



Pennsylvania's State System for Higher Education Charge for Athletics Working Group

November 12, 2020

Overview

The framework for the Working Groups (WG) includes:

- [Integrations Overall Charter](#) – Provides the purpose and organizational structure for the overall Integrations initiative, including Integration Guidelines with Guiding Principles.
- [Working Group Charter](#) – Defines the roles and responsibilities of the Working Groups and articulates the purpose, goals, principles, scope, roles, and deliverables with which the WGs are charged.
- Working Group Charge (this document) – Includes specific milestones, questions, and goals to be addressed by each WG specifically.

WG Deliverables and Timing

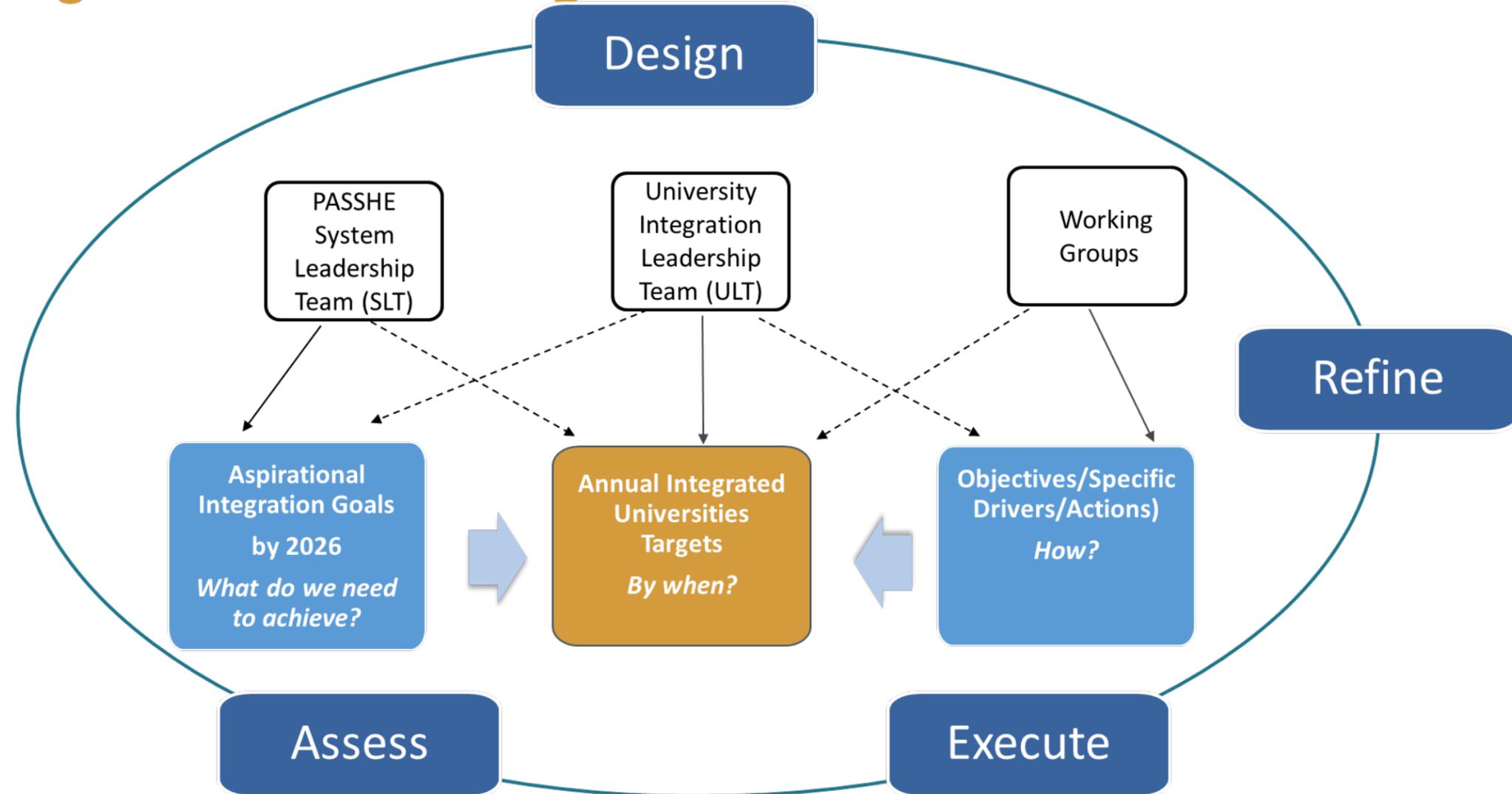
Timing	Deliverable	Details
11/18/20	Consultation Plan – Determine who to consult with, how, and how WG consultation aligns with initiative-level consultation	See <i>Consultation Plan template</i> provided on SharePoint.
12/4/20	Critical Path August 2022 – Confirm the critical path milestones and define the critical path steps and timing to meet critical path milestones for Fall 2022 (what must be done by August 2022 for successful launch and how long will it take)	See <i>Critical Path Milestones</i> and <i>Critical Path Steps template</i> provided on SharePoint.
12/11/20	Aspirational Goals and Annual Targets – Aspirational goals to accomplish by 2026, and define annual integrated institution targets to evaluate progress	See below and <i>Goals/Targets template</i> provided on SharePoint.
1/8/21	Priority 1 Questions (First Draft) – Use above to filter, prioritize, and develop draft recommendations for Priority 1 questions (i.e., key questions to define the future state) and accompanying organizational charts and impact analysis	See below, <i>Priority 1 Recommendations template</i> , and <i>Organizational Chart template</i> provided on SharePoint.
1/15/21	Priority 2 Considerations for 2022-2026 – Outline considerations for what can be done after August 2022 and how it can be sequenced (i.e., known prerequisites)	See below and <i>Priority 2 Considerations template</i> provided on SharePoint.
2/12/21	Priority 1 Questions (Second Draft) -- Update recommendations, incorporating feedback from Systems Leadership Team (SLT) on First Draft	See above.
3/12/21	Priority 1 Questions (Final Draft) – Update recommendations, incorporating feedback from SLT on Second Draft	See above.



Goal Setting

Related to the aspirational goals provided in the Integrations Initiative Charter, define annual integrated institution targets against which to evaluate progress.

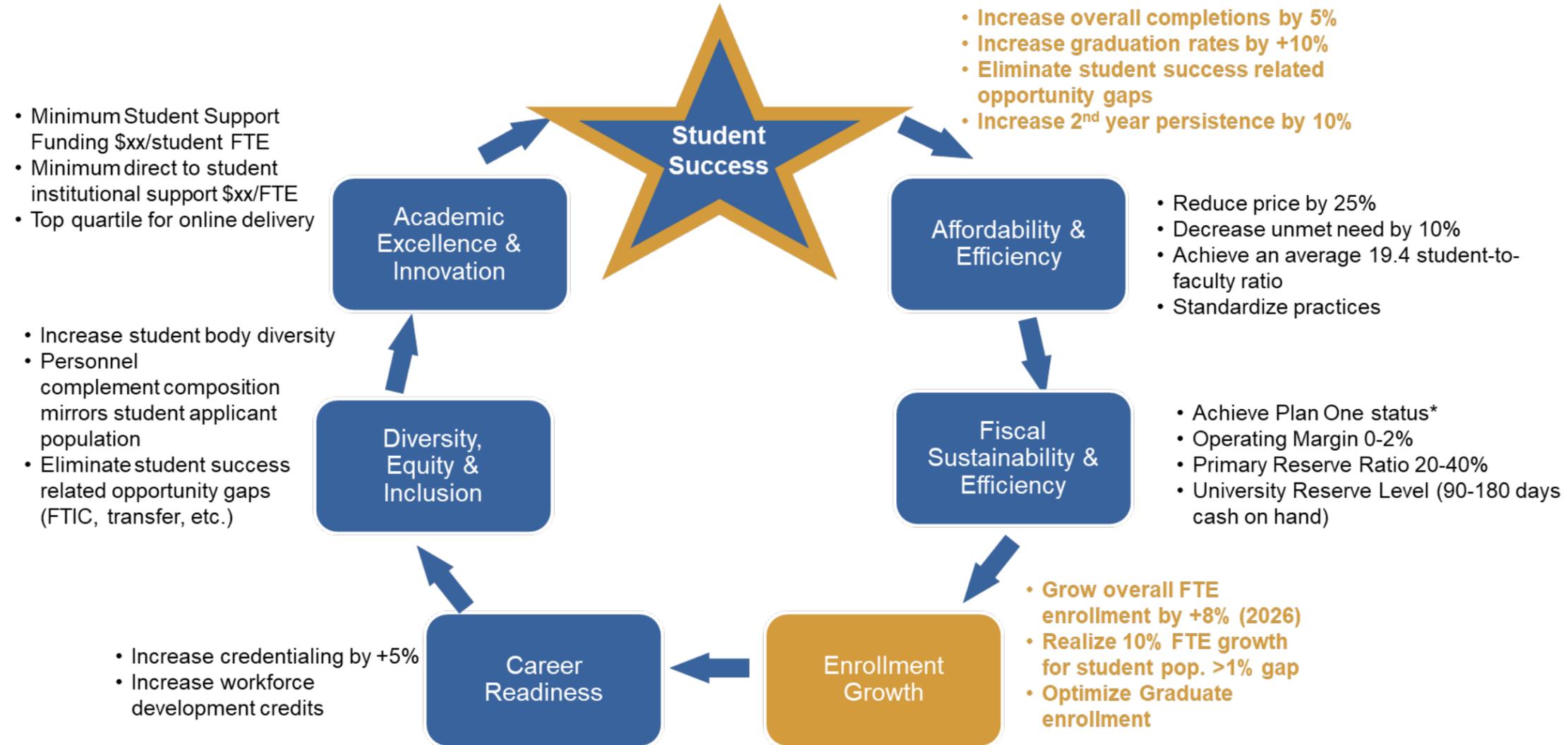
Integration Goal Setting Process





The overall integrations-level aspirational goals are included below and within the Integrations Initiative Charter. Address the highlighted goal(s) applicable to your WG.

Goals Relevant to Athletics Working Group





Integration Overarching Considerations

- What is the current resource inventory for the area (people, facilities, technology, policies)?
- What elements can be integrated into a singular structure for performing the necessary functions (and, as an exception, which require joint and concurrent delivery models)?
- What data do we have regarding existing functions in this area? What data will inform decisions?
- What are the qualitative considerations related to integrating this function?
- Have we kept the guiding principles, goals, and objectives in mind in our efforts?
- What input from other working groups is critical to forming alternatives and recommendations?

For Each Recommendation, Assess the Impacts

- People – Student, faculty, staff, governance (e.g., trustees, organizations) – individuals impacted by the change and any know required activities to support the change (classification, side letter changes, training etc.)
- Process – Policy, procedures, contracts, partnerships, etc., that support the current state which would have to be changed to support the recommendation
- Technology – Systems, support, applications that support the recommended changes and if any updates would be required
- Finance – Required funding to implement or lead to a cost savings
- Physical Assets – Physical assets (buildings) that would be impacted by recommendations
- Compliance and Legal – Federal, state, and local laws, regulations, and other requirements that would need to be changed to implement the recommendation
- Community – Known community stakeholders impacted by the recommendation
- Benefits – Anticipated benefits associated with the recommendation – linked to goals and objectives, if possible
- Risk – Known risks associated with implementation of the recommendation

Use the considerations and questions below to discuss, prioritize, and develop draft recommendations for Priority 1 questions to define the future state and impact analysis.

	High-Level Areas of Consideration	Questions to Inform Recommendations
Athletics Working Group	<ul style="list-style-type: none"> • Athletics teams • Scholarships 	<p><u>Priority 1 Items:</u></p> <ol style="list-style-type: none"> 1. Identify the sports that will be offered/sponsored at each campus based on their impact on enrollment-recruiting-retention, diversity, Title IX compliance, academic/athletic success, community/alumni engagement/service, career placement, revenue generation, pride/spirit, and campus identity, brand and traditions. 2. Formally calculate each sport's financial impact. Is revenue gained or lost? 3. Identify the Conference and National affiliation and Divisions each campus will participate in. 4. Identify and/or establish consistent athletic applications/plans, policies, and procedures, etc. 5. Identify and adhere to deadlines. (Coach renewals/non-renewals, competition/membership/applications, and scholarship contracts, etc.) 6. Identify leadership, coaching and support staff structure. <p><u>Priority 1 Questions – Critical Path (What design assumptions must be determined for the combined function/one University?)</u></p> <ol style="list-style-type: none"> 1. What complement of sports teams will the integrated institution? Consider the following: <ul style="list-style-type: none"> • What sports are candidates to integrate (records, highly recruited, financially attractive) and which are not? • What sports are candidates to integrate and are common across integrating institutions? • What impact on enrollment and tuition revenue will reductions in sports programs have (e.g., partial pay or full pay students that have a strong desire to participate in sports are left with no slots and go to other institutions)? What are the net costs of the programs including the impact of net tuition received from student athletes? • What is the financial obligation to individuals whose sports are integrated and they no longer have a place to play? Will their athletic scholarship only be honored for the next year or longer? How would money be raised to honor that scholarship if sports are integrated? • What is the impact on net revenue of having intercollegiate athletics at each of the three campuses?



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		<ul style="list-style-type: none"> • What is the impact for student opportunities of having intercollegiate athletics at each of the three campuses? (Athletics, band, cheerleading, academic majors that support athletics such as sport management and athletic training) • What is the impact and loss of student opportunities if only one athletic program existed? • What is the impact on affordability for having intercollegiate athletics at each campus? (student-athletes receive an athletic scholarship and have the opportunity with perhaps academic and athletic awards to be able to afford to go to college) • What is the return on investment for athletics for each campus? What is the ROI for each sports team on each campus? <ol style="list-style-type: none"> 2. What are implications of recommended changes from NCAA requirements for DI and DII sports? 3. What are NCAA application requirements in advance of single entity participation in 8/2022? 4. What other deadlines and time dependent issues need to be addressed by August 2022? 5. What are the deadlines of the PSAC should an institution no longer offer sports at the Division II level and have to leave/notify a conference office? <ul style="list-style-type: none"> • If the PSAC is notified 3 or more years out of an institution leaving the conference they must pay 2 times the dues to exit (Current dues are \$22,000 so that would be 2 x \$22,000 = \$44,000) • If the PSAC is notified 2 years out of an institution leaving the conference, they must pay 3 times the dues to exit (3 x \$22,000 = \$66,000) • If the PSAC is notified 1 year or less of an institution leaving the conference, they must pay 4 x the dues to exit (4 x \$22,000 = \$88,000) 6. What is the application process should one or more of the three campuses need to look at a different affiliation for sports? What are the costs associated with it, the approval process, and the earliest you could begin playing contests at that level? 7. What other deadlines are present (7/1 – NCAA notice of athletic scholarships)? (National Letter of intent signing – begins November 2021 for Fall 2022 enrolled athletes)? <p>Priority 2 Considerations – Implementation Considerations and Any Known Prerequisite</p> <ul style="list-style-type: none"> • Are there opportunities for new sports offerings? • What are the impacts on diversity related to integrated athletics programs? • What survey instruments will we use to gauge the interest of the student body of an integrated university and surrounding high schools to see the interest that exists for new sports? • How will new sports align with what the conference offers or surrounding schools? • Will current sports be cut as a result of the integration? Will we structure each sports program in alignment with Title IX and enrollment? How will we structure those offerings when the enrollment of a new integrated university could be unknown? Will there be flexibility to add sports at a later time once enrollment has settled to know those numbers? • Where will recruiting staff be located? • How can we make sure that admissions know which institution an athlete is being recruited for? Can admissions develop a code for those individuals? • How and when will recruiting begin for single institution? How will NCAA rules impact transfers from campus to campus in integration? • What software package will be used to track recruiting and compliance for the institution? • With signing date for the 2022 class occurring in November 2021, how will we share information about the integration with recruits that we may be recruiting in Spring 2021? • How will we determine the scholarship dollars that can be offered to recruits that we may be signing in November 2021? • How will an integration impact coaches that will be sent on the road recruiting in Spring 2021 for committing athletes for the 2022-2023 incoming class? • If an institution separately has scholarship dollars that have been raised or endowed scholarships that exist, how does that factor into integrated sports teams if for instance one campus now only offers that sport where the other two once did? • How will students transferring between three integrated schools affect athletic participation? • If through the integration, there is only one of the same sports offered amongst the three, when will you announce that decision? • How will an athletic department handle the departure of athletes during the 21-22 with the anticipated announcement and the potential issue of not being able to fill a sports team during the integration? • If through integration, there is only one of the same sports offered amongst the three campuses, how will it be determined which existing coach will coach that team? How will rollover contracts be handled during these decision-making procedures? • Can students participate in teams at one location and be enrolled at another? • How will separate locations be viewed from an NCAA perspective? • Evaluation of sports when combined (sports Sponsorship and Demographics Form, Calculation of Revenue and Distribution Equivalencies Report) – will NCAA require advance reporting? What is timing of report submission? Sport sponsorship and demographic forms come out in May and are due by the end of July. The NCAA would need notice by that timeframe or sooner if a sport was not going to be offered. In addition, since the PSAC schedules mandated contests, they would need to be notified as soon as possible to be able to adjust competition within the conference. Is there a financial penalty for leaving the PSAC and how much notice is needed for departure?



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		<ul style="list-style-type: none"> • How might any change to nickname, mascot, and school colors impact the connection of alumni to campus? • How might contracts with vendors such as BSN for uniforms/gear be impacted by the integration? • If we operated as one university and spread-out athletic programs, how might this impact contracts such as bus transportation when one vendor may be more central to one of the universities over another? • If the name, mascot, and school colors change as part of the integration, how will the new budget be determined for handling required expenses to change out all uniforms, logos on buildings, gymnasium floors, football fields, and elsewhere on each campus? • How would a bus contract work and would this be feasible based on location? • How would corporate sponsorships work, including signage on campus? • What are NCAA requirements for sports sponsorship and demographics of the single institution? How is sport sponsorship different at the NCAA Division II level and the NCAA Division III level with relation to the number of sports offered and when they are offered during the year such as fall/winter/spring? • How will NCAA Calculation of Revenue and Distributions Equivalencies Report look for single institution? • In what sports are existing schools currently participating in more than one conference? • What facilities will be used for integrated teams? • If facilities are reduced, do those properties have the potential to be used for public-private partnerships or other revenue producing opportunities? And how will those properties taken out of use affect the local communities? • Where will athletic administration be located? • How will institutions comply with requirements where an administrator has to be at home events if sports are somehow spread amongst three campuses? • How will institutions run events from a sports information requirement of statistics, a game requirement of web-streaming, an athletic training requirement of working with injured athletes, and general oversight of athletics if sports are spread out amongst three institutions with just one administration? • How will we integrate policies and procedures amongst the three campuses?