

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: 1 March 2018

SUBJ: Athletics Goals and Measures

WHEREAS, [Senate Document SD 16-17](#) approved “the formation of the Athletics Working Group,” which was charged with answering three questions:

- (1) Is there a role for intercollegiate athletics at IPFW?
- (2) If so, what is that role, and what does IPFW get for its participation in intercollegiate athletics (or, put another way, how would IPFW measure success)?
- (3) If there is a role, what is the acceptable level of investment in intercollegiate athletics necessary to fulfill this role? Given the role and level of acceptable investment, what form should Athletics take (e.g., NCAA DI, DII, or DIII, or NAIA)?; and

WHEREAS, [Senate Document SD 17-2](#) determined that the “Athletics Working Group did not propose measures to fully address question 2,” and charged the Student Affairs Committee (SAC) and the University Resources Policy Committee (URPC) to “formally evaluate the Athletics Working Group report and to develop specific measures in response to question 2; specifically, SAC shall develop measures related to student performance, and URPC shall develop measures related to financial performance”; and

WHEREAS, SAC and URPC encountered difficulty developing specific measures when the goals of participating in NCAA Division I Athletics remain undefined; and

WHEREAS, The Senate, at its [January 2018 meeting](#), engaged in a wide-ranging discussion of the goals for participating in NCAA Division I Athletics and how IPFW/PFW can measure whether the institution is achieving those goals; and

WHEREAS, The January Athletics discussion produced a variety of good ideas related to goals for participating in NCAA Division I Athletics, and demonstrated widespread support for the need to develop more sophisticated measures that can be used to assess IPFW/PFW’s success at achieving those goals; and

WHEREAS, The January Athletics discussion proposed goals and measures that moved far beyond the original charge given to SAC and URPC; and

WHEREAS, The Senate Executive Committee worked with SAC and URPC to produce a set of potential goals derived from the January Athletics discussion, but determined that it was not possible to produce specific measures based upon the content of that discussion;

BE IT RESOLVED, That the Senate submits these goals (see attached) to Chancellor Elsenbaumer for consideration in the development of official goals and measures for Athletics; and

BE IT FURTHER RESOLVED, That the Senate requests that the Chancellor establish a process through which he will utilize the input the Senate is providing in this document to formally develop goals for IPFW/PFW's ongoing participation in NCAA Division I Athletics and accompanying measures to assess IPFW/PFW's success at achieving those goals, and that he will (1) inform the Senate of what that process is and (2) report on the goals and measures produced; and

BE IT FURTHER RESOLVED, That the Chancellor shall report the goals and measure to the Senate in April 2018 or September 2018 at the latest; and

BE IT FURTHER RESOLVED, That the Senate requests that the report on goals and measures include a clear description and explanation of the process and/or formula that will be used to determine the annual Athletics budget; and

BE IT FURTHER RESOLVED, That the Chancellor, the Athletics Program, the Mastodon Athletics Advisory Subcommittee, the Faculty Athletics Representative, or some other person or body as deemed appropriate shall report to the Senate each March on the Athletics goals and measures and on any changes to the Athletics funding process and/or formula.

Potential goals/concepts to consider when identifying goals for IPFW/PFW's participation in NCAA Division I Athletics

- Increase student engagement with Athletics.
- Develop and implement strategies for increasing student, faculty, staff, and community engagement with campus community life, including performances, shows, events, and exhibitions sponsored by academic programs; Athletics events; student group events; etc.
- Develop more sophisticated measures for assessing the impact and effectiveness of Athletics fundraising, as well as the impact of Athletics fundraising on the Athletics budget and the institutional budget.
- Develop more sophisticated measures for assessing the less tangible benefits of participating in NCAA Division I Athletics, including brand awareness, student recruitment and retention, publicity, student-athletes as ambassadors to the community, etc.
- Perform an analysis of peer institutions to determine what goals for participation and measures of success similar universities with NCAA Division I Athletics programs have established.
- Periodically perform a cost-benefit analysis to determine what measurable benefits IPFW/PFW derives from its participation in NCAA Division I Athletics relative to the monetary investment that is annually made in the program. Assessed benefits should include impacts on student enrollment, retention, and engagement; growth in Athletics and institutional fundraising; growth in Athletics-generated revenues from ticket and merchandise sales; growth in IPFW/PFW brand awareness; and improvement in community engagement; among others.
- Define how IPFW/PFW's students who do not participate in NCAA Division I Athletics benefit from university having a Division I program and interacting with student-athletes, and develop strategies for leveraging and expanding those benefits.
- Integrate the goals for IPFW/PFW's participation in NCAA Division I Athletics with institutional goals related to student experience, student success, financial accountability, community engagement, etc.
- Determine what resources and strategies Athletics uses to promote the academic success of student-athletes, and determine the feasibility of supporting non-student-athletes in similar ways.
- Determine if there are different sports or other activities that Athletics could be engaging in that would be more fully supported by the campus and community, help to contain cost increases over time, more fully support the strategic plan, etc.
- Develop a plan to meaningfully demonstrate the value of NCAA Division I Athletics to Purdue University Fort Wayne after realignment; does realignment represent an opportunity to meaningfully change the community's relationship with the Mastodon Athletics program?
- Integrate Athletics into the strategic planning process in ways that reflect an ongoing expectation that the university will leverage Athletics for the benefit of the entire university.

Notes from January Senate Athletics Discussion

Taken by Presiding Officer Jeffrey Malanson

Guiding Questions:

1. What are IPFW's goals for participating in NCAA Division I Athletics?
 2. How should IPFW measure its success at achieving these goals?
- What we do when Athletics does and does not meet measures?
 - Increase student engagement with Athletics
 - Development of campus ethos, campus community life
 - Donors—testing donor support of Division I Athletics—does stakeholder desire for IPFW to have DI actually lead to financial support?
 - How do other institutions answer these questions? Peer institutions' priorities?
 - Audience-building practices across the university
 - Cost-benefit analysis, peer comparison
 - Does Athletics impact enrollment, retention?
 - Quality of students—student-athletes tend to be leaders, tend to be strong students—how do other students benefit from presence of Athletics on campus
 - Guiding Question 1 in relation to the university's other goals
 - Goals for participating in Summit League, or another league—does the Summit League enable IPFW/PFW to best leverage its Athletics program?
 - Quest for spikes in enrollment based on exposure to Athletics?
 - Find more tangible ways of measuring what is hard to measure (e.g., Athletics as a student draw)
 - Engagement across campus
 - Student Athletes as ambassadors to the community—how do we turn this into goals and metrics?
 - Get more students to engage with community like student-athletes do
 - Successful athletics program—enhance institutional profile, encourage private giving, increase quantity and quality of student applicants
 - “Win, baby, win”
 - Athletics as contributing to healthy mind, healthy body
 - Measure impact that our Division I program has on non-student athletes
 - Reduce student fee support
 - University brand exposure through Athletics program
 - Academic and student support systems available and utilized by students and student-athletes—what can other programs learn from Athletics?
 - What kinds of Athletics activities would be most supported on our campus?
 - Division I Athletics at IPFW vs. PFW—value of Athletics after realignment?
 - Resources vs. strategies in terms of student and academic support—attention on students, how can we devote that to rest of institution?—institutional effort
 - How can we change campus culture, change culture of faculty related to Athletics?
 - What did we set out as our goals for DI at the outset?
 - Do we still get good DI Athletes even if we're not DI?
 - Building community—incentivize students and faculty to attend campus events
 - Integrate Athletics into the strategic plan

- Academic literature does not find evidence of DI helping some of the issues we are hoping that it can help (e.g., student recruitment and retention)
- Guiding Question 2—relative to measuring success in other programs—scale and scalability
- Excellent students who are not athletes—but not always in the same kind of immersive environment athletes experience
- Vision for community life and ethos in which Athletics is one piece