



**UNCW**  
**Intercollegiate Athletic Review Committee Report**  
**May 15, 2013**

**Report of the Intercollegiate Athletic Review Committee  
University of North Carolina Wilmington  
May 15, 2013**

**Introduction**

The University of North Carolina Wilmington is the state's coastal university, dedicated to learning through the integration of teaching and mentoring with research and service. It was founded in 1947 as Wilmington College and became recognized as a Comprehensive Level I university through the Board of Governors in 1985. In its relatively short history, UNCW has become one of the top public universities in North Carolina and the southeastern United States. Chancellor Gary L. Miller has established a vision for UNCW built upon our traditional core values, while also enlisting the participation of members of this community to face the substantial challenges ahead, which could threaten the ability of our goals to progress and prosper. The University of North Carolina Wilmington is taking the time now to preserve its future excellence.

Athletic Director Jimmy Bass has projected that UNCW's athletic budget, given the current athletic portfolio, needs to be approximately \$16,000,000 for our Division I AAA (Non-Football) program to be nationally competitive and prominent. The total athletic operating budget in this fiscal year is \$10,454,965. Over the last 4 years the Department of Athletics' operating expenses have consistently exceeded revenue. Consequently, since 2009 the Department of Athletics' reserve fund has experienced an 82% decrease and is no longer a viable funding source. In the current fiscal year, the university anticipates the need to cover a projected \$600,000 shortfall. In addition to higher operating costs than anticipated, the Seahawk Club has only raised \$460,000 as of May 1, 2013, which represents 44% of the \$1,047,000 budgeted target. The UNCW Department of Athletics is facing a fiscal crisis.

In addressing the need for action, Chancellor Miller was resolute that this was not a time for business as usual. The depth of the financial issues facing Athletics is threatening the future solvency of the department. It impacts the quality of the student-athlete experience and prohibits our ability to experience a consistency in competitiveness throughout our current athletic portfolio. Consequently, Dr. Miller appointed the Intercollegiate Athletic Review Committee. The committee's composition represented an array of key constituencies: faculty, staff, students, alumni, coaches, student-athletes, Foundation Board, Alumni Association Board, Seahawk Club, and Board of Visitors.

On February 14, 2013, the IARC was charged by Chancellor Gary Miller to do the following:

- a. Examine the sustainability and vitality of each of our 19 sports programs in comparison with: strategic initiatives, fiscal capability, community support, and national competitiveness;

- b. Recognize our institutional commitment to fulfilling our Title IX responsibilities;
- c. Maintain our integrity to supporting our student-athletes;
- d. Appreciate the volatility of the changing landscape of conference affiliation but respect UNCW's commitment to the CAA;
- e. Develop a list of recommendations regarding the optimal sports portfolio for UNCW that includes:
  - 1. considering the elimination or addition of specific sports, and
  - 2. proposing strategies to ensure all programs have the opportunity to achieve national prominence; and
  - 3. completing this work by a target date of mid-May 2013.

### **Overview**

Over the last decade, the Department of Athletics has had its share of challenges. The appointment of Jimmy Bass in October of 2010 as the institution's sixth Athletic Director followed a challenging history of three predecessors in less than a decade. His tenure began during one of the worst recessions in the history of this country. He inherited an organization filled with years of great promises and missed opportunities. Over the last decade a lack of continuity, inconsistent leadership, and a patchwork of short-sighted internal decision-making have created a number of vulnerabilities. In addition, there has been a series of significant matters which have exacerbated some of this financial quandary. Those issues include: a northern expansion of the CAA; the loss of out-of-state tuition waivers; a loss of revenue from post-season success in Men's basketball; decreased tickets sales in revenue sports; and an aging physical plant in need of attention and repair.

The committee members of IARC recognized the significance of the work ahead. Out of a deep sense of loyalty and commitment to UNCW, the committee was fully prepared to proceed with our work with a keen appreciation for the value that athletics brings to the sense of community at our institution. The committee was willing to explore all options without bias or pre-determined notions.

The IARC proceeded to divide its work into three distinct phases. Phase I commenced with a series of meetings to educate the committee on the scope and complexities of our Athletic program. Phase II was a series of meetings to gather insight and perspectives from key constituents who are part of the daily life of UNCW's athletic program. Phase III was focused

on engaging IARC members in challenging discussion, proposing and negotiating potential outcomes and reaching consensus on final recommendations.

## **PHASE I**

In Phase I the committee was exposed to a wide range of topics via a series of well-designed presentations by Mr. Jimmy Bass, Director of Athletics, Ms. Pat Howey, Deputy Athletic Director/Senior Woman Administrator, Mr. Charlie Maimone, Vice Chancellor for Business Affairs and Mr. Robert Russell, Director of University Budgets. The presentations included a review of the size and proportions of UNCW's teams, the implications of Title IX, a definition of NCAA regulations, an overview of the current state of athletic facilities, an explanation of the significance of Academic Progress Rate (APR) and the Graduation Success Rate (GSR), an insight into the level of diversity within UNCW's coaching staff and athletic teams, and a review of the dynamic issues which impact scholarships. UNCW's institutional views were enhanced by a strategic comparison of its current funding of the sports portfolio with those of UNCW's CAA peers. Lastly, we were briefed on the current state of UNCW's student-athlete academic support services, sports marketing and communications, and training and services that support student-athlete well-being.

The second half of Phase I was completed with a comprehensive micro and macro view of the Department of Athletics budget and fiscal standing. The information was candid and included short-and long-term issues of concern. This was helpful in the development of the committee's concrete understanding of the role of state funding versus revenue from a variety of sources (merchandising, concessions, ticket sales, student fees, Seahawk Club, advertising, rentals). The committee gained a better appreciation for the significance of, and difference between, General Athletic Fees and Athletic Facilities Fees. It also solidified the committee's understanding that fundraising and external donations are integral parts of continuing aspirations and future solvency. Ultimately, the information presented a resoundingly clear message that there is little flexibility available in the current Athletic budget, and the trend in deficit spending has now reached an epic level of concern.

## **PHASE II**

The IARC participated in 4 meetings with key constituent groups. Separate meetings were held with the Student-Athlete Advisory Committee, UNCW Head Coaches, Faculty Athletic Council; and a group meeting with administrative members of the athletic department. Each meeting included the opportunity for each participant to provide personal perspectives and respond to specific questions from the IARC membership.

The IARC's first meeting was with the Student-Athlete Advisory Committee. Seventeen of the 19 teams were represented by 2 athletes each. The Women's Basketball team was unable to participate because the meeting took place during the CAA conference tournament. The Men's

Basketball team was absent. The student-athletes were articulate and proud of their UNCW experience. At the same time they provided a number of consistent and cohesive themes. UNCW's athletic facilities are outdated, lack appeal in presentation and are often poorly maintained. The tennis facilities, track and locker room areas were cited as unacceptable and impacted performance and preparation. The state of UNCW's current facilities also was cited as a reason that quality teams from other schools will not accept an offer to compete at UNCW. The current weight room and its staff are insufficient to meet each team's needs. The availability of athletic training staff limits the ability to get timely and immediate attention. The level of travel accommodations compared to other schools in conference impacts performance and competitiveness. Some student-athletes did express a perception that their level of success is a badge of honor given the lack of resources.

Our second meeting was a group meeting with five members of the athletic department administration for a discussion about media and communications; marketing; ticket operations; academic support and advising; athletic training; and compliance. Each of the participants provided an overview of their operations and the challenges they face in supporting UNCW's athletic programs. The issue of a lack of available facility space was again a consistent theme. The level of funds in operating budgets was prohibitive to their success. Marketing has an annual budget of approximately \$74,000 to support 19 teams. There is a need to improve UNCW's sports medicine resources to better serve student-athletes. UNCW lacks the staffing and space to meet those student-athletes' academic support needs as well. On the media/marketing front, the lack of staff limits the amount of exposure and support provided to UNCW's teams and student-athletes. The group was extremely positive and respectful of the current circumstances. Each was very complimentary of the Athletic Director's efforts to address the areas shortcomings. But it was clear that the extent of the needs was deep and required extensive financial support.

The third IARC meeting included a member of the coaching staff of every team in UNCW's portfolio. Overall the coaches presented a picture that was congruent with the perspectives of the student-athletes. Given their institutional roles, they were able to provide some deeper reflection on the challenges. The lack of availability of scholarships for most teams was a consistent theme. The loss of tuition waivers for out-of-state student-athletes was a specific item of concern. This has dramatically impacted UNCW's competitive recruitment, particularly for teams with a higher dependency on the availability of higher quality student-athletes not readily available in North Carolina. There are teams in the portfolio that still need assistant coaches. Facilities were a primary concern. The issues with facilities included a lack of a fan-friendly environment in our outdoor competition areas; venues in need of major renovations and repair; a lack of indoor training space to provide year-round activity and preparation; a decade of short-sighted decisions on space assignment that has never resulted in long-term solutions; and a general agreement that the current conditions of UNCW's facilities overall serve as an impediment in the recruitment of top student-athletes. Lastly, there was overall agreement that coaching salaries is not competitive across the board; operating budgets prohibit the level of recruitment necessary to find the right athletes; travel accommodations

and CAA schedules negatively affect the student-athlete experience; and the lack of athletic trainers and strength and conditioning staff impacts student well-being and competitiveness.

IARC's last meeting was with the Faculty Athletic Council. The FAC is a chancellor-appointed committee responsible for monitoring the well-being of student-athletes and making sure policies are being followed. Presently, the most significant issue being addressed by FAC is the development of an excused absence policy for all students, including student-athletes. Overall, the FAC believes that student-athletes are reporting a positive UNCW experience. But a mid-week travel schedule does significantly impact student well-being and their personal challenge to meet attendance requirements. The FAC has been made aware that facilities are a consistent issue of concern, and some expressed a concern with the lack of fans at their home events. They have heard that some coaches are concerned that UNCW's admission standards are prohibitive in recruitment. This is particularly in reference to the UNC system's fourth math requirement and what is considered a lack of institutional exceptions granted by UNCW in comparison to institutions with which they are in direct competition for recruitment. Lastly, there was some acknowledgement that it had been some time since the role and composition of the FAC were reviewed.

### **PHASE III**

Several factors went into the IARC's review of the athletic portfolio. Each member of the committee reviewed and applied these factors and then provided contributions that led to a group consensus. No factor predominated over any other for the group as a whole, except that significant consideration was accorded to the university's Title IX obligations, diversity, and the financial burdens and/or opportunities associated with each sport.

The IARC often reviewed the charge presented by Chancellor Miller. We established a baseline of consensus information from the first two phases to guide the committee's recommendations. To further inform the discussion and evaluation, a series of evaluative questions was developed and utilized to help inform the committee's review of each sport in UNCW's portfolio. Without regard to weight or priority, and in conjunction with several other factors that emerged throughout the committee's work, the fifteen criteria used were the following:

1. Potential to produce revenue.
2. History of competitive success since 2003 (Last Decade).
3. Level of local community support.
4. Potential to recruit quality student-athletes from NC.
5. Popularity of the sport within the local region.
6. Popularity of the sport in North Carolina.

7. Current state of the sport's facilities.
8. Current level of available scholarships.
9. Ability to attract quality competition to campus.
10. Current level of institutional financial support for operational costs is adequate.
11. Conference affiliation is an asset to the sport.
12. History of continued support by former student-athletes.
13. Overall support for institutional enrollment objectives in academic quality.
14. Overall support for institutional enrollment objectives in geographical and ethnic diversity.
15. Level of engagement with local community through camps and service.

The IARC maintained an awareness of UNCW's Title IX responsibilities throughout all potential reduction scenarios. The membership of the IARC proposed and reviewed extensive combinations of possible sports for reduction. Throughout the IARC's evaluation, our criteria was to balance Title IX obligations with UNCW's financial re-investment objective. We attempted to achieve a financial re-investment goal that over time would allow for significant impact. Lastly, we were unanimous in our commitment to establish a reduction recommendation that would minimize the need for further cuts in the future.

Along with our recommendation regarding the athletic portfolio, we have included additional input for consideration. All concepts in this report are based on consistent themes presented to us over the course of our work in Phase II. We diligently and respectfully considered all options and perspectives. All recommendations provided for consideration were reached by consensus.

### **Supporting Data**

- A member institution of the NCAA must sponsor:  
  
**a minimum of 7 varsity intercollegiate sports, including at least 2 team sports involving all male or mixed teams of males and females and 7 varsity intercollegiate sports including at least 2 team sports involving all females; or 6 varsity intercollegiate sports, including at least two team sports involving all male or mixed teams of males and females and 8 varsity intercollegiate sports including at least two team sports involving all female teams.**
- The average number of sports per CAA institution is 19.
- The CAA currently has 9 members (as of July 1, 2013 when College of Charleston becomes a full member).

- In congruence with Title IX, UNCW men’s sports have 46.16 scholarships and women’s sports have 52.41.
- For the 2012-13 academic year, an out-of-state scholarship cost approximately \$28,000 and an in-state scholarship cost approximately \$16,000.
- **In comparison to UNCW’s CAA peers, we are:**
  1. Last in total revenues;
  2. Last in total athletic expenses;
  3. Last in average total expenses per sport;
  4. Last in total expenses per participant;
  5. Last in Men’s total expenses per sport;
  6. Last in Women’s total expenses per sport;
  7. Next to last in Men’s total expenses per participant;
  8. Last in Women’s total expenses per participant;
  9. Last in Men’s operating expenses per sport;
  10. Last in Women’s operating expenses per sport;
  11. Last in Men’s sports operating expenses per participant;
  12. Last in Women’s sports operating expenses per participant.
- **UNCW’s current financial challenges include:**
  1. The Department of Athletics’ reserve fund has experienced an 82% decrease since 2009.
  2. The current Department of Athletics reserve is approximately \$2,000,000 short of university’s minimum 6-month operating balance for programs sponsored by student fees.
  3. Since 2009, personnel costs represent an increase from 41% to 45% of total expenses in operating costs.
  4. Based on current giving projections, the UNCW Seahawk Club donations are anticipated to be between \$400,000 and \$500,000 short of the projected goal of \$ 1,047,000.
  5. UNCW is projecting a need to cover a \$600,000 shortfall in the Department of Athletics budget for the 2012-13 fiscal year.
  6. In addition to the projected shortfall, UNCW provided \$205,000 in additional support for fiscal year 2013, as part of a 4-year plan to offset the loss of student-athlete waivers for out-of-state scholarships.



## **Recommendations**

The IARC gave serious thought and consideration to all recommendations presented in this document. We provide these recommendations with the full knowledge that they will significantly impact the lives of many outstanding student-athletes, coaches and personnel who have represented UNCW with distinction. These recommendations also affect family, friends and alumni who have ties to these programs. But it is clear that the current UNCW Department of Athletics' financial situation is not sustainable. UNCW's current portfolio of sports must be restructured.

If UNCW is determined to meet Chancellor Miller's goal of competing with national prominence while at the same time restoring fiscal responsibility, UNCW must act now. The IARC's recommendations for change in the athletic portfolio represent an opportunity for a substantial reinvestment over time of approximately \$800,000 annually.

## **Sports Portfolio**

1. Reduce the number of sports in the current portfolio from 19 to 14 beginning with the 2013-14 season. The sports that we recommend for elimination are:
  - a. Men's Swimming & Diving
  - b. Women's Swimming & Diving
  - c. Men's Cross Country
  - d. Men's Indoor Track
  - e. Softball

This recommendation will reduce the number of male participants from 182 to 120 and the number of female participants from 218 to 163 on UNCW's official Title IX roster management report. The recommendations result in a net reduction of 117 student-athletes. The student-athlete male/female participant ratio will change from the current level of 44.5%/54.5% to the adjusted level of 42.4%/57.6%. The university undergraduate student body male/female ratio is 40.4%/59.6%.

2. Honor all scholarship commitments to current student-athletes through graduation, provided the student-athlete remains in good standing (as defined by the NCAA and UNCW) and makes satisfactory progress toward a degree per NCAA eligibility regulations.

3. Notify all newly recruited student-athletes in the five eliminated sports of the university's decision immediately. Provide release from National-Letter-of-Intent (NLI) immediately upon request.
4. Honor scholarship offers through graduation for newly recruited student-athletes who have confirmed Fall 2013 enrollment as of May 1, 2013, provided the student-athlete remains in good standing (as defined by the NCAA and UNCW) and makes satisfactory progress toward a degree per NCAA eligibility regulations.
5. All current student-athletes in the eliminated programs should continue to receive all previously offered academic support, advising services and counseling services.
6. Every affected student-athlete should be provided support and assistance with transfer opportunities.
7. Any future decision to add to the athletic portfolio should include consideration of the need for:
  - a. a sustainable financial model,
  - b. compliance with Title IX requirements,
  - c. support UNCW's commitment to gender equity and diversity,
  - d. minimum facility and operations requirements, and
  - e. written standards to define parameters for measurement of each program's success.
8. Provide support for all affected personnel to the extent allowed in accordance with mandated policies established by North Carolina Employment Law.

### **Recruitment and Institutional Competitiveness**

1. UNCW should continue to evaluate future athletic conference affiliation opportunities within the context of fiscal and competitive feasibility, and academic responsibility, related to UNCW's institutional aspirations.
2. All coaching positions should be fully paid through athletic department resources and free from any required teaching responsibilities. Coaches' salaries should be market-competitive by sport.
3. The development in future roster management should include some consideration of reducing the number of participants in sports that are overpopulated (as compared to national averages and our peer institutions), while remaining mindful of Title IX requirements.

4. The current strength and conditioning program does not meet the needs of UNCW's athletic teams to enhance competitiveness. The program staffing size is inadequate to meet the diverse training needs of the athletic portfolio. The current facility is inadequate given a Division I program with aspirations to be nationally prominent.
5. Aging facilities, some of which haven't been updated in over 30 years, and the physical plant are in need of expansion and renovation to enhance their presentation as part of a comprehensive recruiting plan. This includes the strength and fitness area, work space, sports medicine treatment area, offices, meeting rooms, locker room upgrades, reorganization of team-specific locations and tangible changes to outdoor venues that promote a fan-friendly, family-friendly, and community-friendly experience and demonstrate a visible commitment to promoting athletic excellence.
6. A scholarship plan for each sport needs to be defined. Given the unique needs of each program, the term "fully funded" has different meanings to different sports. Some sports may be able to excel in North Carolina-specific recruitment. Others can only reach national prominence with a larger out-of-state scholarship allocation because North Carolina may not offer the same level of recruitment opportunities.

### **Funding and Financial Resources**

1. The university should commit to supporting future budget increases in the Department of Athletics through a combination of increases in the Athletics student fee, annual giving from the Student Aid Association (aka Seahawk Club) and contributions from the greater Wilmington community and beyond through UNCW's expanding alumni network.
2. The scope and responsibilities of the sports marketing area needs to be evaluated and redefined. The marketing budget needs to be revised and developed to better reflect the needs of a Division I-AAA program, and utilize existing resources afforded by the Office of University Relations. The current level of funding prohibits any saturation of branding of UNCW's athletic programs. This lack of resources limits the enhancement of the fan experience and also ultimately leads to an unevenness of fan affiliation and support for student-athletes.
3. The Department of Athletics and Division of Business Affairs should evaluate potential opportunities to increase revenues from current contractual commissions for food concessions and merchandising at all athletic events and venues. The

annual contractual allocation of \$15,000 for total concessions for all athletic event venues represents significant underperformance and requires thorough analysis.

4. The Seahawk Club, University Advancement, Associate Director of Athletics for Major Gifts and all external fundraising operations in the Department of Athletics must develop a comprehensive plan with specific goals and attainment standards. The standards need to be realistic and based on best practices gathered from institutions with a proven record in fundraising and marketing research. The outreach initiatives need to rebuild relationships. The utilization of funds needs to be transparent and results must be tangible to the community.
5. UNCW should place a higher emphasis on relationship-building in its athletic fundraising. The past decade has been a series of stops and starts, new policies and expectations, inconsistent results, and lack of attention to the input of UNCW's constituents. This has often resulted in compromises to relationships, old and new. The university's plans and aspirations, and ultimate results, need to be better communicated and consistent. UNCW needs to pay attention to its constituents when they express frustration at being asked to make further donations, or pay higher ticket prices, without seeing any benefit.

### **Student-Athlete Well-Being and Development**

1. UNCW should continue to emphasize its commitment to the concept of "student-athlete." Every student-athlete recruited to UNCW should be academically competitive with adequate evidence of intellectual, social and behavioral capacity to graduate. The Department of Athletics' academic support staffing levels must be sufficient and organizationally aligned with institutional academic support departments in the Divisions of Academic Affairs and Student Affairs.
2. The Faculty Athletic Council membership, role and purpose should be reviewed and evaluated. The work of the Council could be expanded in scope and should be better communicated and reported on an annual basis throughout the university. The composition of the Council could also be enhanced with some ex-officio representatives from both Academic and Student Affairs.
3. The UNCW sports medicine organizational model requires external review and evaluation with a continued commitment to meeting National Athletic Trainers Association (NATA) standards and innovative collaborations with the Athletic Training Education academic program. It is further recommended that staff salaries be more market-competitive to enhance quality and promote continuity and retention of staff. This is vital to promoting the best quality care for student-athletes.

## **Institutional Commitment and Support**

1. The issues the Department of Athletics is now facing are the result of years of temporary solutions. The vitality and strength of the Department of Athletics are as important as the vitality and strength of UNCW's Academic Programs, Student Life, Business Operations and Physical Plant. The IARC has identified two significant vulnerabilities in the current Department of Athletics organizational model: a lack of expertise in budget and fiscal management; and facility development, planning and operations. The future success of the Department of Athletics requires an organizational plan that incorporates hiring talented personnel in each of those areas. At the same time, the professionals hired in each area will only be successful if they are supported after joining UNCW through a network of shared services that work together in optimizing talent, planning and resources.
2. The Focus on Excellence Department of Athletics' Strategic Plan was a significant milestone. The need to develop a roadmap to the future was critical in the life of the athletic program. That said, much has transpired since the plan was released in May 2011. The current fiscal shortfalls are significant. The conceptual underpinnings of that plan may no longer be relevant until other more mundane issues are addressed. The value of a strategic plan is the ability to aspire levels beyond current conditions. Unfortunately, aspirations are only as good as the foundation they are built upon. UNCW needs serious work on that foundation. It would be advisable to review the current strategic plan and identify milestones for accomplishments that resolve some of the immediate vulnerabilities. In the long term, addressing these vulnerabilities will have as much tangible significance in convincing others to invest in UNCW's athletic program as any aspirations this committee is putting forth here.
3. Collaboration with Other UNCW Departments

With direction from the chancellor, relevant departments on the UNCW campus, including University Relations, Community Partnerships, Alumni Relations, and Academic, Business and Student Affairs, should prepare briefs that offer ways their teams can assist the Athletic Department in the goals of fiscal efficiency, effective marketing and community relations, increased student and employee support of athletic events, and alumni and fan outreach. There are existing resources on campus that could be utilized to improve the outlook of the Athletics Department, at no additional cost to the university. It is wasteful to not take advantage of those resources during this critical time of planning for a successful future.

## **Conclusion**

The UNCW Intercollegiate Athletics program is crucial to the future success of our institution. It has had many moments of pride, glory and success. However, most would agree that the recent history of the Department of Athletics has faced an undue number of challenges. The IARC believes that the adoption of these recommendations will enhance the University's ability to establish a new path for Seahawk Athletics. The current vulnerabilities can only be overcome by making some difficult decisions – and with a commitment to be prepared to handle the difficult short-term impact toward the long-term success. The IARC is very aware that consideration and implementation of any of these recommendations is not an end point but rather a beginning. However, the IARC is confident that our work has fulfilled the ultimate challenge presented to us by Chancellor Miller: **“to ensure all programs have opportunities to achieve national prominence.”**

## Intercollegiate Athletic Review Committee

**Chair:**

Dr. Terrence M. Curran, Academic Affairs



**Members:**

Dr. Sue Combs, Faculty Athletic Representative



Mr. Don Fallis, Seahawk Club



Ms. Ann Glossl, Student Affairs



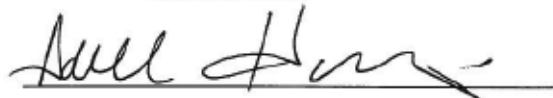
Mr. Lee Grant, UNCW Alumni Board



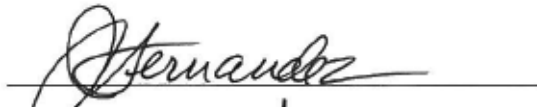
Dr. Charles Hardy, Academic Dean



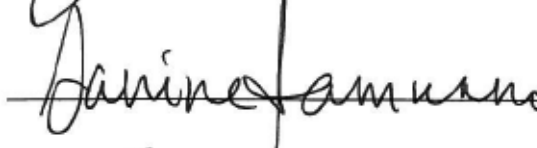
Ms. Adell Harris, Women's Sports



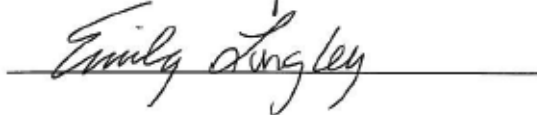
Dr. Jose Hernandez, Diversity and Inclusion



Ms. Janine Iamunno, University Relations



Ms. Emily Longley, Foundation Board



Dr. Gabriel Lugo, Faculty Senate



Ms. Jennifer Mallard, Student-Athlete Advisory Committee



Mr. Robert McInturf, Alumni Affairs



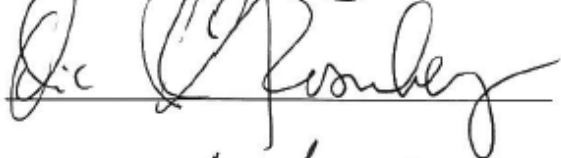
Ms. Cynthia Retchin, Staff Senate



Ms. Lindsey Nicole Rickards, Student Government Association



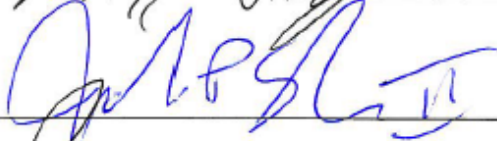
Dr. Eric Rosenberg, M.D., Board of Visitors



Mr. Mark Scalf, Men's Sports



Mr. John P. Scherer II, General Counsel



Dr. Rick Whitfield, Business Affairs



**Ex-Officio:**

Mr. Max Allen, Chancellor's office

Mr. Jimmy Bass, Athletics

Ms. Dana Harris, Athletics

Ms. Pat Howey, Athletics

**Administrative Support Staff:**

Ms. Katie Lange, Athletics

Ms. Sara Rudolph, Academic Affairs



APPENDIX A.		Current Athletic Portfolio						
Men's	Requested Roster	2012-13 Scholarships	2011-12 Actual Costs	Women's	Requested Roster	2012-13 Scholarships	2011-12 Actual Costs	
Baseball	35	10.71	\$663,831	Basketball	15	10.00	\$1,063,150	
Basketball	15	13.00	\$1,812,724	Golf	10	4.18	\$283,904	
Golf	8	4.40	\$225,745	Soccer	28	9.62	\$377,389	
Soccer	26	6.38	\$335,770	Softball	20	6.23	\$361,528	
Swimming & Diving	24	3.74	\$227,760	Swimming & Diving	35	4.01	\$257,711	
Tennis	8	3.60	\$197,060	Tennis	10	4.67	\$258,425	
Recurring T&F/CC Costs **		4.33	\$187,590	Volleyball	14	8.28	\$349,879	
Indoor T&F	28		\$31,034	Recurring T&F/CC Costs **		5.42	\$239,179	
Outdoor T&F	28		\$35,819	Indoor T&F	32		\$26,407	
Cross Country	10		\$12,809	Outdoor T&F	32		\$40,981	
				Cross Country	22		\$12,840	
<b>Men's Sports</b>				<b>10 Women's Sports</b>				
Total Funds			<b>\$3,730,142</b>	Total Funds			<b>\$3,271,393</b>	
Total Males	182	46.16		Total Females	218	52.41		
% Male *	45.5%			% Female *	54.5%			
		<b>Recommended Athletic Portfolio</b>						
Men's	Requested Roster	2012-13 Scholarships	2011-12 Actual Costs	Women's	Requested Roster	2012-13 Scholarships	2011-12 Actual Costs	
Baseball	35	10.71	\$663,831	Basketball	15	10.00	\$1,063,150	
Basketball	15	13.00	\$1,812,724	Golf	10	4.18	\$283,904	
Golf	8	4.40	\$225,745	Soccer	28	9.62	\$377,389	
Soccer	26	6.38	\$335,770	Tennis	10	4.67	\$258,425	
Tennis	8	3.60	\$197,060	Volleyball	14	8.28	\$349,879	
Recurring T&F/CC Costs **		4.33	\$187,590	Recurring T&F/CC Costs **		5.42	\$239,179	
Outdoor T&F	28		\$35,819	Indoor T&F	32		\$26,407	
				Outdoor T&F	32		\$40,981	
				Cross Country	22		\$12,840	
<b>Men's Sports</b>				<b>8 Women's Sports</b>				
Total Funds			<b>\$3,458,539</b>	Total Funds			<b>\$2,652,154</b>	
Total Males	120	42.42		Total Females	163	42.17		
% Male *	42.4%			% Female *	57.6%			
NCW 2013 Overall UG Enrollment Male/Female Ratio is 40.4%/59.6%						Total Reinvestment Amount		<b>\$890,842</b>
Fixed cost to the overall program .						Total Scholarships for Re-Investment		<b>13.98</b>



UNIVERSITY OF NORTH CAROLINA WILMINGTON

GARY L. MILLER  
Chancellor

To: Terry Curran, Rick Whitfield, Ann Glossl, Rob McInturf, Jose Hernandez,  
John Sherer, Don Palla, Mark Scalf, Adell Harris, Janine Tamunno, Charles Hardy,  
Sue Combs, Jenn Mallard, Emily Longley, Lee Grant, Eric Rosenberg, Gabriel Lugo,  
Cynthia Retchin, Lindsey Rickards, Max Allen, Jimmy Bass, Dana Harris, Pat Howey

From: Gary L. Miller   
Chancellor

Date: February 5, 2013

Subject: Charge to the Intercollegiate Athletic Review Committee (IARC)

I am deeply appreciative of your willingness to serve on the Intercollegiate Athletic Review Committee (IARC). I want to thank Terry Curran in particular for agreeing to lead this very important project.

An inaugural meeting of the Committee will be scheduled in the very near future. Athletic Director Bass and I will attend that meeting to formally present and review the charge to the committee. Dr. Curran will work with you to develop the schedule and scope of work for the committee.

The work of the committee is to examine the sustainability and vitality of each of our nineteen sports programs in comparison with strategic initiatives, fiscal capability, community support and national competitiveness. The outcome of your work shall be recommendations regarding the optimal sports portfolio for UNCW. This may include recommendations to eliminate or add particular sports programs and strategies to ensure all programs have opportunities to achieve national prominence.

Athletic Director Bass will provide personnel in the Athletic Department to assist you in developing analysis to support your recommendations. All members of the Cabinet are available to provide assistance from their divisions.

I look forward to meeting with you and to beginning this important work.

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