i>
Graduate Assistants	6	4	5	6

Coaches	2007-2008	2008-2009	2009-2010	2010-2011
Head Coach, Men's Basketball	<i>Pre-Existing</i>			

Head Coach, Women's Basketball	<i>Pre-Existing</i>			
Head Coach, Volleyball	<i>Pre-Existing</i>			
Head Coach, Men's Soccer	<i>Pre-Existing</i>			
Head Coach, Women's Soccer	<i>Pre-Existing</i>			
Head Coach, M/W Swimming	<i>Pre-Existing</i>			
Head Coach, M/W Cross Country/TF	<i>Pre-Existing</i>			
Head Coach, Softball	<i>Pre-Existing</i>			
Second Assistant, Men's Basketball	<i>Pre-Existing</i>			
Second Assistant, Women's Basketball	<i>Pre-Existing</i>			
Assistant Coach, Men's Soccer	<i>Pre-Existing</i>			
Assistant Coach, Women's Soccer	<i>Pre-Existing</i>			
PT Assistant Coach, Volleyball	<i>Pre-Existing</i>			
PT Assistant Coach, CC/TF	<i>Pre-Existing</i>			
PT Assistant Coach, Softball	<i>Pre-Existing</i>			
M Basketball First Assistant	<i>Jul-07</i>			
W Basketball First Assistant	<i>Jul-07</i>			
M/W Swimming Assistant Coach	<i>Jul-07</i>			
M Golf Coaches Salaries	<i>Jul-07</i>			
W Golf Coaches Salaries	<i>Jul-07</i>			
M Tennis Coaches	<i>Jul-07</i>			
W Tennis Coaches	<i>Jul-07</i>			
M Soccer Goalie Coach	<i>Jul-07</i>			
W Soccer Goalie Coach	<i>Jul-07</i>			
Baseball Head Coach		<i>Jul-08</i>		
Volleyball First Assistant		<i>Jul-08</i>		
M/W CC/Track & Field Assistant Coach		<i>Jul-08</i>		
Baseball Assistant Coach (Pitchers)			<i>Jul-09</i>	
M Basketball Third Assistant			<i>Jul-09</i>	
W Basketball Third Assistant			<i>Jul-09</i>	
<i>Baseball Assistant Coach</i>				<i>Jul-10</i>
<i>Softball Assistant Coach</i>				<i>Jul-10</i>
Total Salary (non-fringe)	\$1,587,658	\$1,892,856	\$2,176,406	\$2,207,656

On the coaching side, seven full-time coaches will be added for existing programs. With the addition of the new sports, several new head and assistant coach positions will be created. Lastly, certain head and assistant coaches' salaries and month structures have been and will continue to be adjusted appropriately to reflect market value (as defined by national and peer institution averages generated by comparative reports from University Human Resources).

Responding to student welfare needs, a full-time assistant coach position was added to swimming in FY08 and will be added to cross country/track and field in FY09. Due to student recruitment, squad list size and student safety considerations, these two full-time positions were identified early in the five year process and added accordingly.

The overall commitment to salary and fringe benefits by the end of the early reclassification period will be just over \$2.2 million, which will account for approximately one-third of the overall Athletics operating budget. The objective in

hiring all positions going forward will be based on a demonstrated commitment to rules integrity, gender equity and diversity, and Division I experience.

It should be noted that all salaries, existing and new, observe an assumed 4 percent annual increase for the purpose of budget planning (fringe for all positions is assessed at 31 percent).

Operational (non-salary)

The proposed budget for the Exploratory Year, or the 2007-2008 academic year, was designed to position the department to accomplish one primary objective: to pave a path for incremental base budget increases for a successful reclassification into Division I. In short, the total athletic budget was increased by one million dollars during fiscal year 2008. To briefly review several key categories of increase during this period:

Recruiting, team travel, and uniform and apparel budgets were increased. Men's and women's basketball and volleyball received the highest percentage increases, but all programs received increases in no less than two of the aforementioned categories. The operational increase for FY08 was more than \$260,000.

Base budget line items will grow by more than twice the current budget to \$1.21 million by 2009-2010. These much needed increases include funding for student-athlete recruitment, team travel, officials' fees and expenses, and equipment and apparel, as well as postage, cell-phones, and game operations.

Under the current Division II model, coaches must fundraise to cover essential programming expenses such as recruiting and team travel. The early period of reclassification aims to elevate all programs by better enabling them to meet the needs in these critical categories. Certain programs, such as men's and women's basketball and volleyball, see aggressive incremental increases in order to place them at or above projected peer institution averages. Men's and women's soccer also see increases as multidivisional track programs and all other programs are adjusted upward each year of the plan to provide the best opportunity for competitive success and student-athlete welfare.

An area of significant growth is that of game guarantees, which are paid to opponents as a part of bringing teams to Seattle to compete. While teams, particularly men's basketball, stand to earn sizable guarantees as a part of their away non-conference contest agreements, the university must budget adequately for guarantee payouts. As programs gear up to meet the Division I scheduling requirement in Year Two, guarantee payouts will be essential in the first several years of reclassification, particularly as an Independent.

During the late reclassification period, the operational budgets (primarily for recruiting, travel, and guarantees) will be raised to meet or exceed the anticipated average growth of West Coast Conference member institutions expenses. The expectation at this time is

that nearly all sport programs will be able to compete at a high level both in and out of conference.

Athletic Aid

By definition of NCAA rules, the university currently meets the minimum requirement for financial aid according to Division I membership bylaw 20.9.1.2 (b) in overall institutional aid for student-athletes. Beginning in 2009-2010, which is the first year the university will be required to apply all Division I legislation, the university will satisfy the requirements of 20.9.1.2 (b) and (c) in athletic aid dollars alone. Regarding the long term viability of the athletic grant-in-aid (GIA) plan, the university will likely outpace any increased membership aid requirements indefinitely. Overall, these increases will improve recruiting, retention and competitiveness.

In an effort to ensure compliance with the minimum requirement and to increase long term competitiveness, Athletic GIA was increased in FY08 by more than \$437,000 and men's and women's basketball were funded at the Division II team limit for financial aid at ten full grant-in-aids.

For FY09 or the 2008-09 academic year, men's basketball will be funded at the maximum Division I team level of thirteen full GIA awards. Women's basketball will be one shy of the maximum at fourteen full GIA awards; this final GIA will be added in FY10 or the 2009-10 season. Volleyball and **men's and women's soccer** begin aggressive annual increases that will end in full GIA funding for all three sports by 2011-12. Volleyball will be fully funded by 2009-10. By the end of the reclassification period, the athletic aid budget will be approximately \$5.7 million. A full summary of the five-year athletic aid plan is available in the appendices.

In the later years of reclassification (Years Three and Four), an additional commitment will be made to provide enhancement athletic aid monies to men's and women's basketball and volleyball for summer school, and particularly summer bridge for basketball. A welfare fund will also be established to provide for catastrophic injury and other qualifying student health and well-being cases.

In addition to grant-in-aid athletic aid funding, the university will implement "Athletic Opportunity Awards" (AOA) in 2008-2009, which will help provide financial aid to emerging sports as well as certain individual sports such as cross-country, swimming, and track and field. An AOA is a fixed award that shall be issued as (countable) athletic aid, but it will also help the university lower its discount rate on a percentage of prospective students who comprise an increased enrollment cohort. The set amount of this specific athletic aid award is twenty-five percent of the tuition for the full academic year.

The anticipated revenues derived by the AOA defray GIA expenses, as well as provide funding to the academy for academic programs. With an estimated 100 additional students on the AOA by 2009-2010, adjusted net revenues from student tuition and room and board contributions are anticipated to be in excess of \$2.5 million.

While it is difficult to project beyond ten years, it can be said that subsequent increases to the late reclassification period will be in modest increments for sports such as women’s tennis and golf for the purpose of improving program competitiveness relative to the pursuit of conference and NCAA championships. Taking these aid considerations into account and factoring an average growth of nine percent annually beyond the five year plan (this accounts for tuition and modest aid increases), the ten year projection lands the athletic aid budget at \$8.2 million by 2016-2017.

Institution’s recruitment of student-athletes and emphasis on and support of its intercollegiate athletics program are, in most cases, regional and national in scope:

- *Describe planned enhancements to recruiting budgets for all sports and any plans to broaden current scope of recruitment of student-athletes.*
- *Include projected recruiting budgets for the reclassifying period.*

Part III – Recruiting

In terms of raising the competition level of all programs, the recruitment of prospective students is a paramount endeavor, and the institutional commitment to increasing funding for recruiting will be comprehensive across all programs, at the same time placing emphasis on men’s and women’s basketball.

Currently, the university draws primarily from the Pacific Northwest, with a moderate percentage coming from Northern and Southern California, for not only the recruitment of student-athletes but the general student body as well. The opportunity for consistent visibility in these markets will have significant impact on the continued growth of the university and its increasing regional and national visibility. Moreover, this visibility will allow each program to greatly increase recruitment in Portland, the Bay Area, and Southern California.

Specific to funding for recruiting, the university will initiate an incremental funding progression aimed at placing each of the sport programs at the mid-point of the West Coast Conference average (see Attachment A) by 2011-2012. Men’s and women’s basketball and volleyball will be positioned to be funded in the top third of the conference in terms of recruiting (accounting for market inflation variance). The West Coast Conference average is based on 2005-2006 budget figures and assumes an across-the-board two percent rate of growth annually for ten years.

Projected 5 Year Budget Plan - Reclassification (Independence)						
RECRUITING (Budgeted)	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Men's Basketball	\$20,000	\$30,000	\$80,000	\$102,000	\$108,000	\$120,000
Women's Basketball	\$20,000	\$27,000	\$68,000	\$87,000	\$96,000	\$109,400
Volleyball	\$6,400	\$7,500	\$19,000	\$26,000	\$37,000	\$41,000

Men's Soccer	\$5,000	\$10,000	\$12,500	\$15,500	\$20,000	\$23,000
Women's Soccer	\$5,000	\$19,500	\$22,000	\$24,600	\$29,000	\$36,000
Men's CC/T&F	\$2,000	\$2,000	\$2,500	\$2,900	\$3,000	\$3,200
Women's CC/T&F	\$2,000	\$3,000	\$3,600	\$4,000	\$5,000	\$5,000
Softball	\$4,000	\$5,000	\$7,200	\$9,000	\$9,000	\$9,500
Men's Swimming	\$2,000	\$2,000	\$2,500	\$2,900	\$3,000	\$3,200
Women's Swimming	\$2,000	\$3,500	\$3,600	\$4,000	\$4,200	\$5,000
M Golf	\$1,000	\$1,000	\$2,000	\$2,500	\$2,700	\$2,915
W Golf	\$1,000	\$1,000	\$2,000	\$3,500	\$4,000	\$5,000
Baseball	\$ -	\$8,500	\$12,500	\$13,000	\$13,500	\$19,000
M Tennis	\$2,000	\$2,000	\$2,400	\$2,400	\$2,600	\$2,600
W Tennis	\$3,000	\$3,500	\$4,300	\$5,000	\$5,000	\$5,150
Total (budgeted)	\$75,400	\$125,500	\$244,100	\$304,300	\$342,000	\$389,965
Men's	\$32,000	\$55,500	\$114,400	\$141,200	\$152,800	\$173,915
Women's	\$43,400	\$70,000	\$129,700	\$163,100	\$189,200	\$216,050
Women's Percentage	58%	56%	53%	54%	55%	55%

The top line of the above chart reflects the overall Athletics recruiting budget and the second line lists the yearly (funded) increase. The university supported budget for men's basketball will be \$87,000 by 2011-2012, and women's basketball will reach \$68,400, and the overall (aggregate) university supported budget ratio of all sports will remain compliant with the Title IX three prong rules. It is anticipated that even after fundraised monies are included in EADA reporting, the ratio will be very near the standard. The chart above reflects projected actual expenses upon the inclusion of "partnership" monies, which are based on external revenues projections outlined in the RBP. The allocation of partnership monies will be in accordance with university policy and compliant with legislation regarding control of recruiting funds.

By 2011-12, funding for **men's soccer** recruiting is slated to increase by four times the current budget, and for **women's soccer**, the recruiting budget will grow five fold. While the Pacific Northwest and West Coast are very strong recruiting areas, the increase in funding will allow both programs to pursue regional and national talent more aggressively.

Increased funding for recruiting will allow certified coaches to recruit with a wider net both in the western region as well as nationally and internationally. The intent will be to continually improve the academic profile, competitive talent level and diversity of the student-athlete demographic. The net effect of these enhancements will be aimed at enriching the overall student engagement in the classroom, in the competitive sphere, on campus, and throughout the local Seattle community.

It is extremely important as a matter of institutional control that use of recruiting funds be closely monitored to ensure compliance and transparency in all financial matters. For this reason, the Associate Athletic Director for Internal Affairs oversees both compliance and finance and can identify irregularities or trouble spots. Monitoring Athletics finances from a rules compliance and instructional control perspective provides another layer of checks and balances.

Institution recognizes the dual objective in its intercollegiate athletics program of serving both the institution's community and the general public:

- *Describe plans to heighten visibility of the Division I intercollegiate athletics program on campus and in local community: include information available as to marketing plans, media coverage, home contest attendance, and alumni/booster support.*

Part IV – Visibility and Marketing

Visibility and Image

Seattle U. is the only university located in a downtown district of Seattle and it will be the only Division I institution next to the University of Washington in all of Western Washington. Already, numerous companies in Seattle and the Puget Sound Region have approached the department or accepted solicitation for corporate sponsorship. These sponsors include a host of Seattle area restaurants and bistros, a major regional hospital, and a number of national product brands. In Year One and in addition to launching a season ticket sales marketing campaign, the Assistant Athletic Director of External Relations be dedicated to cultivating corporate sponsorships and other strategically beneficial community/civic relationships.

Prior to the decision to explore reclassification, Athletics, in conjunction with the University's Marketing and Communication division, embarked on a branding overhaul of the athletic logos and word-marks. This re-branding was a strategic move to assert better athletic alignment and public association. The response has been overwhelmingly supportive.

As an accompaniment to the re-branding, Athletics brokered several major relationships prior to the official exploration study. The first was with Nike Team, as the Nike product line meets the needs of all sponsored sport programs in terms of performance, selection, and image control. This departmental relationship brought about brand management uniformity across all teams and has greatly strengthened departmental buying power. Since FY07, the alignment with Nike, which serves as a passive marketing opportunity, has been proven to improve public perception of the Seattle University athletic branding identity. While difficult to quantify, this improved public perception has been support by public response to the new branding marks, the launch of the online team store, and the increasing demand/request for licensed products.

The next phase of the image makeover turned attention to online identity, presence and fan contact via the official athletic website. After extensive research on features, customer service, value and back-end tools, the University decided to allow its basic contract with CSTV to expire and move website hosting to JumpTV Sports (formerly XOS). As a part of a new five-year agreement, the University launched GoSeattleU.com in August of 2007.

The new Athletics website, boasting a contemporary and user-friendly design, has allowed Athletics to mobilize several new touch points from which to connect with prospective students, parents, alumni, and fans. Video and pod cast streams, live stats for all team sports contests, online event registration for camps, clinics and special events, and a brand new team store have all been hugely popular with website visitors. By fall 2008, GoSeattleU.com, through JumpTV Sports, will be available in a mobile (WAP) format to increase accessibility to all visitors.

Media Relations – Sports Information

Currently, the Office of Sports Information is staffed with one full-time position and one graduate assistant. Obviously, with the demands of Division I competition and the addition of sports, additional staffing will be required. An Assistant Sports Information Director will be added as a newly created full-time position in July 2009.

As a member of the campus community, the Sports Information staff collaborates closely with the University Marketing and Communications division, which addresses the media relations and communications of the entire campus.

For Year One, enhancing the quality and production timeline of all media guides in accordance with 13.4.1.1-(g) and the continual development of the Athletics website shall be primary foci of the Sports Information staff. Outreach to local media outlets and procedural planning for the transition to KeyArena will also be paramount issues during this time period.

Marketing and Promotions

As previously mentioned, Athletics will name the Assistant Athletic Director for External Relations in July 2008, which is a newly created position responsible for providing leadership and sales expertise for all corporate sales, marketing and promotions, and ticket operations. In addition, this position will assist the Athletic Director with oversight of Sports Information.

In Year One, the fulfillment of corporate sales and game promotions will be executed by the graduate assistant for sports marketing, a position added in fiscal year 2008. In addition there will be no less than two practicum intern positions working within the marketing and promotions unit.

Per the five year plan, the current position of Coordinator of Game Management and Promotions will be separated into two full time positions: the Coordinator of Game Management and the Coordinator of Promotions. This will take effect in July 2009, and will serve to increase the productivity of both game operations and the marketing and promotions unit. The Coordinator of Game Management will be an integral part of the marketing and promotions unit, but will report to the Associate Athletic Director for Administration for operational and facilities management purposes.

One of the primary projects of the marketing and promotions unit will be to generate fan interest and season ticket sales for men's basketball at KeyArena at the Seattle Center in

downtown Seattle. In addition, comprehensive marketing plans will be developed for each of the team sport programs.

For the purposes of this document, promotions will be used to describe a four-pronged approach to increasing support, engagement and exposure for the academy, its athletics programs, and the accomplishments of its general student population and student-athletes. These four prongs include:

- Cultivation and corporate sponsorships
- Game sponsorships and promotions
- Media relations, marketing, and merchandising
- Campus and community engagement and outreach.

During Year One, and under the leadership of the Assistant Athletic Director, this four prong approach will be refined and further developed into a set of measurable goals and operational standards.

Specific to **men's and women's soccer**, several promotional and game sponsorship initiatives will be developed to encourage fan attendance. Soccer at Seattle University has been historically strong and well attended, in part due to the popularity of the sport in the Pacific Northwest. Game sponsorship with Soccer West and Café D'arte will enable both men's and women's soccer to attract high-caliber competition through distribution of contractual game guarantees for regular season tournament/classic participants.

During the 2008 season a pre-game festival will be held for select men's and women's games to create a greater sense of event, and the planned addition of stadium field lights by either the 2009 or 2010 season will allow the university to promote contests during the prime-time evening hours.

Community Outreach

One of the major hallmarks of the institution is a cogent commitment to service and outreach, evident in a social justice center core curriculum. This commitment is championed by the entire campus, including Athletics.

During the 2007-2008 all sport programs completed a team community service project, which included some of the following: SAAC Make-a-Wish Basketball Challenge, Children's Hospital, Treehouse for Kids Christmas gift drive, Diabetes Awareness Walk, Soccer SCORES for Kids, and Girl Sport Awareness through the Boy's and Girl's Club of First Hill (Seattle). In addition, the Athletics coaches and staff initiated two community service projects over the course of the year assisting at a retirement home and a food bank.

In addition, the Department of Athletics implemented a certified Life Skills program in 2007-2008 through the NCAA Educational Services office. Nearly a dozen student-athlete development events were hosted through the program, in addition to individual and team volunteer opportunities. Community outreach maintains obvious intrinsic

benefits for student development and is also a powerful component of community building and garnering support for athletic teams, particularly for the non-marquee programs. Face time and exposure in the Seattle market, especially in the downtown districts of the city, will establish reciprocal relationships of community support.

Institution offers extensive opportunities for participation in varsity intercollegiate athletics for both men and women:

- *Describe institution's intercollegiate athletics program, including the number of sports sponsored and any plans to add or drop sports. Summarize the athletics performance of each sport during the past academic year.*

Part V – Sports Sponsorship

In a word, the mission of the Department of Athletics is holistic. It is the university's goal through the Core Curriculum, service learning initiatives, and student engagement to build the mind, body, and spirit. By returning Athletics to the ranks of Division I and uniting a significant history with an ambitious future, it is firmly believed by university leadership, beginning at the Presidential level, that these goals can be achieved with greater impact.

According to the Athletic Mission Statement it is goal of university to champion the holistic development of student-athletes inspiring a vital and engaged campus community through the development and maintenance of a premier, nationally prominent NCAA Division I athletics program, in the spirit of the Jesuit tradition.

Mission in Action

- To provide an outstanding, highly competitive athletic experience for student-athletes.
- To promote and support a vital and engaged campus community.
- To create an athletic culture where student-athletes can realize balanced success in academics, athletics and in all their collegiate pursuits and experiences.
- To encourage student-athletes to engage the greater community through meaningful service activity.
- To establish an environment which develops and supports ethical leadership, respect, teamwork, sportsmanship, and community.

With this baseline of mission and purpose, the edifice and maintenance of the overall sports sponsorship program aligns accordingly.

During the Exploratory Period, the university announced that it was restoring the following sports: men's and women's golf, men's and women's tennis, and baseball. This news attracted considerable public attention, which is exactly the outcome hoped for by the university's Enrollment Services.

As a part of this plan, the head coaches for both golf and tennis were hired in January 2008, as the teams are set to begin intercollegiate play (sports sponsorship status) in Fall of 2008. In addition, the head baseball coach will be hired by July 1, 2008, as the team is scheduled to begin championship segment play in Spring of 2010.

With the addition of these five sports, the sports sponsorship breakdown by 2009-2010 will be as follows:

Men: Baseball, Basketball, Cross Country, Golf, Soccer, Swimming, Indoor Track and Field, and Outdoor Track and Field (8)

Women: Basketball, Cross Country, Golf, Soccer, Softball, Swimming, Indoor Track and Field, Outdoor Track and Field, and Volleyball (10)

Team and Individual accomplishments since joining NCAA Division II in 2001:

Program (2007-08 final record)	GNAC Championships	NCAA Tournament Appearances (Division II over 5 years)	All-Americans
MBB (18 – 9)	2007	2007	0
WBB (16 – 11)	0	0	0
WCC (6 th Regional)	0	2004 (1)	0
MCC (14 th Regional)	0	2005 (1)	1
MSO (15-3-1)	2001, 2003, 2004, 2005, 2006, 2007	2004*, 2006, 2007	1
WSO	2003, 2007	2003, 2004, 2006, 2007	2
Softball	0	2005, 2006, 2007	0
MSW (8 th National)	NA	2004, 2005, 2006, 2007, 2008	7 \$\$
WSM (7 th PCSC)	NA	2004, 2005, 2006, 2007 (1), 2008 (1)	3
MTI (5 th GNAC)	0	0	0
WTI (6 th GNAC)	0	0	0
MTO	0	0	0
MTO	0	2004 (1), 2005 (1)	1
Volleyball (10 – 16)	0	2003 (1)	0

- * Division II National Champion
- \$ Division II Individual National Champion

As multidivisional programs, **men's and women's soccer** have enjoyed consistent national tournament success since rejoining NCAA membership. Men's soccer has made three Elite Eight appearances, and women's soccer has been overwhelming well received by other Division I institutions regarding long-range scheduling, based heavily on competitive reputation and location.

Part VI - Facilities

Championship Field

Men's and Women's Soccer

In the spring of 2006, the university broke ground on a two million dollar renovation and stadium construction to Championship Field, which is the on-campus home to the men's and women's soccer programs. The project was completed for the start of the 2006 Fall season, and has been said to be one of the premier soccer venues in the West region. The Championship Field renovation has been the institution's initiation into a meaningful investment in Athletic facilities.

Championship Field stadium is based on a European design and boasts a completely covered grandstand, which seats nearly 700 and extends goal line to goal line. The stadium is equipped with a surround-sound system, wireless internet access throughout, and a fully enclosed press box that can comfortably accommodate eight media personnel and is fully wired for multimedia access. The structure is built of concrete with a collegiate brick and stone mix façade, and is fitted with contemporary fixtures and railing systems throughout. In addition, the team rooms have been renovated.

The playing surface (turf) was transplanted at the time of construction from Qwest Field, as the turf was featured in the DC United versus Manchester United soccer match played in Seattle in August 2006. The turf is a Bermuda grass base infused with perennial rye grass for climate acclimation. It is a fast and sturdy turf.

Currently there are no lights at Championship Field; however, when the stadium construction was completed, all the necessary wiring was fitted for the eventuality of lights. The city Master Plan permit is being amended to allow for lighting, and several interested parties have already committed to funding the project. The goal is that by 2010 the lights will be on at Championship Field.

KeyArena (Seattle Center)

Men's Basketball

During the 1960's and 1970's, the men's basketball program played its home contests at the Seattle Coliseum, regularly packing in more than 12,000 fans. In the mid-1990's, the Coliseum was renovated to its current venue name, KeyArena. The arena has been home to the NBA Seattle SuperSonics and WNBA Seattle Storm; however, KeyArena officials have presented a five-year lease agreement for Seattle University basketball to return as a tenant beginning in 2009-2010. This agreement has been agreed upon in principle and details are to be worked out in the spring of 2008.

KeyArena is located in the heart of the Seattle Center, which is most widely known for the Seattle Space Needle. While institutions commonly strive for an on campus venue, seventeen Division I men's basketball programs presently compete at an off-site venue for at least half of their home contests. Of these, the average distance from campus is 5.7 miles. The Seattle Center and KeyArena is just over 2 miles from campus, and there are numerous transition options for students and fans. As an NBA and WNBA arena, it

boasts all the amenities that necessary to host first-class Division I contests, including outstanding areas for cultivation, corporate sponsorship signage, and fan and student festivities.

In terms of an on campus facility, several options specific to basketball have been explored through a series of design construction meetings, including a projected acquisition of land adjacent to campus for the development of an Athletics arena. As Seattle University is an urban campus that sits in the east shadows of downtown, the available footprint for expansion is fairly limited so the importance of long range Master Planning is of high priority across the academy. This reality certainly affects the possible scenarios regarding the future construction of an on campus arena and convocation center.

Connolly Center

Women’s Basketball, Men’s and Women’s Swimming, and Women’s Volleyball
 Built in 1968, the Archbishop Connolly Center houses the majority of Seattle University’s Athletics and Recreational Sport programs. Over the years and through significant growth over the last half-decade, the capacity of the build has become stretched. From office space to team rooms, Athletics has outgrown the current layout of Connolly Center. As the structure of the building is solid, internal renovations have been underway over the last 18 months in an effort to provide facilities relief.

The women’s team rooms were renovated in summer 2006, as was the main weight room. A dedicated officials’ locker room, which involved renovated two marginally used adjacent spaces, was completed August 2007, and approximately \$90,000 has been spent on the North Court over the last two years in the way of capital upgrades. These upgrades include a surround sound system, scoreboards and player stats panels, refinished flooring, banner instillation, branded bleacher enclosures, new Senoh volleyball net system and standards, and host of other new branded items for the bench area and scores table.

Next in the phasing process will be to renovate the exiting of the North Court and replace and upgrade the seating. Lighting is also scheduled to be enhanced in this phase. The goal is to create a first class playing venue for women’s basketball and volleyball, for both the student-athletes and fans.

Improvement Plan

Venue	Item	Actual or Target Start Date	Status
Championship Field	Stadium construction/turf replacement	Mar 2006	Complete
Connolly Center	Main weight room renovation	Jun 2006	Complete
Connolly	Women’s team room construction	Jun 2006	Complete

Center			
Connolly Center	Official's locker room construction	Jun 2007	Complete
Connolly Center	Administrative offices renovation	Sep 2008	Complete
Connolly Center	Visitors' Locker room construction	Jun 2008	Design Build
Connolly Center	Baseball coaches office (completed in conjunction with visitors' locker room)	Jun 2008	Design Build
Connolly Center	Men's basketball team room renovation/baseball team room construction	Jun 2008	Design Build
Championship Field	Remote digital video system instillation	July 2009	Awaiting product procurement
Championship Field	Stadium Lights instillation	Summer 2009	Permitting phase
Logan Field	Full field renovation/underground parking construction - softball, soccer, track	Summer 2009	Engineering Design phase
Connolly Center	Phase I – Fitness Facility (weight room) construction	January 2009	Architectural permitting phase
Connolly Center	Phase II and North Court construction and renovation	Spring 2011	Programming Phase
Connolly Center	Phase III (athletic training room)	2013	Pre-programming phase

This facilities plan is dependent upon construction permitting, revised university Master Plan (MIMP) approval by the city, and fundraising success, and the plan is subject to change in accordance with institutional policy.

Institution sponsors at the highest feasible level of intercollegiate competition the revenue producing sports of basketball.

- *Describe institution's plans (including facilities, hiring coaches, scheduling and promotion) for successfully sponsoring Division I basketball and football.*
- *Include any marketing or fundraising plans specific to basketball. Provide the attendance figures from the two preceding seasons.*

Part VII – Basketball

As its history points out, basketball is at the very root of Seattle University Intercollegiate Athletics and as a non-football Jesuit Catholic institution, basketball shall be the marquee sport. Basketball roots, men's and women's, run deep in the Pacific Northwest, and these roots will serve a formable anchor by which the programs will grow into Division I competition and notoriety.

Facilities

In terms of home contest venue, KeyArena carries tremendous promise. Its location, accessibility, amenities, proximity to campus, and notoriety throughout the Pacific Northwest gives immediate impact potential – in terms of recruiting, home court advantage and program advancement. Of course, KeyArena addresses the needs of men's basketball home contests, but this is only a part of the facilities questions, for programs men's and women's.

On a day to day and for women's basketball home contests, the Connolly Center shall remain the primary facility for both programs, as well as women's volleyball. For this reason, two facilities plans have been initiated for the short and long term.

The first component of the plan is an intermediary program that addresses several basic items such as the officials' locker room, upgrades to the North Court sound system and re-finishing the court surface, and the visitors' locker room. Connolly Center, upon its inception in the late 1960's was designed as a recreation building, so the intermediary renovations serve to make the building functional in a collegiate model of operation. These are all set to be complete by August 2008.

The second, long term, component is the phased build-out of the entire Connolly Center renovation, which includes approximately \$25 million project scope. The facilities portion of this strategic plan contains a breakdown of the project phasing. In the end, which is slated to be approximately 2013-2014, Connolly will be fully renovated with a revitalized arena, new coaches and administrative offices, new dedicated lock rooms, tech-ready team and group meeting space, hospitality space, renovated weight room and new athletic training center.

Staffing and Salaries

In July 2007, a first assistant was added to men's and women's basketball, respectively. The new position was designed as first assistant in accordance with the salary level and the intent to recruit and hire an experienced coach, particularly with Division I experience. The assistant coaches already on staff, and consistent with the established salary level, were designated as the second assistant. The addition of the first assistant was a precursor to the formal intent to reclassify. It marked the first phase of enhancements to the program.

The third assistants are slated to be brought on board as full-time positions beginning July 2009. The addition of this third coaching position, will agree with maximum number of permissible coaches per 11.7.4.

Salary philosophy as it relates to basketball is still a matter that is under review by university officials, and all decision regarding salary will be made under the direction of the President with consultation with the Board of Trustees, per fiscal impact. A paralleling matter of coaches contracts are also under review as these have impact on

salary structure and expectations. It is recognized that there are market values set outside the institution, but the goal of university administration is to strike a balance between university priority and mission and market demand.

Budgeting

Partnership monies aside, the overall university supported budget for men’s and women’s basketball will grow by approximately \$1,000,000, respectively, since the year prior to Exploration. This sizable commitment is outlined in several sections of this strategic plan document, including operational, staffing and athletic aid. As significant as this commitment is, the increase of \$2 million to basketball does not yet include the insertion of external revenue monies, sponsorship and fundraising.

Speaking in terms of institutionally supported funding, a major portion of the commitment comes in the form of athletic aid, which carries with it tremendous competitive implications. In an effort to elevate the programs to a Division I level early in the reclassification process, both programs see significant jumps from the limit of 10 scholarships per Division II legislation. By 2009, both programs will be fully funding, and over the next few years additional monies will be added to allow for summer-bridge and other academic and welfare needs to be met.

Basketball Athletic Aid Four-Year Plan

Sport	2008-2009		2009-2010		2010-2011		2011-2012	
	FTE	\$39,258	FTE	\$41,614	FTE	\$44,111	FTE	\$46,757
M. Basketball	13.00	\$510,358	13.00	\$540,979	14.00	\$617,549	14.50	\$677,980
W. Basketball	14.00	\$549,616	15.00	\$624,207	16.00	\$705,770	16.50	\$771,495

The second major component to the budget build-out will be the generation of external revenues, which will come in-large part through men’s basketball. In February 2008, a luncheon was held near Quest Field in downtown Seattle to kickoff support of men’s basketball returning to Division I. Thirty or so alumni and area business leaders were anticipated to attend; instead, more than 120 were on hand as many passed along invitations to friends and associates. And of this group of 120, over \$82,000 gift revenues was raised from that week-day event alone.

Given its history and the excitement for a return to Division I competition, men’s basketball boasts promising potential to generate revenues, be they donations, guarantees, and ticket sales. From this enthusiasm, spin off initiatives and events will be developed for other programs, such as for women’s basketball. The most important element for women’s basketball will be cultivating a core group of supporters

Scheduling

While Year One scheduling has posed challenge, primarily for men’s basketball, several multiple year contracts have already been secured with Division I institutions, including

Fresno State University, University of California at Berkeley, University of Pacific, University of San Francisco. A considerable number of institutions have expressed interest in scheduling home and away contest, as Seattle is a significant recruiting bed for basketball nation wide.

In addition to scheduling WCC, WAC, and Pac-10, basketball (both men and women) will also schedule home and away contest with other independents, those in reclassification and those that are already current active Division I members.

To kick off Division I home scheduling and a return to KeyArena, men’s basketball will welcome Loyola Marymount University to the Seattle Center for a January 1, 2009 game at KeyArena. The game is tentative scheduled for the early afternoon, and is already generating a good measure of excitement from Seattle U supporters.

Promotions

A major objective of promotions in Year One and Two will be centered around launching a season ticket sale campaign for the move to KeyArena. While several ideas have been discussed, the development and execution of this plan will be a very high priority item for the incoming Assistant Athletic Director for External Affairs upon the July 1, 2008 hire date. This effort will be flanked by the Ticket Manager, who is already on staff and is collecting information and demographic information.

In May of 2008, the Ticket Manager will attend the Game Face workshop in St. Louis, Missouri in preparation for the move to a professional arena. The three day session will give hands on experience to collegiate and professional personnel responsible to market attendance and manage large venue athletic events.

Student Welfare and Academic Support

With a move to Division I and given historical context and subsequent expectation and associations by many in the community, their will be an increase in the risks involved with a higher profile men’s basketball program. With the transition to Division I, student welfare must remain at the forefront, as well as insuring academic safeguards.

Additionally, annual media relations training will be provided, as well as information regarding amateurism and extra benefits from a Division I basketball perspective.

Reclassification Quantifiable Basketball Plan

Elements			Steps		
Program Area	Issue(s)	Measurable Goals	Steps to Achieve Goal	Individuals Responsible for Implementation	Specific Timetable for Completing the Work
Athletic Aid	Elevate Funding to Division I maximum aid limits as head counter sports	Execute the GIA plan as outlined above and in the appendices	Adhere to institutional budget approval protocols including Board of Trustees review and ratification	Director of Athletics Associate AD Vice President for Student Development	Year One through Year Four (and then ongoing following active membership)

				Vice President for Finance	
Staffing	Hire third assistant coach for both men's and women's programs	Hire third assistant coach for both men's and women's programs		Head Coach Associate AD Manager of HR	July 2009
Facilities	Transition to KeyArena for men's basketball	So as to prepare for hosting events at a large NBA arena: fan experience, technical considerations, crowd control, event movement and flow, etc	Shadow current KeyArena event personnel to collect functional understand of real time event management issues and conduct several walk thru event scenarios	Director of Athletics Associate AD Assistant AD – External Coordinator of Game Management Ticket Manager SID	November 2009
Ticket Sales – MBB	Generate external revenues from ticket sales per the RBP	Achieve 1,000 season ticket holders by 2009 and 3,000 by 2011 for KeyArena	Develop sales campaign and market accordingly	Director of Athletics Assistant AD – External Ticket Manager Development Officer Alumni personnel	Year One through Year Four (and then ongoing following active membership)
Ticket Sales – WBB	Generate external revenues from ticket sales per the RBP	Achieve 1,000 season ticket holders by 2009 and 3,000 by 2011 for KeyArena	Develop sales campaign and market accordingly; cultivate fan base to build core group of supporters	Director of Athletics Assistant AD – External Ticket Manager Development Officer	Year One through Year Four (and then ongoing following active membership)
Corporate Sponsorship Sales	Multimedia: video and audio pod cast creation regarding rules education topics	Annually, execute outlined rule education plan for preseason and postseason team meetings	Establish agenda topics, case study information and other materials for each of the applicable bylaws	Coordinator of Compliance & Rules Education (Officer) Associate AD Assistant AD Compliance Intern Academic GA	Year One through Year Four (and then ongoing following active membership)

Institution schedules its intercollegiate athletics contests primarily with other Division I members:

- *Describe actions (or planned actions) by institution to enhance schedules in all sports to include mostly Division I institutions.*
- *Include any information regarding institution's membership in Division I multisport or single sport conferences.*

Part VIII - Scheduling

According to NCAA national membership map (Attachment ...), the state of Washington is relatively isolated in terms of available Division II institutions in nearby states. At present, only Alaska, Hawai'i, and Washington are classified as being predominately

Division II states. This isolation has made non-conference contest scheduling, travel expense, and time away from class paramount concerns for all sport programs, particularly men's and women's soccer.

During the feasibility study conducted by the Task Force, the number of opportunities to schedule non-conference contests within a 300 mile, 600 mile, and 1,000 mile radius of campus were explored. Setting aside West Coast Conference members, there are five Division I institutions within 300 miles, ten within 600 miles, and twenty-one within 1,000 miles of campus. As indicated by the aforementioned map, Division II institutions are few and far between. Outside of the institutions in the Great Northwest Athletic Conference, there are currently no schools within 300 miles, one school within 600 miles, and five schools within 1,000 miles of campus. Seattle University's opportunity to play non-conference games closer to campus is far greater in Division I than in Division II.

West Coast Conference (in-conference) games have also given Seattle University better options as far as air travel is concerned. With more flights available at better times, it allows more flexibility with classes and on-campus activities for student athletes. The three most utilized West Coast Conference airports, Los Angeles, San Diego, and San Francisco, each average ten flights daily after three p.m. In the Great Northwest Athletic Conference, flights to Anchorage, Billings, and Fairbanks average five flights after three p.m. and only one flight to Billings, Montana after the same hour.

Looking to the future by way of the past, Seattle University has enjoyed many great Division I rivalries prior to 1980, particularly in the sport of basketball. From series with Fordham and Georgetown to 100 game rivalries with Portland and 71 game against Gonzaga, there are many contests that live in the record books. In all men's basketball has played, in its previous Division I membership, 89 Division I institutions. These universities span the country and cover every region. One goal for basketball, and other programs where available, will be to recapture this historic breadth of scheduling.

Priority in scheduling will be placed on scheduling peer institutions, many of which are WCC members. Additionally and given the disproportionate number of Division I institutions east of the Mississippi, great emphasis will be placed on scheduling member institutions from the Pacific Ten, Western Athletic Conference, and Big Sky.

During the reclassification period, most specifically Year One of Reclassification, it will be necessary to schedule home and home contests within the reclassification-provisional status cohort institutions for certain team sports, including men's and women's basketball. This scheduling strategy is necessary because of the university's counter status, which is neither a Division I nor a Division II regional countable. Nevertheless, all sports, led by basketball, soccer, volleyball, cross country, and softball, have already secured contest/competition dates with WCC, Pac-10, WAC, and Big Sky institutions for Year One. These contests, and schedules in full, are reflected in the Annual Report (Attachment A).

To date, the following Division I opponents have been secured for 2008-2009:

*Men's Basketball*³: Loyola Marymount University (home), University of California-Berkeley, Fresno State University, University of Portland, University of San Francisco, University of Washington, University of Pacific

Women's Basketball: Gonzaga University (home), University of Portland (home), University of Washington, Boise State University, Fresno State University, St. Mary's College

*Men's Soccer*⁴: Oregon State University (home and home), University of Portland, University of Washington, California State University-Bakersfield, Florida Atlantic University, University of Florida-Gulf Coast, California State University-Fullerton, University of California-Irvine, Howard University

*Women's Soccer*³: University of Washington (home), University of Idaho, University of Oregon, Utah State University, University of Utah, St. Mary's College, and University of Nevada

*Volleyball*³: Utah State University, University of Washington, Gonzaga University, University of San Diego; University of Portland

Softball: Loyola Marymount University, University of San Diego, Arizona State University, University of Washington, University of New Mexico, University of Hawai'i, Santa Clara University

The individual sports, including swimming, golf, tennis, cross country, and track and field, will all play predominately Division I schedules but will be a mix of Division I, II, and III in Year One.

In terms of **men's and women's soccer**, the Mountain Pacific Sports Federation (MPSF) has already extended an invitation to men's soccer for membership beginning 2009-10, and women's soccer has received tremendous reception from Division I institutions across the Western United States relative to scheduling as far out as 2012. While the university will most likely seek conference membership with the West Coast Conference (WCC), which hosts both men's and women's soccer, the option of the Western Athletic Conference (WAC) has been an intriguing conversation for both sides. If the WAC option plays out, the MPSF membership for men's soccer will be important.

The long-range goal for scheduling will be heavily rooted in the West Coast, Rocky Mountain, and Southwest regions; however, scheduling efforts will be made for programs, possibly on a rotational basis, to travel to Midwest and East Coast institutions for institutional exposure, competitive opportunity, and student-athlete experience.

³ LMU, Cal, Fresno State, and Washington are all multiple year contracts

⁴ Men's Soccer, Women's Soccer, and Volleyball will all satisfy the scheduling requirement in year one

Travel will always be weighed against academic impact considerations, and time away from class will be held to a minimum and consistent with university class absence policy as mandated by the Provost. This policy is provided under the Academic Integrity operating principle.

In accordance with governing legislation, foreign tour plans are already in the works for several programs. These unique educational-travel opportunities will be disseminated over the next four years, affording various teams the prospect of making one foreign tour trip over the reclassification period.

Institution strives to finance its athletics program from revenues generated by the intercollegiate athletics program itself and the institution controls all funds supporting the athletics program:

- *Describe viability and/or challenges of intercollegiate athletics program in generating revenue to support its operations.*
- *Include a detailed list of sources of revenue as well as actual and projected operating budgets for the reclassification period.*

Part IX – Business Plan and Controls

As Dr. O'Brien states in the RBP, "A critical aspect of Athletics' ability to generate revenue rests with a successful corporate sponsorship program. The effort holds particular promise in the Seattle business community. With a strong corporate base and relatively little Division I competition, Seattle University is well positioned to take advantage of this opportunity if it can appropriately staff this effort."

The city of Seattle does indeed hold great promise for corporate support, and the Seattle University alumni base maintains equal if not greater giving potential. With many major domestic and international corporations making their headquarters in and around the city of Seattle, the population is expected to grow sharply in the next ten years. In addition, planned renovations to the Alaskan Way Viaduct, a main arterial for north and south access into downtown, is expected to be completed over the next three years, significantly improving accessibility to the downtown and Belltown corridors. Belltown is the very upscale neighborhood adjacent to the Seattle Center.

Seattle has been a NBA city for nearly thirty years, but new ownership and interest by the league could move the Seattle SuperSonics out of Seattle as early as 2008-09. If this highly anticipated move occurs, then there will be a void to be filled in terms of basketball in the city, and Seattle U. is undoubtedly part of the downtown fabric both geographically and historically. Regardless of the Sonics, the return of Seattle U. to Division I have many in municipal leadership, including Major Greg Nickels, excited about the potential of a renewed Seattle U. playing in the heart of the city.

Revenue Generation

In preparation for the revenue needs of a transition to Division I, the university hired a dedicated Athletic Development Officer in August of 2007. With a straight reporting line to the Associate Vice President for Advancement and a dotted line to the Director of Athletics, the Athletic Development Officer is charged with building donor support for all aspects of the Athletics program, with emphasis on men's basketball. With the reporting line arranged in a deliberate manner, the Athletic Development Officer will be able to work in synergy with other advancement personnel throughout campus so as to maximize institutional effectiveness.

The July 2008 hiring of an Assistant Athletic Director for External Relations is the second major piece to the revenue generation puzzle. These two positions, the Assistant Athletic Director and the Development Officer, are not the only components to the RBP, but they serve to provide the day-to-day leadership for revenue generation and program advancement. These positions, working in unison under the day-to-day guidance of the Director of Athletics, will be the primary drivers for Athletics revenue.

In addition to collaboration with the Athletic Development Officer, the Assistant Athletic Director for External Relations will solicit all corporate sponsorship sales, oversee and direct season ticket marketing campaigns, develop and oversee the marketing plans for all sports, and lead the entire external relations staff including tickets, promotions, and sports information.

Business Plan

During the first two years of reclassification, the transition into Division I revenue potential will be negotiated according to modest revenue assumptions.

	2008-2009	2009-2010
Revenues		
NCAA	\$ -	\$ -
Tickets	\$ 38,000	\$ 370,000
Guarantees	\$ 40,000	\$ 70,000
Development	\$ 215,000	\$ 295,000
Corporate Sponsorship (net)	\$ 30,000	\$ 90,000
Licensing & Royalties	\$ 5,400	\$ 7,000
Summer Camps & Clinics (net)	\$ 45,000	\$ 55,000
University Operating Support	\$ 3,256,061	\$ 3,702,667
University Financial Aid *	\$ 2,650,579	\$ 3,487,222
Total	\$ 6,280,040	\$ 8,131,889
Expenses		
Salaries	\$ 1,499,679	\$ 1,649,469
Benefits	\$ 479,897	\$ 544,325

Operating	\$ 1,265,485	\$ 1,688,883
Marketing, Promotions, & Advertising	\$ 150,000	\$ 160,000
Championships/Enhancement	\$ 158,400	\$ 200,000
Facilities Lease/Rental	\$ 56,000	\$ 347,000
Conference Affiliation	\$ -	\$ -
Athletic Aid *	\$ 2,650,579	\$ 3,487,222
Total	\$ 6,260,040	\$ 8,131,899

During the following two years (Years Three and Four), revenue goals become notably higher, as season ticket and corporate sponsorship targets are much more aggressive. It should be noted that while these are more aggressive, the overall projections are still conservative.

Consistent with the Marketing and Promotions section outlined earlier in this document, season ticket/gate receipts are based on a season ticket base of just 3,000. For a city of this size and with all home games played in KeyArena at the Seattle Center, this goal is modest.

	2010-2011	2011-2012
Revenues		
NCAA	\$ -	\$ -
Tickets	\$ 775,000	\$ 950,000
Guarantees	\$ 100,000	\$ 130,000
Development	\$ 315,000	\$ 315,000
Corporate Sponsorship	\$ 130,000	\$ 155,000
Licensing & Royalties	\$ 10,000	\$ 15,000
Summer Camps & Clinics	\$ 60,000	\$ 65,000
University Operating Support	\$ 4,255,337	\$ 4,327,242
University Financial Aid *	\$ 4,467,245	\$ 5,688,423
Total	\$ 10,087,582	\$ 11,645,665
Expenses		
Salaries	\$ 1,872,177	\$ 1,923,545
Benefits	\$ 636,540	\$ 673,241
Operating	\$ 1,901,120	\$ 2,019,456
Marketing, Promotions, & Advertising	\$ 170,000	\$ 180,000
Championships/Enhancement	\$ 200,000	\$ 210,000
Facilities Lease/Rental	\$ 365,500	\$ 451,000
Conference Affiliation	\$ 500,000	\$ 500,000
Athletic Aid *	\$ 4,467,245	\$ 5,688,423

Total	\$ 10,087,582	\$ 11,645,665
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Challenges

Economic Climate

In any good game plan, the obstacles are thought through well in advance, and strategies are put in place in the anticipation of such hurdles. The challenges to the revenue generation plan, or the RBP overall, is the uncertainty of markets over time. Economic slowdown, which leads to a decrease in the amount of available corporate marketing resources and disposable income for individuals and families, could have a significant impact on the viability of this plan.

According to the US Census Bureau, the population of the Seattle metropolitan area has grown an astounding 47% percent since 1990. With a steady Seattle's business prospectus, this population growth trend is forecasted to remain very strong. Nevertheless, these projections can be impacted by larger market forces such as gross national product, foreign trade, and global investment markets. As an institution, it will be important to continually gauge trends and outlooks for indicators of downturn, such as the recession expected for 2008. If the climate turns for the worse or fluctuates, spending plans and fundraising strategies will need to be adapted as well.

Fuel Prices

While not directly impacting revenue viability, an obvious challenge that all institutions face is the rising cost of travel as a result of escalating crude oil prices, which in turn have made for sharp spikes in gas prices⁵. This cost is passed along to consumers in many ways, including the price of food and other deliverable goods and it will continue to have a major impact on any business plan. Not only are teams and departments required to contend with higher airline and ground transportation expenses as a direct result of higher fuel prices, but auxiliary travel expenses may continue to increase.

For travel, compounding this issue of fuel prices might be the merger of Delta and Northwest forming a super-carrier, which may be a sign of what is to come in the airline industry and may have significant long range impact on affordability of air travel⁶.

It is difficult to account for the instability in fuel prices, particularly as they can occur with very little warning. Advance travel planning is paramount, and for this reason Athletics has entered into an open preferred vendor agreement with Short's Travel, the company that manages all NCAA championships airline travel logistics. The volume buying power of an entity such as Short's Travel will afford teams greater buying leverage.

Fan Interest

Another challenge will be fan interest. This is dependent upon several factors, the most notable being a team winning percentage in men's basketball.

⁵ Survey: Gas Prices Spike to All-Time High; CNN.com; March 23, 2008

⁶ Bon Voyage, Cheap Flights: Business Week (MSNBC.com); April 17, 2008

As certain scenarios could play out, it is possible that the Seattle SuperSonics might not leave Seattle or a new ownership might restore the franchise of the Sonics to the city. This, while not devastating, could negatively impact season ticket and gate receipt sales due to competition for available customers. However, there could also be some intangible benefits to the Sonics staying put, such as potential facility improvements to KeyArena.

In addition to the Sonics, there are a great many entertainment venues vying for customers, so establishing Seattle U. sporting events as a good family value will take time and consistent marketing and event execution. Moreover, the city of Seattle, particularly downtown, Capitol Hill, Belltown, and South Lake Union, maintains a relatively young demographic, many of whom are young professionals. Devising a target market strategy for young professionals will be a critical component to the success of the marketing plan for season tickets. The objective of this marketing outreach will be to encourage the demographic group to identify with Seattle U and engender a sense of ownership through a direct association with city of Seattle.

Donor fatigue

Not unique to Seattle University, institutions across the country must plan for donor fatigue, which certainly looms as requests on individuals escalate from a myriad of philanthropic and advancement needs. As needs mount, particularly with a rash of national disasters, donor fatigue or disinterest can adversely impact fundraising outreach efforts⁷.

Fundraising and giving efforts have been at the forefront of most institutions over the last ten years, and as public institutions are weaned from state funding and publics and privates alike seek to control tuition rate increases, donor contributions and alumni support are paramount for all. Adding to the need are aging facilities and the arms race that has proliferated over the last decade both inside and outside athletics.

In 2006, President for the Council on Advancement and Support of Education John Lippincott dispelled the idea of donor fatigue, as he cited the strength of fundraising efforts both domestically and internationally⁸. Considering economic pressures and the emergence of new philanthropic needs, finding ways to keep donors and alumni involved in long-range planning, in a way which does not overburden them, will remain an important balance for all institutions to strike. Fortunately for Seattle U. Athletics, there have been many alumni and other supporters who have been long awaiting a return to Division I, and enthusiasm is high. Maintaining this interest and finding meaningful avenues for supporters to donate will be the challenge going forward.

⁷ As cited by several institutional student news papers in 2006 and 2007, including the Stanford Daily, The Jambar (Youngstown State University), and the NinerOnline (University of North Carolina-Charlotteville)

⁸ Fund Raising: Private Support to Remain Strong; Outlook 2006; The Chronicle of Higher Education, Volume 52, Issue 18 (2006).

Even with these challenges, the prospects of Seattle University meeting its revenue goals for the reclassification period and beyond are very good given the interest from alumni, the vitality of the city of Seattle and the civic interest of having a cross-town rival for Division I institution incumbent, University of Washington.

Academic Standards. The Association’s fundamental principles indicate that an intercollegiate athletics program shall be designed and maintained as a vital component of the institution’s educational system, and student-athletes shall be fully integrated into the student body. [Bylaw 22.2.2.1]

- *Describe how student-athletes will be (or are) integrated into the general student-body.*

Academic Integrity

It is hard to walk more than a few minutes in any direction of the campus of Seattle University and not find some visual confirmation of the university mission, which is a call for everyone in the campus community to be “dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world.” This is a lofty mission, but it articulates a sense of purpose that guides all aspects of teaching and campus life, and this mission is infused throughout campus – particularly in the academic programs.

This continuity of mission and commitment to an vitally engaged campus has served to lay a solid foundation for a integrated academic life of both students and student-athletes. With a move to Division I, the university intends to strength its programs already in place that serve all students. Enhancements may be made to increase hours of accessibility and specificity of programming, but the foundation of a holistic academic and campus life experience will continue to define how Athletics interfaces and collaborates with all campus programs.

This in mind, the university mission creates a sense of deliberate institutional intent, and from this intent has been derived the major paradigm by which teaching is conducted:

Vision

We will be the premier independent university of the Northwest in academic quality, Jesuit Catholic inspiration, and service to society.

Values

- [Care](#)
We put the good of students first.

- [Academic Excellence](#)
We value excellence in learning with great teachers who are active scholars.
- [Diversity](#)
We celebrate educational excellence achieved through diversity.
- [Faith](#)
We treasure our Jesuit Catholic ethos and the enrichment from many faiths of our university community.
- [Justice](#)
We foster a concern for justice and the competence to promote it.
- [Leadership](#)
We seek to develop responsible leaders committed to the common good.

How We Educate

Excellent teaching, supported by high quality scholarship and personalized attention to student learning, ensures that intellectually challenging education is at the heart of our mission in undergraduate, graduate, and professional programs.

As a community of faculty and colleagues, in partnership with students, we seek a total educational experience encompassing the classroom, campus and community that develops competence, character, and leadership.

The Jesuit educational tradition promotes independent critical thinkers informed by the humanities, open to finding and serving God in all things, and challenged by the Jesuit priority of "the service of faith and the promotion of justice" to address issues of poverty, injustice, discrimination, violence, and the environment in knowledgeable, committed, and effective ways.

Inspired by the Catholic intellectual tradition, we encourage and assist all students to explore their relationship with humanity, nature, and God; we provide all members of the university community the means to deepen the understanding of their faith; and we identify ourselves as a university that welcomes and promotes free dialogue among persons of diverse religious and intellectual traditions.

The mission of Seattle University will thrive to the extent that all persons within the university engage one another as collaborative colleagues, that our boards guide us in informed and committed ways, that our friends and the wider public take pride in, support, and call upon the services of Seattle University, and that our alumni manifest the fulfillment of our mission in their lives and professions.

Seattle University is the most racially and culturally diverse, the most genuinely urban, and the largest multidisciplinary independent university of the Northwest. Utilizing these three assets for the education of our students and the service of society presents opportunities unique to Seattle University.

Student-Athlete Integration

Student integration is an integral part of campus life. From multicultural activities, to activities and outreach events, recreational sports, and intercollegiate athletics, the whole person is at very the center of student experience. For student-athletes, this ideology and expectation is no different. Seattle University is a urban campus, but is it no means a commuter a nature.

Housing and Residence Life

- As university policy, freshmen and sophomores are required to live in one of five primary residence halls on campus. The residence halls incorporate various different learning communities by which all students may opt to participate. Upon reaching junior status, students may choose to live off campus. All student-athletes are co-located in residence halls with the general student population.

Integrated Student Development divisional programming and services

- Athletics is a part of a larger division on campus referred to as the Division of Student Development. This division includes Housing and Residence Life, Career Development, Health Services, Counseling and Psychological Services, Multicultural Affairs, the International Student Center, and several more student welfare offices and services.

By way of this partnering, which includes regular division communication, collaboration and shared professional development, integrating student-athletes into campus life and student welfare services is highly efficient. As we develop deliberate Life Skills programming, the established partnerships will assist cementing meaningful programming.

Campus wide commitment to a vital and engaged campus

- In accordance with the Core Values, the faculty and staff seek to achieve a holistic educational experience that encompasses the teaching that occurs in the classroom, on campus, in community, and through campus life activities, including athletics. The goal is that integrated educational approach shall serve to develop a deeper sense of competence, character, and leadership.
 - Service: With social justice and service to humanity at the very core of the Seattle U experience, the tenants of advocacy, service and outreach are integral to the core curriculum and are directly supported by the Center of Service and Community Engagement. The Center, servicing all of campus, sponsors continuous programming for students to become engaged in service, which student-athlete participate often connecting them with like-minded students from across campus.

The commitment to service is echoed by student-athletes, which is evident in a partner with the Boys and Girls Clubs and the SAAC sponsor a Faculty-Athlete basketball game to benefit the Make-a-Wish foundation, which has raised more than \$4,000 (combined) over the last three years. Each team also initiates at least one service project per year, which is coordinated through the Assistant Athletic Director/SWA.

- Clubs: Seattle University students participate in over 100 clubs. These include Academic Honors, cultural and ethnic, political, and recreational clubs. While student-athletes have a demanding schedule addressing their academic and athletic commitments, many choose to expand their network by joining a club that appeals to their outside interests. Student-athletes are encouraged to join other clubs to interact with the general student population.

First Year Student and Parent Orientation

“Summer in Seattle” is the university wide incoming student summer orientation program. This program allows Athletics administrators and coaches to have on-campus interaction with the incoming prospective student-athletes and parents. Athletics and university support services and the mission in action are discussed. It allow for direct dialogue regarding issues including preseason reporting, housing, academic support and balance, and the reclassification process.

NCAA CHAMPS/Life Skills programming

- As of 2007-08, Seattle University official launched a Membership Services sanctioned CHAMPS/Life Skills program. Some of the activities planned for spring 2008 through the 2008-09 academic year include:
 - Media Relations (Speaking Specialists, Inc)
 - Sports Nutrition and Healthy Body Image
 - Career Planning and Networking (Career Advice and a Slice)
 - Personal Responsibility and Decision Making

Senior Exit Surveys

- Per NCAA requirements, each senior student-athlete is asked to complete an exit survey. The athletic department uses the survey results to improve student welfare as well the athletic program in general. This assessment tool was developed in 2006-07, and will be applied during the reclassification process. Modifications will be made as deemed necessary by the changing requirement of the program.

Student-Athlete Advisory Council

- Seattle University’s Student Athletic Advisory Council (SAAC) serves as an advocate for all student-athletes. The SAAC has the direct communication with the Faculty Athletics Representative as well as senior

athletic department administrators. The SAAC addresses issues of student welfare and creates action plans for improving academic and athletic life for student-athletes.

Academic Support. *Members of the Association have the responsibility to conduct intercollegiate athletics programs in a manner designed to protect and enhance the educational welfare of student-athletes and to assure proper emphasis on educational objectives. [Bylaw 22.2.2.2]*

- *Describe institution's programs (planned or current) that protect and enhance the educational welfare of its student-athletes. Include a description of student-athlete academic advising staff and facilities.*
- *Describe programs (planned or current) that ensure student-athletes have sufficient time for academic programs. In particular, address policies or planned policies for missed class time due to participation in Division I athletics.*
- *Describe institution's plans to successfully follow the Division I Academic Performance Program.*

Safeguards to Educational Welfare

Admissions based on Preparedness

- As articulated by the President to the entire faculty and staff, Athletics will not be granted “special admits” for the purpose of gaining competitive advantage. The admissions standards are seen as a safeguard and requires that the university and prospective students uphold due diligence in deciding upon admissibility. It would not in the interest of student-athlete well-being to admit prospective students who have not demonstrated preparedness for the academic rigors of academic life. The current admissions process does take into account several factors beyond academic markers, and this process of consideration will remain and is consistent with the admissions decisions of all prospective students.

Academic advising by faculty/staff

- All student-athletes have a faculty or staff advisor from their chosen college (non-athletic department). Freshmen and transfer students are required to meet with academic advisors prior to registration. The student-athletes share the same advisors as the general student population.

Faculty are thoroughly engaged in the development of the students. For example, in a survey given to students exiting the Albers School of Business, Seattle University faculty ranked number one in student faculty interaction. This interaction with faculty supplements the more formal advising conducted by faculty and staff.

- In addition to the formal advising relationship between a student-athlete and their advisor, the senior woman administrator serves as an informal

advisor to our student athletes. She is often the first person a student-athlete meets with when having academic or other problems. Our SWA does an exceptional job at addressing the issue or referring the student-athlete to the appropriate advisor or counselor.

Pre-season Student-Athlete Orientation

- Conducted prior to the first practice session of each sport a compliance and conduct orientation is conducted by the Compliance Unit and Student Support personnel. Pre-participation requirements are completed at this time and sport specific rules education is covered – often in a game format in an interactive exchange. In addition, conduct expectations are discussed, include Athletics core principles.

Freshman and Transfer Registration Advising Sessions for Student-Athletes

- Developed specifically around the needs of incoming students, the following items are covered:
 - Academic success;
 - Study skills;
 - Student support service (such as labs and accessing a tutor);
 - Advising;
 - Registration; and
 - Degree exploration and declaration

Priority registration

- As course selection is limited due to space limitations, student-athletes, as well as other institutionally identified student groups, are given the opportunity register prior to most of the general student population. This priority registration opportunity allows student-athletes to better balance their academic demands with the constraints of participating in a team sport. Upon examination by the Athletics Advisory Committee during the 2006-07 academic year, priority registration has been found to minimize class missed time due to team travel and has served to elevate the strain on Connolly Center facilities, which, in turn, benefits the entire campus community.

Priority registration is especially useful as a student-athlete approaches his or her junior and senior years and higher level course offerings become much more limiting. Priority registration helps student-athletes maintain their progress toward degree.

Consistent engagement with the Faculty Athletics Representative

- The faculty athletic representative (FAR) is an active participant in the academic progress of student athletes. The FAR is available to counsel student-athletes with academic issues. The FAR works in conjunction with the senior woman administrator to identify and provide solutions to student-athletes who are struggling with their academic workload.

Three and six week progress reports

- The SWA sends three and six-week progress report requests to the faculty of all student –athletes. These serve as an early warning device for academic issues. Notification of problems at the third week of the quarter allows enough time to correct poor class performance.

Structured Advising/Study Hall

- The ongoing needs identification structured advisement/study hall for academically at-risk students is managed by the Assistant Athletic Director for Academic Performance/SWA in conjunction with the coaches and the FAR. All at-risk students, defined as being 2.49 and below, are required to meet and discuss academic strategy with the Assistant Athletic Director for Academic Performance/SWA

Travel Notification Letters to Faculty from athletic administration and the FAR.

- Per institutional class miss policy (Appendix D), emails are sent to all faculty members who have student-athletes enrolled in their classes informing them of team travel. The faculty member at an early time in the quarter can assist the student-athlete in fulfilling the requirements of the course with adjustments for missed class time.

Institutional student support programs, which student-athletes access as integrated academic support model for all students, boast the following programs:

- Learning Center – services offered:
 - *One-on-one sessions* are provided for all university students, free of charge, who request tutorial help for a course subject or want to refine or develop their study skills. The Center conduct learning style assessments, recommends effective study skills, and coach students in applying proven academic strategies in their classes.
 - *Learning Strategy Workshops* are offered throughout the year and offer interactive learning on a variety of topics of interest to students, including sessions on:
 - Time management
 - Improving reading strategies
 - Effective review
 - Test-taking methods
 - *Facilitated Study Groups* are peer-led and coordinated with specific courses. In the sessions, students explore course concepts, practice problem solving, and learn study approaches in a collaborative setting.
 - *Language Conversation Groups* are peer-led and focus on the practice of conversational speaking.
 - *Writing Center* is a daily drop in or by appointment opportunity for students to develop a thesis or outline, receive critical feedback on

a paper or project in draft form, and/or improve general writing and composition skills.

- **Math Labs** are a drop-in service for students taking any of the first-year math courses. These labs are available throughout the academic year and are staffed by upper division and graduate students.
- **Accounting Labs** operate very similar to the Math Labs and offer specific support to accounting and economics students.
- **Language Lab** are in place to assist students with various language courses, which are required as a part of the core curriculum.
- **Specialized tutoring per college** – most colleges, such as engineering, provide subject specific tutoring. For example, in the business school accounting tutoring is available to students taking principles of accounting.

Scheduling

Protecting the integrity of the academic program is at the forefront of scheduling for all Athletics events and countable activities. To ensure that this standard is upheld, several safeguards are in place and are listed below:

- Provost Office mandated attendance policy that establishes the expectation of all students involved in official institutional activities away from campus during the academic year (see Appendix D).
- Class absence notification to professors for all sanctioned athletic travel and home contest that conflict with class time. These notifications are sent out per student-athlete via Outlook on the university server.
- As mentioned above, priority registration affords student-athletes the opportunity to register before the general student population so as to most efficiently allocate their course load. The ability to register early provides flexibility to athletes, allowing them to take more rigorous courses in their non-competitive season.
- In addition to compliance guidelines, travel and home game schedules are approved by the Assistant Athletic Director for Academic Performance and the FAR.
- For Championships and as needed otherwise, administrators may travel to assist in proctoring exams per the direction of the faculty member making the request.
- As much as possible, the final exam period is protected from competition and team travel.

- Dedicated academic study hall is built into the itinerary during all team travel over three days away from campus during the regular term
- Practices are scheduled on a quarterly bases and are predicated on upperclassmen class schedules.
- While not a requirement in Division II, Athletics already observes 17.1.6.2-(a) specifically pointing to the following: “all athletically related activities outside the playing season are prohibited one week prior to the beginning of the final examination period for the applicable academic term through the conclusion of each student-athlete’s final exams.”

Certification of Compliance – Governance and Commitment to Rules Compliance

Institutional Control, Presidential Authority and Shared Responsibilities. The Association’s principal of institutional control vests in the institution the responsibility for the conduct of its athletics program, including the actions of it staff members and representatives of its athletic interests. [Bylaw 22.2.1.1]

- *Provide organizational charts for intercollegiate athletics and intercollegiate athletics within the university structure.*

Operating Principle 1.1 – Institutional Control, Presidential Control and Shared Responsibilities

As a private, Catholic university under the Oregon Provincial, Presidential authority is an integral part of institutional culture which directly shapes the institutional decision-making process and locus of institutional control. Presidential authority extends to all institutional matters, which then may require ratification by the Board of Trustees. It is the role of the President to provide the Board of Trustees recommendations regarding the direction of the University, its programs, and it subsidiaries.

The *Board of Trustees* is primarily responsible to review and ratify the following:

1. Annual university operating budget
2. Tuition rates
3. Institutional salary and benefit rates
4. Major capital projects
5. Strategic planning initiatives
6. Academic programs

Aside from the appointment of the President, the Board of Trustees does not engage in personnel issues, whether academic or non-academic.

President

The President is assisted and advised by the Executive Team, which includes the university Senior Vice President and the Vice Presidents of the major divisions of the university, as well as the Provost and Legal Counsel. Decisions regarding strategic planning, budget and resource allocation, and capital development are the primary foci of the Executive Team. However, supplementary institutional decision recommendations may be made as deemed appropriate by the President and/or the Board of Trustees.

The President actively engages the Athletic administration, coaches and staff on a direct level. Inspired by the Division I feasibility study completed during the 2006-07 academic year, the President conducts an open-dialogue issues meeting with the entire Athletic department on a quarterly basis. During these meetings the President shares his vision of the role of Athletics within the campus community and the developments therein. At the same time, the President receives feedback and discusses pertinent issues with the staff, primarily those related to the reclassification process, the five year business plan, recruitment of students, competitive considerations, and student welfare matters.

In addition, the Director of Athletics meets with the President and the Vice President for Student Development on a bi-monthly basis to discuss the build-out of the business plan, as well as other items as needed. Other university leaders may participate in these discussions depending on the agenda.

Faculty Athletics Representative

The Faculty Athletics Representative (FAR) focus on Athletics can be categorized by three major areas: institutional control, academic integrity, and student-athlete well-being.

Institutional Control: The FAR is responsible for monitoring and testing the culture and validity of institutional control surrounding Athletics, as well as ensuring the Presidential line of authority. Meeting no less than quarterly, the FAR and President will discuss pertinent matters involving Athletics.

Academic Integrity: the FAR works closely with the Assistant Athletic Director for Academic Performance on all academic integrity and performance matters. Collaboratively, the two positions ratify competition schedules from the lens of class missed time, as well as review and act on major academic matters or concerns.

Student-Athlete Well-Being: the FAR is responsible for chairing the Athletics Advisory Committee, which meets quarterly and addresses a range of issues focused mainly on academic life and policy and student-athlete well-being. The Advisory Committee is comprised of academic and faculty leadership from across the academy. In addition to the Athletics Advisory Committee, the FAR shall advocate for student welfare issues that may be more acute in nature.

Vice President for Student Development

Reporting directly to the President and as a member of the University Executive Team, the Vice President for Student Development maintains direct oversight of Athletics, including policy, staffing, and budget. It is the role of the Vice President to advise and recommend the President on all matters within the Division of Student Development, including Athletics.

Athletics thereby operates under a larger divisional umbrella which encompasses a wide array of student life and welfare campus services. As Athletics is viewed as part of the student life experience, it is appropriately housed as a matter of holistic inclusion and professional collaboration.

The Vice President for Student Development is involved with more significant decisions than on the daily matters. The Director of Athletics regularly consults and apprises the Vice President of appropriately.

Director of Athletics

The Director of Athletics is responsible for executing the Presidential priorities surrounding the full operations of the Athletics program. The Director is responsible for the day-to-day decision making and apprising and/or advising the President, either directly or through the Vice President for Student Development, of matters of importance.

In addition, the Director is to articulate the vision and mission of the Athletic department to both internal and external constituents and assure the adherence of all institutional and NCAA rules compliance, as managed by the senior staff.

Rules Compliance. Membership in the Association places the responsibility on each institution to assure that its staff, student-athletes and other individuals and groups representing the institution's athletics interest comply with the applicable Association rules and regulations. [Bylaws 22.2.2.1 and 22.2.1.2]

- *Describe your institution's NCAA rules education for necessary athletics staff members and boosters. Specifically, please provide details on efforts to educate necessary individuals of the differences between the three NCAA divisions, with particular attention to differences between academic standards, transfer and financial aid regulations.*
- *Include a description of institution's policies and procedures for certifying the eligibility of initial, continuing and transfer student-athletes.*

Operating Principle 1.2 - Rules Compliance Introduction

Per Article 2.8.1, institutional control and rules compliance are bedrock components to Division I membership, and will be the overarching premise of all Athletics procedures and operations. Qualifying this establishment, the major operating tenets for the Compliance Unit will be as follows:

1. Serve the rules education needs of coaches, student-athletes, and pertinent constituents relative to new and existing legislation, as well as interpretations.
2. Assist administration and staff in accurately applying legislation to the execution of all athletically related programs and activities.
3. Ensure the integrity of institutional control systems and rules compliance procedures.
4. Critically analyze and test all systems and procedures for the purpose of adaptability to new legislation, technology tools and communication processes.

Keys to accomplishing these tenets will be centered around the development and maintenance of the following seven points:

1. tools of operation;
2. staff composition;
3. division of labor;
4. methods of education;
5. clarity of expectations; and
6. consistency in operations.

Systems of Operation Overview

1. NCAA Division I Manual
2. Compliance Assistant internet (CAi)
3. SUDDS (data delivery system)
4. Scoutware, LLC
5. Electronic Forms
6. Digital File archiving
7. Coaches' Procedures Manual
8. LSDBi

NCAA Division I Manual

While it would seem obvious, it is important to indicate formally that the Division I Manual shall be the basis of all operations of Athletics as it relates to Rules Compliance and Membership.

Compliance Assistant internet (CAi)

In many regards, the Athletic Department has made several efforts to adopt compliance operations which mirror that of a Division I model over the last two years.

Implementation of CAi and formalizing streamlined, technology-driven processes have been at the forefront of this effort.

Comprehensive use of CAi by athletic personnel and campus academic services enhances the reliability of the rules compliance system by assuring that information is being shared in real-time and is measured against the NCAA legislative standards. It also minimizes the risk of lost or misfiled paper records, and it enhances institutional commitment to sustainability and “green” practices, which are Seattle University strategic planning priorities.

Currently, Athletics employs many of the modules provided in Compliance Assistant Internet (CAi); however, for the purpose of reclassification, the implementation plan of CAi use will include the full employment of each of the following modules for record keeping and reporting purposes by start of Year One of Reclassification:

1. Certification of eligibility
 - a. Initial
 - b. Transfer
 - c. Continuing
 - d. Six Credit Hour
 - e. Cumulative GPA
 - f. Progress Toward Degree (40/60/90)
 - g. Waivers
 - h. Declaration of majors
 - i. Squad Lists
 - j. APR and APP records maintenance
2. Financial aid
 - a. Equal distribution rule
 - b. Individual and team limits
 - c. All countable and non-countable awards
 - d. Non-counter certifications
 - e. Minimum financial aid reports
3. Recruiting
 - a. PSA data base
 - b. Correspondence (information requirements for visits and NLI offers)
 - c. Phone logs
 - d. Evaluations and contacts
 - e. IRL verifications
 - f. Official Visits
 - g. Validated NLI's
4. Playing and practice seasons
 - a. Academic calendar
 - b. Declaration of season
 - c. First practice and competition dates
 - d. Length of season
 - e. Required off days
 - f. Competitions/contests (countable and exempt)
5. Fiscal controls and business operations
6. Athletic personnel limits
7. Interface with Coaches Certification Exam results per coach

Discussions with NCAA staff members have indicated that updates of CAi include automatically populating data in an institutions' CAi database once the IRL has been activated on the NCAA Eligibility Center website. This and other improvements to

import and export efficiencies will only serve to enhance institutional use and reliability on the CAi online database.

SUDDS

Seattle University Data Delivery System (SUDDS) is an encrypted, web based data management and reporting tool that extracts real-time information from the university Datatel student record and financials populations. SUDDS allows for online and/or Microsoft Excel spreadsheets to be generated according to the use of preset filters and data management tools.

As a result, SUDDS has been developed to be central point of communication (compliance unit, Registrar, Admissions and Student Financial Services) regarding progress toward-degree procedures. From SUDDS the following information is tracked (and flagged) in real-time so as to provide highly reliable eligibility markers, these include:

- Enrollment status
- Six-Credit Hour
- Declaration of degree
- “Forty-sixty-ninety” satisfactory progress
- Degree completion
- Term and cumulative grade point averages

In addition to SUDDS there are procedural safeguards in place to insure that as student-athlete does not drop below the requisite full-time enrollment and/or does not satisfy satisfactory progress toward degree, to name a few. These procedures are based on a signature system that is accompanied by a line of communicate for verification of status (eligibility impact) prior changes being made to the Datatel records system.

Seattle University OIT personnel is currently working on protocols to allow for SUDDS generated academic reports to be directly imported into CAi for automated field population. This will improve reliability of data and work efficiency.

Electronic Forms

Accuracy, consistency and process efficiencies can have significant impact on the success of the system. As technology tools have developed, several innovations allow the distribution, completion and maintenance of compliance forms to be managed in a digital or electronic format.

Currently, all student-athlete activity logs are completed and stored in electronic format (Excel spreadsheet) on a shared departmental drive (T-drive). Each program inputs data per student each week and the daily and weekly totals are automatically calculated and stored. The document is kept on a shared drive so that real-time information can be accessed by the coaching staff and compliance personnel with minimal delay.

Beginning in 2007 and per the recent permissibility for National Letter of Intent (NLI) materials to be issued via email, all NLI and athletic aid agreements are sent via email to each PSA. The single PDF document contains a welcome letter, instructions, the NLI, and the athletic aid agreement. Following faxed receipt of the PSA signed NLI and athletic aid agreement, the PSA receives a regular mail paper copy of the received faxed documents once all materials are verified by the compliance officer. At this time, the PSA also receives several pieces of institutional information in preparation of admissions/enrollment and participation.

Additionally, the compliance unit utilizes an electronic tracer report to gather necessary information on applicable transfer students, particularly four year transfers, as well as an electronically prepared transfer eligibility verification form. These documents are then maintained as digital archives once completed and filed.

Digital Archives/Records

In a concerted effort to operate a “green” department, Athletics will shift to a primarily digitally archived records protocol. Currently there is one digital image scanner for Athletic administration. In July of the FY09 fiscal year, two additional scanners will be purchased for the purpose of compliance records archiving.

In year one, the following items will be maintained as digital files:

- Initial Eligibility 48-H Forms (downloaded in PDF format)
- Tracer and Transfer Eligibility Verification Forms
- NLI and Athletic Aid Agreements
- Non-counter Certifications
- Institutional Certification of Compliance
- Certification of Staff
- (Countable) Activity Logs

Other digital records and reports such as declaration of season, financial aid, and continuing eligibility will be stored within the CAi database and generated upon demand.

Athletics (Coaches) Procedures Manual

Serving as the primary measure of protocol and operational guidelines, the Coaches Procedures Manual is an annually updated document provided to all new and existing staff at the summer all-staff meeting. The manual summarizes rules compliance items and relates them to university policy and procedures relative to budget, academic, legal and human resources.

Composition of Staff and Division of Labor

As of the beginning of 2008-2007 membership year (or July 2008), rules compliance will follow a team approach, which will be comprised of the following:

1. Associate Athletic Director for Administration
2. Assistant Athletics Director for Academic Performance

3. Coordinator of Compliance and Rules Education
4. Graduate Assistant for Student Support and Eligibility
5. GIA Officer (Associate Director of Student Financial Services)
6. Continuing Eligibility Officer (Associate Registrar)
7. Admissions Officer (Admissions Specialist)

For the purpose of creating a system of checks and balances, the division of labor for the area of compliance and rules education will be divided between senior administrative staff members as follows:

Administrators within Athletics:

The **Associate Athletic Director for Administration** is responsible for oversight of all rules compliance, education and legislation as well as fiscal management and internal operations, including game management, facilities, and strength and conditioning. Specific to the Compliance Unit, the areas of specialization will include the administration, monitoring and education of the following:

- Certification of Compliance (Self-Study)
- Membership requirements:
 - Reclassification reporting (strategic plan, annual report);
 - Sports sponsorship & Minimum Financial Aid;
 - EADA; and
 - Certification of outside income;
- Approve all National Letter of Intents and GIA offers;
- Summer camps and clinics;
- New legislation;
- Assist coordinator with Rules Education plan;
- All interpretations; and
- Primarily liaison to Legal Counsel and Human Resources

The **Assistant Athletic Director for Academic Performance** (also currently designated as the Senior Woman Administrator) is responsible for the supervision of all continuing eligibility, as well as academic progress and support. The areas of specialization will include the administration, monitoring, and education of the following:

- Chair Certification Committee;
- Primary liaison to Faculty Athletics Representative;
- Primary liaison to faculty;
- Manage class absence notifications;
- Academic progress reports (mid-term);
- Academic Performance Program (APP);
- Academic Progress Rates (APR);
- Hardship and academic eligibility waivers;
- Rules Education and interpretations specific to academics requirements; and

- Primary liaison to the Office of Admissions and Academic Advising.

The **Coordinator of Compliance and Rules Education** will be responsible for day-to-day compliance operations, including maintaining CAi records, performing regular audits, planning and implementing rules education (for both internal and external constituents), implementation of new legislative requirements, providing interpretations, preparing sport sponsorship and championships reporting. The Coordinator will also work closely with the Assistant AD/SWA on all eligibility and certification matters.

- CAi administration (as outlined above)
- Verifying initial eligibility standards (Eligibility Center)
 - Complete IRL activations
 - Primary
- Recruiting
 - Permissions to contact/tracer reports
 - Official/unofficial visits
 - Complimentary tickets
 - Phone, evaluation, and contact logs/limits
 - Recruiting calendars
 - Certification Exam administration
- Participation requirements:
 - Full-time enrollment verifications
 - Declaration of Degree
 - Student-Athlete Statement and Drug Testing Consent Forms
 - Coordinate continuing eligibility certifications
 - Coordinate transfer certification procedures;
- Squad List maintenance;
- Playing and practice seasons:
 - Declaration of Seasons
 - Activity Logs;
- Certification of staff/personnel;
- Execute all National Letters of Intent and GIA offers;
- Secondary infractions reporting;
- Design and implement Rules Education plan;
- Assist with Certification of Compliance;
- Governance and legislation;
- Non-eligibility Administrative Subcommittee Review Waivers (ASRW); and
- All Interpretations.

Graduate Assistant for Student Support and Academic Performance is responsible to conduct regular audits of recruiting logs, official visit verifications, activity logs, and complimentary ticket records.

- Assist with academic certifications
- Assist with CAi maintenance

- Audits of academic records, as well as recruiting and activity logs
- Assist with Rules Education

Administrators outside Athletics:

GIA Officer (Associate Director of Student Financial Services)

The GIA officer ensures compliance with all institutional, state, federal and NCAA guidelines regarding financial aid and authorizes all financial aid awards within the university BANNER system (Datatel). Note: Athletics personnel do not have access to input or modify student data in the BANNER system.

Certification Officer (TBD, Office of the Registrar)

The (continuing) certification officer ensures compliance with all institutional and NCAA eligibility guidelines regarding continuing eligibility and progress toward degree. The Office of Information Technology has designed a data filter tool that pulls from the university BANNER system (Datatel) so that athletic personnel and the certification officer can exchange information in real-time. This information is then transferred to CAi for long term squad list and data storage purposes.

The Certification Officer also helps monitor full-time enrollment status, which is accessible in real-time by Athletics and the Registrar. Any class changes made during the term must be approved by the Assistant Athletic Director for Academic Performance (the Coordinator of Compliance or the FAR) and the Certification Officer.

All eligibility certification record is maintained in CAi, which is pulled manually by the university Datatel system. Additionally, the Office of Technology, in conjunction with the Registrar and Athletics, have developed numerous web based reports which can be run or accessed via Seattle University Data Delivery System (SUDDS). This web based system allows reports to be run and imported in real time, which can be grouped by sport, degree, level, or several other demographic markers.

Admissions Officer (Admissions Specialist for Athletics)

While initial eligibility is established by the NCAA Eligibility Center, the Admissions officer acts as a direct point of contact for the Assistant Athletic Director for Academic Performance, the Coordinator of Compliance and the coaching staff for all admissions and enrollment matters. The Admissions Officer will also serve as an additional layer of checks and balances in the early determination of academic credentials as it relates to initial and transfer eligibility, particularly that of international students.

Specific to bylaw 13.6.3, the compliance officer coordinates with the Assistant Athletic Director for Academic Performance and the Compliance Intern to ensure that IRL activation is completing according to the rule relative to official visits and offers of NLI and/or written offers athletic aid. This information is maintained on a shared drive spreadsheet (T-drive), and all correspondence to PSA's is sent via Outlook as archived records are kept accordingly.

University Controller

Per the procedural fiscal matters and fulfilling the requirements of EADA reporting, the Controller provides external support and guidance to the Associate Athletic Director.

Rules Education Pedagogy: Method, Audience, and Content

Audience

1. Internal constituencies
 - Student-Athletes
 - Coaches
 - Departmental support staff
 - University staff (Registrar, Financial Aid, Academic Advising, and Institutional Research)
 - Student employees (game management staff, ticket staff, Recreational Sports, etc)
2. External (direct) constituencies
 - Representatives of Athletics Interest
 - Parents of enrolled student-athletes
 - Alumni clubs/groups
 - Peripheral constituencies

Methods

1. Multi-media
 - Free access to pre-recorded video segments via GoSeattleU.com
 - Online (video) tutorial of the NCAA Eligibility Center process and initial eligibility requirements via GoSeattleU.com
 - Free access to downloadable audio and video podcasts on “key topics” per audience type
 - Pre-recorded podcast education sessions for later playback for coaches, student-athletes, prospective students and friends of the program
 - Use of NCAA produced materials for electronic access, link, and download
 - Emails through Scoutware (compliance unit licensee)
2. Instruction
 - Group instruction (classroom)
 - Case study review
 - Competitive/interactive games (students)
3. Printed Materials
 - Posters
 - Brochures (representatives of athletic interest, parents, etc)
 - Handouts
 - Athletics Procedure Manual

In regards to rules education, several initiatives have been initiated during the exploratory year, including the development of online (GoSeattleU.com) rules compliance materials and resources and the production of a donor education brochure (representative of Athletics interest) that will be used as a part of fundraising activities.

Additionally, rules education sessions (coaches meetings) have been conducted throughout the 2007-08 with coaches relative to personnel; financial aid; transfer eligibility and protocol; recruiting evaluations, contacts, and calendars; recruiting materials; playing practice seasons; camps and clinics, and APR and APP. Division I rules education programming will continue for coaches into Year Two, with a heavy emphasis on recruiting and APP.

Coaches Rules Education (Instruction) Plan for Year One

Fall Items

Practical examples of Recruiting Calendars - Contacts and Evaluations
APR tracking spreadsheet introduction
Recruiting and the RAI
Scheduling requirement and contest considerations

Winter Items

APR and APP impact items and case reviews
Amateurism and Promotional Activities
New Legislation
Transfer Eligibility

Spring Items

Extra Benefits – new realities
Outside Competition
Summer Camps

Student-Athlete Education (Instruction) Plan for Year One

Prior to Start of Countable Activity

Drug Testing and Banned Substances
Progress Toward Degree
Extra Benefits
Outside Competition (general)

End of Regular Season

Amateurism and Promotional Activities
Outside Competition (detailed)
Summer camps and private instructions

External Constituents Education Plan for Year One

Program to be developed during method development

Supplemental and supporting materials to the aforementioned plan will be implemented according to the various methods outlined earlier.

The overall rules education will be framed according to “Our Shared Commitment” campaign designed to engender a sense of ownership of rules compliance among all involved with Seattle U. Athletics, including student-athletes, coaches, administrators, faculty, fans, donors, and friends of the university.

IMPLEMENTATION ITEMS (Reclassification Year One)

Initial Compliance Review

In preparation for the site visit by the review committee in Year Two, Athletics will complete compliance review with The Compliance Group, led by Chuck Smrt. This review will test the assumptions of this plan in regards to tools, systems, and division of labor as they pertain to the transition into Division I legislation. In addition, the rules education program will be evaluated for feasibility, scope and appropriateness. This review is schedule to be completed by the end of the 2008 fall term.

Transfer Eligibility – committee review and transfer verification process

Pursuant to the secondary infraction of bylaw 14.5.1 that occurred regarding the certification of a transfer student during the 2007-08 academic year, the first implementation item for Year One will be focused on transfer certification.

Prior to intuitional academic certification, the Compliance Unit shall review all transfers and compare each case against applicable transfer requirement and legislation. The function of this committee review will begin in summer of 2008 and the Compliance Unit will meet according to case need. Transfer eligibility certification must be unanimous by the committee, as an approval signature will be required prior to practice, competition and/or financial certification. The intent of this committee approval requirement is to minimize human error and arbitrarily rendered eligibility rulings.

The expediency of the committee review will be dictated by the time sensitivity of each case. Coaches will be notified in writing from the compliance officer of the transfer eligibility status, which will also be recorded in CAi.

Textbooks and Course Supplies

Working in conjunction with Student Financial Services and the University Bookstore, Athletics will implement a new required textbook and course supply distribution and return system for all full GIA students, an anticipated forty to fifty per year. This new system will satisfy the requirements of 15.2.3 and 16.3.1.1, as well as institutional policy.

Reclassification Quantifiable Rules Compliance Plan

Elements			Steps		
Program Area	Issue(s)	Measurable Goals	Steps to Achieve Goal	Individuals Responsible for Implementation	Specific Timetable for Completing the Work
Rules Education	Education of Coaches of Division I legislation	Annually execute outlined rule education plan for fall, winter and spring during bi-monthly coaches meeting	Establish agenda topics, case study information and other materials for each of the applicable bylaws	Coordinator of Compliance & Rules Education (Officer) Associate AD Assistant AD Compliance Intern Academic GA	Year One through Year Four (and then ongoing following active membership)
Rules Education	Education of student-athletes of Division I legislation	Annually execute outlined rule education plan for preseason and postseason team meetings	Establish agenda topics, case study information and other materials for each of the applicable bylaws	Coordinator of Compliance & Rules Education (Officer) Associate AD Assistant AD Compliance Intern Academic GA	Year One through Year Four (and then ongoing following active membership)
Rules Education	Education of donors/RAI of Division I legislation "Our Shared Commitment" plan/campaign	Produce brochure material information and collaborate with Advancement to distribute & and create online video clips to assist in understanding the rules	Complete distribution and applicable bylaws	Coordinator of Compliance & Rules Education (Officer) Associate AD Compliance Intern	Year One through Year Four (and then ongoing following active membership)
Rules Education	Multimedia: video and audio pod cast creation regarding rules education topics	Annually execute outlined rule education plan for preseason and postseason team meetings	Establish agenda topics, case study information and other materials for each of the applicable bylaws	Coordinator of Compliance & Rules Education (Officer) Associate AD Assistant AD Compliance Intern Academic GA	Year One through Year Four (and then ongoing following active membership)
Recruiting Support	Assist coaches with adaptation to contact and evaluation calendars and limits	Create visual assistance tool that interfaces with Outlook and possibly Scoutware	Determine need and format options	Coordinator of Compliance & Rules Education Compliance Intern	Summer 2009
Digital Archive Plan	Further effort to maintain a digitally formatted archived system	Acquire necessary hardware/software	Procure desktop digital scanners for the Associate AD, Assistant AD, the Compliance Officer, and the unit GA/intern (shared)	Associate AD Senior Administrative Assistant Procurement Staff	Procurement by September 2008 Implementation of archiving Fall 2008

Eligibility	Transfer Committee and verification process	Provide a systematic approach to standardizing the eligibility verification of transfers prior to certification	Coordinate function of committee and per-certification protocols and materials maintenance	Coordinator of Compliance & Rules Education (Officer) Certification Officer (Registrar) Associate AD Assistant AD Compliance Intern Academic GA	Summer 2008
Textbooks (full grant-in-aid recipients)	Connect the university grant-in-aid textbook issue and return plan to legislative requirements	Execute a functional system that accounts legislation, financial aid policy and bookstore procedures	Establish protocol between SFS, the bookstore, Athletics, coaches, and full GIA student-athletes	Coordinator of Compliance & Rules Education (Officer) Financial Aid Liaison (Associate Director of SFS) Bookstore manager Associate AD Compliance Intern	Fall 2008

Gender Issues: Consistent with Constitution 2.3 it is the institution's responsibility to implement the Association's principle of gender equity. [Bylaw 22.2.3.1]

- *Describe institution's efforts at achieving and maintaining gender equity and how planned Division I status affects those efforts.*

Equity and Well-Being

Gender Issues

Seattle University is committed to social justice, and one of the corner stones of this commitment is gender equity, in athletics and across campus. By way of an initial look at gender equity, Alden & Associates included a summary examination of gender equity impact of the RBP. This analysis and summary prepared by Dr. Betsy Alden and will be the starting place by which the gender equity reclassification initiatives will be charted.

According to the Alden & Associates report the following summaries were provided:

Using 2006-7 Equity in Athletics Disclosure Act (EADA) institutional data, it is determined that the undergraduate student population at Seattle University is 4,160. The student population consists of 1,614 male undergraduates, or .39, and 2,546 female undergraduates, or .61 of the student population.

The student-athlete population for 2006-2007 was 230. The male student-athlete population was 99, or .43 of the student-athlete population. The female undergraduate population was 131, or .57 of the student-athlete population.

The differential between female undergraduate students and female undergraduate student-athletes is .04. The Department of Education’s Office of Civil Rights (OCR) does not issue a specific differential that an institution must meet, but .04 would generally be viewed favorably and would be determined to be in compliance with Part I – Substantial Proportionality.”

Athletic Financial Assistance (2005-06)

At Seattle University, the unduplicated numbers are as follows:

Gender	#	%	budget	% budget
Male	81	44	\$867,908	40
Female	104	56	\$1,303,245	60

The Department of Education’s Office of Civil Rights requires that less than .01 differential exist. At Seattle University the differential between male student-athletes (.56) and amount of athletic financial assistance awarded to female student-athletes (.60) is a positive .04 differential.

Seattle University is in compliance regarding athletic financial assistance, and subsequent increases to athletic grant-in-aid for the FY07 and FY08 fiscal years support this ratio with a slight emphasis (beyond the ratio) has been placed on female sports.

Recruitment of Student-Athletes:

Using 2006-2007 data from the EADA the following is the situation at Seattle University:

Men’s Team Expenditures	\$23,701 - Percent of Total .43
Women’s Team Expenditures:	\$31,946 - Percent of Total .57

Total \$55,647

With .57 of the recruiting dollars spent by the women’s teams and with a female student-athlete population of .57 – there was a differential of zero percent. Therefore, .57 of recruiting dollars at Seattle University are spent on .57 of the student-athlete population (female) and .43 of the recruiting dollars in the athletics program are being spent on .43 of the student-athlete population (male).

The University is in compliance with Title IX regarding recruiting.

With the transition into Division I status and significant increases in spending anticipated, particularly for men’s basketball and the addition of baseball, a focus on gender equity is a paramount concern. The impact will be continually analyzed in real time throughout

the reclassification process; however, in Year One, a gender equity analysis will be completed per the quantifiable plan listed at the end of this section.

The Athletic Advisory Board has created a gender equity subcommittee, which test and analyze the results finds of Athletics 2008-2009 planned study.

***Diversity Issues.** It is a principle of the Association to promote respect for and sensitivity to the dignity of every person and to refrain from discrimination prohibited by federal and state law. [Bylaw 22.2.3.2]*

- *Describe institution's efforts to promote respect and understanding of diversity issues.*

Diversity Issues

Diversity as Core Value

“Seattle University is dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world.” In support of this mission, the University has further defined its institutional values, one of which is diversity. The Diversity value is articulated as “we celebrate educational excellence achieved through diversity.” More specifically, diversity is understood as an inherent source of richness and a necessary educational tool for learning and growth for all members of the campus community.

Engaging Our Diversity Task Force

In the 2006-2007 academic year, the president assembled this task force to review the current environment at Seattle University and report to the institution results and recommendations. This is one example of the commitment to diversity, institutional progress, and emphasis on the entire Seattle University community's experiences.

Student Development Diversity Statement

Student Development at Seattle University both celebrates and promotes safe and healthy community life for people of all races, religions, national origins, socio-economic classes, gender identities and expressions, sexual orientations, physical and learning abilities, and ages by modeling behavior and articulating expectations that we live and work together in one community, bound together by our commitment to learning and respect for one-another.

Excellence and diversity at Seattle University are inextricably tied. Across the university and mirrored within the Division, the each staff member and student is called upon in advancing a deeper understanding of and commitment to the cultivation a truly diverse community in the pursuit of social justice.

The Division has dedicated the last two academic years to examining the role and function of all aspects of the division through the intentional lens of diversity and the acquisition of multicultural competencies. These competencies, for student affairs

professionals in higher education, revolve around the theory of the (non linear model) of awareness, knowledge, skills, and action⁹.

Divisional Diversity Committee

Based on the aforementioned theory by Pope and Reynolds, the Student Development Diversity Committee charge of establishing assessment tools for departmental climate and the development of a set of core multicultural competencies for all Divisional staff, including Athletics, so as to equip all personnel to assist, advise, and advocate for student welfare matters as they relate to equity, opportunity, and access. By appointment of the Vice President of Student Development, the Associate Athletic Director for Administration serves a member of the Diversity Committee. The committee has been working on this initiative since the fall quarter.

Student-Athlete Well-Being. *Conducting the intercollegiate athletics program in a manner designed to protect and enhance the physical and educational well-being of student-athletes is a basic principle of the Association. [Bylaw 22.2.3.3]*

- *Describe planned or current policies that protect the well-being (including health and safety) of institution's student-athletes.*

Student-Athlete Well-Being

As mentioned earlier in this section, Seattle University is dedicated to the development of leaders for a just and human world, and to accomplish this holistic student development must be at the forefront of all campus life and curriculum initiatives. University President, Fr. Stephen Sundborg, recently outlined this institutional mission by narrowing the focus to a campus-wide effort to provide an integrated Jesuit education for all students, which defined as the synergistic intersect of the academic, spiritual, and personal dimensions of student development. In short, it is a concentrated effort to achieve CURA PERSONALIS. For this reason Athletics adopted the following Mission Statement:

To champion the holistic development of student-athletes inspiring a vital and engaged campus community through the development and maintenance of a premier, nationally prominent NCAA Division I athletics program, in the spirit of the Jesuit tradition.

MISSION IN ACTION

- To provide an outstanding, highly competitive athletic experience for student-athletes.
- To promote and support a vital and engaged campus community.
- To create an athletic culture where student-athletes can realize balanced success in academics, athletics and in all their collegiate pursuits and experiences.
- To encourage student-athletes to engage the greater community through meaningful service activity.

⁹ Pope R, Reynolds A and Mueller, J: Multicultural Competencies for Student Affairs (2004)

- To establish an environment which develops and supports ethical leadership, respect, teamwork, sportsmanship, and community.

OUR COMMITMENT

Each staff member of the Department of Athletics will strive to serve as a positive role model embodying leadership, service and professional formation in representation of the values of a Jesuit, Catholic University.

From this mission, the university and Athletics has and is set to address and build upon the items listed below, which all have important student well-being impact:

Professional Development

The Student Development Division provides in-service development sessions each quarter around issues in higher education. The theme for the 2007-2008 academic year is diversity. Together with colleagues in student affairs across campus, the athletics staff participates in presentations and workshops to improve our work developing the whole student and professional formation.

NCAA CHAMPS/Life Skills

As a new participant within the NCAA CHAMPS/Life Skills program, the already existing student development programs designed for student-athletes will increase in quality and quantity. Currently, there are many opportunities within the program which may be mandatory or optional and focus heavily on the professional and personal health and formation.

The Assistant Athletic Director for Academic Performance/SWA, with assistance from the graduate assistant for academic performance, will lead all Life Skills programming. In Year Three, of July 2010, a full-time coordinator position for student-athlete support will be added to the Athletics staff. This new position will assume the day to day leadership of all welfare and Life Skills programming and campus initiatives, as well as assisting with academic enhancement matters.

Student-Athlete Orientation

For the past three academic years, Athletics has provided a comprehensive orientation program to all student-athletes when they arrive on campus. Included in the orientation are issues such as: decision making and conduct, rules compliance and extra benefits, athletic training and nutrition, leadership, mission and values, and teamwork. Coaches, administrators, and other colleagues have collaborated in the process.

In upcoming orientation sessions in the fall, Athletics plans to revise the sessions to address all incoming student-athletes (freshmen and transfers) as one cohort, as the needs of this group are specialized. This will be done is a large session just prior to the beginning of the quarter and will be followed by a social welcome event with the entire department.

Athletic Training Room

Seattle University Athletic Training Mission Statement: The Athletic Training staff at Seattle University strives to provide each student-athlete with the highest quality health care within the personnel, facilities, resources and budget available. The Athletic Training staff is committed to continually strive for the highest level within the available infrastructure, so that the student-athlete, coaches, parents and administration can reach their highest goals and objectives.

Athletic training staff members coordinate the NCAA Drug Testing program and education at Seattle University. While we are confident that the level of care for student-athletes is met, we are looking to expanding the Athletic Training Room in number of staff and size in the upcoming years. According to our staffing plan, and additional full time Athletic Trainer will be added in July 2009.

New protocols will be established which will include weekly status report meetings between the athletic training staff and the strength and conditioning coordinator (and interns and GA as appropriate). Bi-weekly injury reports will also be given to each head coach in-season; these reports will include injury, progress and activity status.

Strength and Conditioning

Renovations to the Seattle University Weight Room and Varsity Weight Room in the summer of 2006 have allowed the student-athletes access equipment necessary for strength training. Hammer Strength equipment was added fall of 2007, and further equipment acquisition is planned annually.

In July 2008, the university is expecting to name its first Coordinator for Strength and Conditioning within the Athletic Department. This position will provide leadership overall strength training and conditioning, assisting coaches and student-athletes on instruction. Most importantly, the position will create a centralized approach to all aspects of performance training and establish consistent welfare procedures and safety standards.

In addition to performance training, this position will help with injury prevention and reconditioning in conjunction with the Athletic Training staff, which is described above. The Coordinator will also be challenged with the task of collaborating with campus Health and Wellness to develop sports nutrition education and health body image initiatives and programming.

Transportation Safety

As we expand our programs, Athletics, the Athletics Advisory Counsel and University Counsel are collaborating to examine alternatives to passenger van use and staff/student drivers, particularly for competition travel. As a part of this effort, a RFQ has been sent out for one carrier to handle all air port travel, as Seattle-Tacoma airport is approximately 18 miles from campus on a congested interstate. To date, Shuttle Express, which has received national recognition for safety, has responded and is preparing a proposal.

University Counsel has solicited assistance by a legal firm, Miller Nash, LLP, for this review.

Participation by a Pregnant Student-Athlete

The NCAA Sports Medicine Handbook states the following as it pertains to the participation by a pregnant student-athlete: Assessing the risk of intense, strenuous physical activity of a pregnant student-athlete is difficult since there are no studies that have specifically addressed this topic.

The American College of Obstetrics and Gynecology has recommended that following a thorough clinical evaluation, healthy pregnant women should be encouraged to engage in regular, moderately intensive physical activities. However, many medical experts recommend that women avoid participating in competitive contact sports after the 14th week of pregnancy and pregnant student-athletes who participate in non-contact endurance sports should consider participating at a non-competitive level.

The risks and benefits of athletics participation should be one of the objectives for the team physician in counseling a pregnant student-athlete. This includes the effects of pregnancy on competitive ability, the effects of strenuous physical training and competition on both the pregnant student-athlete and the fetus, and the warning signs to terminate exercise while pregnant.

If a decision is made to allow a pregnant student-athlete to compete, documentation outlining the student-athlete’s medical condition, the potential risks of athletics participation during pregnancy, and the student-athlete’s understanding of these risks of participation to her and her baby be included in the student-athlete’s medical records via a signed informed consent. The institution will also obtain approval from the physician most familiar with the pregnant student-athlete’s condition, the team physician and other appropriate University officials.

Following delivery or pregnancy termination, medical clearance is required to ensure the student-athlete’s safe return to athletics. NCAA rules permit a one-year extension of the five-year period of eligibility for a female student-athlete for reasons of pregnancy.

Important: Any student-athlete who suspects or has knowledge that she has become pregnant is required to notify her Head Coach, the Head Athletic Trainer, or the Director of Athletics. We will work with you confidentially but must be involved to assure that decisions are made to ensure your health.

Reclassification Quantifiable Equity and Well-Being Plan

Elements			Steps		
Program Area	Issue(s)	Measurable Goals	Steps to Achieve Goal	Individuals Responsible for Implementation	Specific Timetable for Completing the Work

Gender Equity Review: business plan	Continually verify gender equity compliance	Re-test the RBP to three prong test and peer institutions per 2006-07 EADA reporting	Compare actual and projected budget (according to real time revisions) and compile EADA summaries	Gender Equity Coordinator (campus) FAR Associate AD Assistant AD/SWA Coordinator of Compliance & Rules Education Compliance Intern Academic GA	Year One through Year Four (and then ongoing following active membership)
Gender Equity Review: Women's Athletics	Student body interest in women's programs and perceptions of gender equity compliance	Determine student body interest and factors and see if impression equals reality	Collaborate with Division and Institutional Research on completing survey and compiling data	Associate Director of Institutional Research Assistant AD/SWA Academic GA	Year One
Gender Equity Review:	Better understand the needs and gaps in travel accommodations	Establish baseline expectations and standards for team travel	Formulate survey and distribute to students subsequent to team travel for real time feedback	Associate AD Assistant AD/SWA Coordinator of Compliance & Rules Education Compliance Intern Academic GA	Year One through Year Four (and then ongoing following active membership)
Diversity	Hiring practices and insuring diversity	Implement Black Coaches Association best practices to all athletic coaches and staff searches	Within the framework of institutional policy and procedure implement the framework of the BCA assuming that all hires would be graded	Associate AD Assistant AD/SWA Manager of Human Resources	Exploratory year through Year Four (and then going forward following active membership)
Athletic Training	Communication: Injury Status Reports	Develop and execute protocol to provide bi-weekly updates to head coaches in season	Coordinate information chain, format materials, and devise best method of distribution that complies with HIPPA	Head Athletic Trainer Coordinator of Strength and Conditioning Associate AD Assistant AD Head Coaches	Year One through Year Four (and then ongoing following active membership)
Ground transportation	Assist coaches with adaptation to contact and evaluation calendars and limits	Create visual assistance tool that interfaces with Outlook and possibly Scoutware	Determine need and format options	Coordinator of Compliance & Rules Education Compliance Intern	Summer 2009
Student-Athlete Orientation	Adjust orientation to meet the needs of returns verses incoming students and spend more time on rules education	Acquire necessary hardware/software	Meet with campus support services to set up program and academic support orientation and develop programming	Associate AD Assistant AD/SWA Coordinator of Compliance & Rules Education FAR	Preseason Fall 2008
Summer Bridge planning	Depending on the finding of the Academic Enhancement	Develop and execute summer bridge program,	Meet with campus support services to set up program and academic	Associate AD Assistant AD/SWA Coordinator of Compliance &	Year One

	Committee for Men's Basketball, begin preparations for summer bridge program and orientation (summer 2009)	including orientation programming, for incoming basketball PSA's	support orientation and develop programming	Rules Education Compliance Intern Academic GA Head Coaches FAR	
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Appendices

(Appendix A)

Enrollment statistics

Enrollment (Fall 2007)

Albers School of Business and Economics	900
College of Arts and Sciences	2,010
College of Nursing	496
College of Science and Engineering	773
Matteo Ricci College	178

Total enrollment **4,253**

Student demographics (Fall 2007)

Gender

Men	1,653 (39%)
Women	2,600 (61%)

Ethnicity

African American	225 (5%)
Asian/Pacific Islander	847 (20%)
Hispanic/Latino	309 (7%)
Multicultural	33 (1%)
Native American	57 (1%)
White/European	2,197 (52%)
Other/Unknown	263 (6%)
International students	322 (8%)

Average age

21 years

Enrolled freshmen (Middle 50%)

High school GPA	3.31 - 3.84
SAT critical reading score	530 - 640
SAT math score	520 - 630
SAT writing score	510 - 620
ACT composite score	22 - 27

Student costs (2007-2008)

Undergraduate program (cost per year)

Tuition	\$26,325
Room and board	\$7,860
Other expenses	\$4,881

Total \$39,066

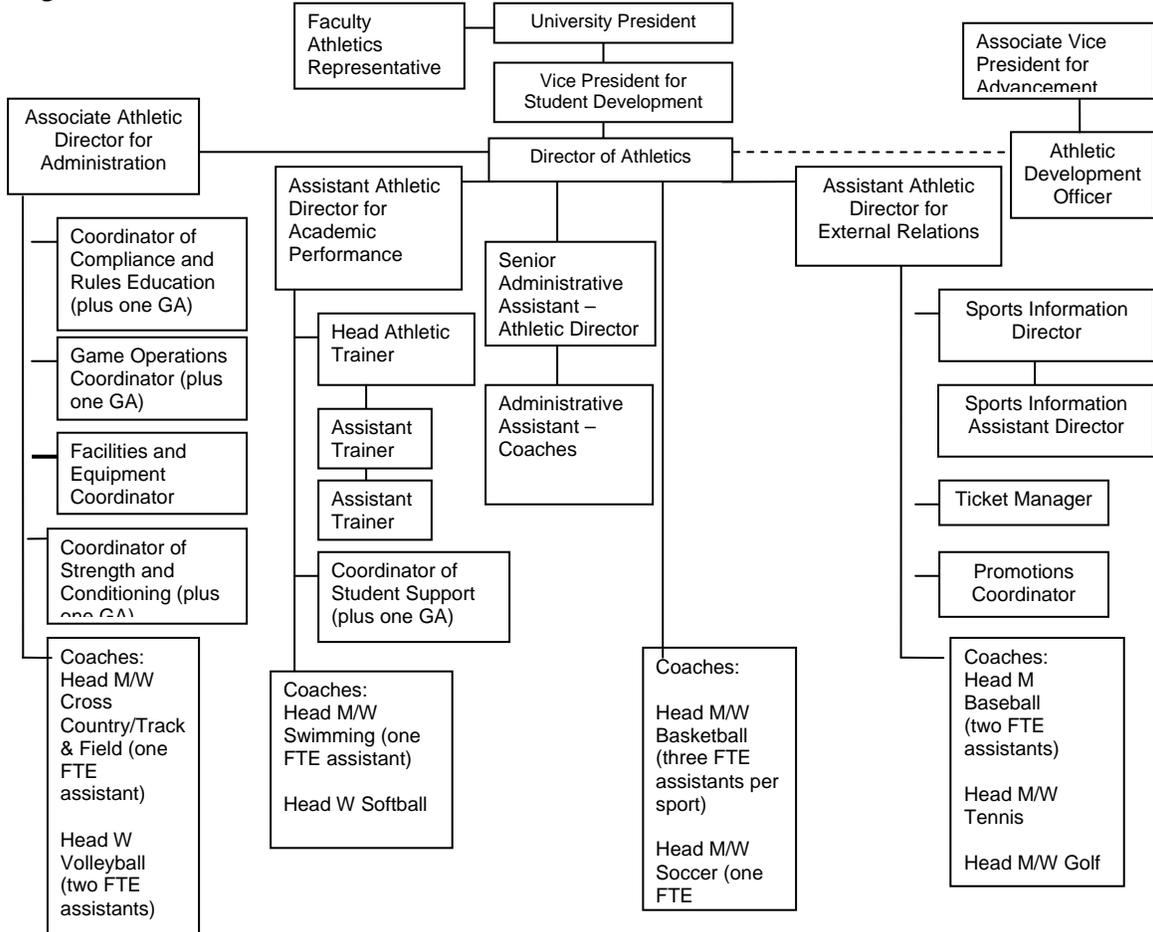
Financial assistance (2006-2007)

Undergraduate aid

Number of undergraduates with aid	3,263
Average aid awarded per recipient	\$21,163
Total federal loans	\$15,053,627
Total private loans	\$6,186,130
Total institutional (SU) aid awarded	\$28,625,096
Other grant aid	\$12,356,364
Total work study aid	\$6,833,993

Total aid awarded to all undergraduates \$69,055,209

Appendix B
Organizational Chart



Appendix C

Projected 5 Year Budget Plan - Reclassification (Independence)					
Athletics Overall	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Projected Budget Summary					
<i>Athletic Aid</i>	\$ 2,636,352	\$ 3,479,748	\$ 4,507,090	\$ 5,737,192	\$ 6,196,168
<i>Operational (non salary)</i>	\$ 944,534	\$ 1,275,487	\$ 1,688,883	\$ 1,901,120	\$ 2,019,456
<i>Existing Salaries and Benefits</i>	\$ 1,587,658	\$ 1,892,856	\$ 2,176,496	\$ 2,207,656	\$ 2,327,656
<i>Fringe Benefits</i>	\$ 476,297	\$ 605,714	\$ 718,244	\$ 750,603	\$ 837,956
<i>Student Wages/GA Positions</i>	\$ 154,682	\$ 154,682	\$ 167,682	\$ 167,682	\$ 167,682
<i>Facilities Rental (Non-KeyArena)</i>	\$ 5,000	\$ 50,000	\$ 55,000	\$ 58,000	\$ 59,160

<i>REVENUE - Corporate</i>	\$ 30,000	\$ 90,000	\$ 130,000	\$ 155,000	\$ 180,000
<i>REVENUE - Tickets (KeyArena lease embedded)</i>	\$ 38,000	\$ 370,000	\$ 775,000	\$ 950,000	\$ 1,200,000
<i>REVENUE - Team Store</i>	\$ 14,000	\$ 18,000	\$ 22,000	\$ 30,000	\$ 32,000
<i>REVENUE - Guarantees</i>	\$ 40,000	\$ 70,000	\$ 100,000	\$ 130,000	\$ 130,000
<i>REVENUE - Fundraising (unassigned)</i>	\$ 215,000	\$ 275,000	\$ 315,000	\$ 315,000	\$ 340,000
OVERALL TOTAL	\$ 5,804,524	\$ 7,458,487	\$ 9,313,395	\$10,822,254	\$11,608,078
<i>Detail of Expenses</i>					
Special (not included in total)	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Exploratory Period fee	\$ -	\$ -	\$ -	\$ -	\$ -
DI Membership Fee	\$ 1,800	\$ 2,000	\$ 2,000	\$ 2,200	\$ 2,200
GNAC Conference Fees	\$ -	\$ -	\$ -	\$ -	\$ -
League Entry/Annual Fee	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
Faculty Athletics Rep.	\$ 5,850	\$ 5,850	\$ 6,000	\$ 6,000	\$ 6,000
<i>Operational (386000)</i>					
<i>Sports Information (total non-salary)</i>	\$ 19,259	\$ 24,230			
<i>Sports Medicine (total non-salary)</i>	\$ 23,995	\$ 27,900			
<i>Game Management</i>	\$ 21,727	\$ 23,727			
<i>Cultivation (Entertainment)</i>	\$ 10,500	\$ 14,500	\$ 19,000	\$ 20,000	\$ 25,000
Professional Fees (& postage/print)	\$ 14,000	\$ 30,000	\$ 32,000	\$ 32,000	\$ 35,000
Travel (Student Shuttles)	\$ -	\$ 1,500	\$ 3,500	\$ 4,000	\$ 4,000
Cellphone/LD	\$ 21,906	\$ 26,900	\$ 28,900	\$ 28,900	\$ 29,200
Equipment	\$ 12,014	\$ 7,000	\$ 10,000	\$ 5,000	\$ 5,000
Supplies - Apparel (Admin/GM/SID)	\$ 5,550	\$ 7,350	\$ 8,150	\$ 9,350	\$ 9,350
Supplies – Office	\$ 4,100	\$ 6,000	\$ 8,810	\$ 8,810	\$ 8,810
Recruitment of Staff	\$ 5,000	\$ 6,000	\$ 7,000	\$ 3,000	\$ 3,000
Marketing (from revenues)	\$ (35,000)	\$ (55,000)	\$ 50,000	\$ 75,000	\$ 75,000
Team Store (386100)	\$ 10,000	\$ 12,000	\$ 15,000	\$ 15,000	\$ 15,000
Guarantees		\$ -	\$ -	\$ -	\$ -
Professional Develop/Travel	\$ 20,478	\$ 23,900	\$ 24,700	\$ 24,900	\$ 24,900
Championship Travel	\$ -	\$ 10,000	\$ 11,300	\$ 11,800	\$ 15,000
On campus meals	\$ 41,200	\$ 44,500	\$ 46,000	\$ -	\$ -
Off campus meals	\$ 20,000	\$ 22,000	\$ 24,000	\$ 70,100	\$ 70,100
TOTAL	\$ 194,729	\$ 232,507	\$ 288,360	\$ 307,860	\$ 319,360
Increase	\$ (11,429)	\$ (37,778)	\$ (55,853)	\$ (19,500)	\$ (11,500)
<i>New Admin/Support Salary</i>	2008-2009	2009-2010	2010-2011	2011-2012	
Development Officer					
Assistant AD – Marketing	\$ 52,500	\$ -	\$ -	\$ -	\$ -
Student Support (Life Skills) Coordinator	\$ -	\$ -	\$ 35,700	\$ -	\$ -
Compliance and Rules Education Coordinator	\$ 48,000	\$ -	\$ -	\$ -	\$ -
Promotions Coordinator	\$ -	\$ 33,000	\$ -	\$ -	\$ -
Strength & Conditioning Coordinator (CSCS/ATC)	\$ 38,000	\$ -	\$ -	\$ -	\$ -
Facilities & Equipment Coordinator	\$ -	\$ -	\$ 39,500	\$ -	\$ -

Assistant Sports Information Director	\$ -	\$ 34,400	\$ -	\$ -	\$ -
Assistant Athletic Trainer	\$ -	\$ 38,000	\$ -	\$ -	\$ -
Publications & Tickets Coordinator	\$ -	\$ -	\$ -	\$ -	\$ -
Admin. Assist. Sports	\$ -	\$ -	\$ -	\$ -	\$ -
Unassigned	\$ -	\$ -	\$ -	\$ 40,000	\$ -
Graduate Assistants	\$ 75,086	\$ 75,086	\$ 75,086	\$ 75,086	\$ 75,086
Fringe Benefits	\$ 41,550	\$ 33,201	\$ 24,816	\$ 12,000	\$ -
TOTAL	\$ 138,500	\$ 105,400	\$ 75,200	\$ 40,000	\$ -
Increase	\$ (90,000)	\$ 33,100	\$ 30,200	\$ 35,200	\$ 40,000
<i>New Coaches Salary</i>	2008-2009	2009-2010	2010-2011	2011-2012	
M Basketball First Assistant					
W Basketball First Assistant					
M/W Swimming Assistant Coach					
M/W Head Golf Coach					
M/W Head Tennis Coach					
M Soccer Goalie Coach					
W Soccer Goalie Coach					
Baseball Head Coach	\$ 51,500				
Volleyball First Assistant	\$ 30,222				
M/W CC/Track & Field Assistant Coach	\$ 25,000				
Baseball Assistant Coach (Pitchers)	\$ -	\$ 31,230			
M Basketball Third Assistant	\$ -	\$ 60,000			
W Basketball Third Assistant	\$ -	\$ 38,000			
Volleyball Assistant Coach	\$ -	\$ -	\$ 42,687		
Baseball Assistant Coach	\$ -	\$ -	\$ 32,687		
Softball Assistant Coach	\$ -	\$ -	\$ 32,687		
Current Fringe Benefits	\$ 32,017	\$ 40,707	\$ 35,660	\$ -	\$ -
TOTAL	\$ 106,722	\$ 129,230	\$ 75,374	\$ -	\$ -
Increase	\$ 77,500	\$ (22,508)	\$ 53,856	\$ 75,374	\$ -
Men's Basketball	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Recruiting	\$ 33,000	\$ 49,000	\$ 64,000	\$ 75,000	\$ 87,000
Travel	\$ 63,000	\$ 97,000	\$ 109,000	\$ 129,000	\$ 130,500
Equipment/Apparel	\$ 13,590	\$ 15,500	\$ 17,800	\$ 20,300	\$ 20,900
Professional Fees	\$ 15,000	\$ 45,000	\$ 60,000	\$ 80,000	\$ 92,000
Guarantees	\$ 12,000	\$ 105,000	\$ 120,000	\$ 130,000	\$ 130,000
TOTAL	\$ 136,590	\$ 311,500	\$ 370,800	\$ 434,300	\$ 468,400
Increase	\$ (43,440)	\$ (174,910)	\$ (59,300)	\$ (63,500)	\$ (34,100)
Women's Basketball	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Recruiting	\$ 30,000	\$ 40,000	\$ 50,000	\$ 56,000	\$ 68,400
Travel	\$ 61,500	\$ 85,000	\$ 104,500	\$ 126,400	\$ 127,900
Equipment/Apparel	\$ 13,590	\$ 17,500	\$ 20,800	\$ 24,300	\$ 20,900
Professional Fees	\$ 13,750	\$ 30,000	\$ 45,000	\$ 80,000	\$ 87,000
Guarantees	\$ 15,400	\$ 45,000	\$ 52,000	\$ 56,000	\$ 56,000
TOTAL	\$ 134,240	\$ 217,500	\$ 272,300	\$ 342,700	\$ 360,200
Increase	\$ (41,990)	\$ (83,260)	\$ (54,800)	\$ (70,400)	\$ (17,500)

Volleyball	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 8,000	\$ 15,000	\$ 18,000	\$ 24,000	\$ 28,000
<i>Travel</i>	\$ 47,050	\$ 53,400	\$ 69,750	\$ 94,150	\$ 98,191
<i>Professional Fees</i>	\$ 4,000	\$ 13,000	\$ 16,000	\$ 17,000	\$ 22,050
<i>Equipment/Apparel</i>	\$ 10,275	\$ 12,250	\$ 13,250	\$ 15,850	\$ 15,850
<i>Guarantees</i>	\$ 8,000	\$ 28,000	\$ 32,000	\$ 36,000	\$ 36,000
TOTAL	\$ 77,325	\$ 121,650	\$ 149,000	\$ 187,000	\$ 200,091
Increase	\$ (31,725)	\$ (44,325)	\$ (27,350)	\$ (38,000)	\$ (13,091)
Men's Soccer	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 7,000	\$ 9,500	\$ 15,500	\$ 21,000	\$ 21,000
<i>Travel</i>	\$ 41,200	\$ 47,200	\$ 51,200	\$ 60,400	\$ 60,400
<i>Equipment/Apparel</i>	\$ 13,931	\$ 15,385	\$ 17,600	\$ 19,000	\$ 19,000
<i>Professional Fees</i>	\$ 4,980	\$ 8,000	\$ 16,000	\$ 20,000	\$ 22,050
<i>Guarantees</i>	\$ 3,500	\$ 10,000	\$ 13,000	\$ 13,000	\$ 15,500
TOTAL	\$ 70,611	\$ 90,085	\$ 113,300	\$ 133,400	\$ 137,950
Increase	\$ (14,231)	\$ (19,474)	\$ (23,215)	\$ (20,100)	\$ (4,550)
Women's Soccer	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 8,000	\$ 11,500	\$ 15,500	\$ 21,000	\$ 21,000
<i>Travel</i>	\$ 43,200	\$ 49,600	\$ 55,300	\$ 65,300	\$ 65,300
<i>Equipment/Apparel</i>	\$ 13,931	\$ 16,317	\$ 17,600	\$ 19,000	\$ 19,600
<i>Professional Fees</i>	\$ 4,980	\$ 8,000	\$ 16,000	\$ 20,000	\$ 22,050
<i>Guarantees</i>	\$ 3,864	\$ 10,000	\$ 15,000	\$ 15,000	\$ 17,500
TOTAL	\$ 73,975	\$ 95,417	\$ 119,400	\$ 140,300	\$ 145,450
Increase	\$ (18,991)	\$ (21,442)	\$ (23,983)	\$ (20,900)	\$ (5,150)
Cross Country/T&F	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,430
<i>Travel</i>	\$ 36,975	\$ 40,500	\$ 41,310	\$ 42,136	\$ 42,979
<i>Equipment/Apparel</i>	\$ 13,800	\$ 15,500	\$ 15,810	\$ 16,126	\$ 16,449
Total	\$ 54,855	\$ 60,162	\$ 61,365	\$ 62,592	\$ 63,858
Increase	\$ (13,355)	\$ (5,307)	\$ (1,203)	\$ (1,227)	\$ (1,266)
Softball	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 5,000	\$ 5,100	\$ 6,700	\$ 7,500	\$ 7,500
<i>Travel</i>	\$ 36,260	\$ 39,860	\$ 43,657	\$ 48,590	\$ 48,590
<i>Professional Fees</i>	\$ 5,500	\$ 5,500	\$ 6,500	\$ 6,500	\$ 6,500
<i>Equipment/Apparel</i>	\$ 9,785	\$ 11,200	\$ 11,424	\$ 11,652	\$ 11,886
<i>Guarantees</i>	\$ 4,000	\$ 8,000	\$ 10,000	\$ 14,000	\$ 16,000
Total	\$ 60,545	\$ 69,660	\$ 78,281	\$ 88,242	\$ 90,476
Increase	\$ (16,445)	\$ (9,115)	\$ (8,621)	\$ (9,961)	\$ (2,233)
Swimming	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 5,000	\$ 6,100	\$ 6,800	\$ 7,100	\$ 7,100
<i>Travel</i>	\$ 71,788	\$ 74,788	\$ 77,000	\$ 86,200	\$ 80,100
<i>Professional Fees</i>	\$ 3,200	\$ 3,200	\$ 4,700	\$ 5,200	\$ 5,200
<i>Equipment/Apparel</i>	\$ 16,250	\$ 16,656	\$ 16,989	\$ 17,329	\$ 17,676
Total	\$ 96,238	\$ 100,744	\$ 105,489	\$ 115,829	\$ 110,076
Increase	\$ (7,250)	\$ (4,506)	\$ (4,745)	\$ (10,340)	\$ 5,753

<i>New Sport Programs</i>					
M Golf	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 1,000	\$ 2,000	\$ 2,500	\$ 2,700	\$ 2,915
<i>Travel</i>	\$ 15,000	\$ 16,200	\$ 35,160	\$ 41,860	\$ 41,860
<i>Equipment</i>	\$ 3,325	\$ 3,591	\$ 3,878	\$ 4,189	\$ 4,524
<i>Total</i>	\$ 19,325	\$ 21,791	\$ 41,538	\$ 48,749	\$ 49,299
Increase	\$ 13,325	\$ 2,466	\$ 19,747	\$ 7,210	\$ 550
W Golf	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 1,000	\$ 2,000	\$ 2,500	\$ 2,700	\$ 2,916
<i>Travel</i>	\$ 15,000	\$ 16,200	\$ 35,160	\$ 41,860	\$ 41,860
<i>Equipment</i>	\$ 3,325	\$ 3,591	\$ 3,878	\$ 4,189	\$ 4,524
<i>Total</i>	\$ 19,325	\$ 21,791	\$ 41,538	\$ 48,749	\$ 49,300
Increase	\$ 13,325	\$ 2,466	\$ 19,747	\$ 7,210	\$ 551
Baseball	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 8,500	\$ 12,500	\$ 13,000	\$ 13,500	\$ 17,000
<i>Travel</i>	\$ -	\$ 66,700	\$ 83,400	\$ 91,300	\$ 108,020
<i>Equipment</i>	\$ 12,000	\$ 22,000	\$ 18,500	\$ 23,000	\$ 22,000
<i>Professional Fees</i>	\$ -	\$ 10,000	\$ 20,000	\$ 50,000	\$ 56,000
<i>Guarantees</i>	\$ -	\$ 10,000	\$ 14,000	\$ 17,000	\$ 20,000
<i>Total</i>	\$ 20,500	\$ 121,200	\$ 148,900	\$ 194,800	\$ 223,020
Increase	\$ 20,500	\$ 100,700	\$ 27,700	\$ 45,900	\$ 28,220
W Tennis	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 3,000	\$ 3,240	\$ 3,499	\$ 3,779	\$ 4,081
<i>Travel</i>	\$ 12,000	\$ 12,000	\$ 35,750	\$ 36,400	\$ 36,400
<i>Equipment</i>	\$ 6,500	\$ 6,500	\$ 9,050	\$ 7,950	\$ 8,300
<i>Professional Fees</i>	\$ 500	\$ 2,500	\$ 3,500	\$ 3,500	\$ 4,000
<i>Total</i>	\$ 22,000	\$ 24,240	\$ 51,799	\$ 51,629	\$ 52,781
Increase	\$ 16,500	\$ 2,240	\$ 27,559	\$ (170)	\$ 1,152
M Tennis	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<i>Recruiting</i>	\$ 3,000	\$ 3,240	\$ 3,499	\$ 3,779	\$ 4,081
<i>Travel</i>	\$ 12,000	\$ 12,000	\$ 35,750	\$ 36,400	\$ 36,400
<i>Equipment</i>	\$ 6,500	\$ 6,500	\$ 9,050	\$ 7,500	\$ 7,950
<i>Professional Fees</i>	\$ 500	\$ 2,500	\$ 3,500	\$ 3,500	\$ 4,000
<i>Total</i>	\$ 22,000	\$ 24,240	\$ 51,799	\$ 51,179	\$ 52,431
Increase	\$ 16,500	\$ 2,240	\$ 27,559	\$ (620)	\$ 1,252

Appendix D

Dear Colleagues:

This memorandum serves as a reminder to all Seattle University faculty of University policy pertaining to our student athletes.

While it is our primary responsibility to ensure the integrity of all students' academic learning, we also recognize and value the contribution of athletics as a part of a holistic education. In accord with this, the University developed some time ago the following policy relating to classroom attendance and excused absences for students participating on university athletic teams:

Student athletes are responsible for keeping up with class work, completing all assignments and attending class regularly. During their athletic season, student athletes are expected to plan ahead in regard to their academic and athletic responsibilities. This includes introducing themselves to faculty as student athletes, and providing to faculty a schedule of away competitions.

Student athletes who have followed the above requirements are allowed excused absences when involved in intercollegiate athletic competition or in the travel required for away contests during their season. Away contests should not take student athletes away from classes for more than three class days at a time. Excused absences should not be granted for training or practices.

Thank you for your cooperation and for ensuring that our student athletes are supported in all facets of their university involvement.

John D. Eshelman
Provost