



Eastern Washington University
Intercollegiate Athletics
Analysis and Assessment

February 2021

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Executive Summary

Historically going back to 1964, the place of the intercollegiate athletics program at Eastern Washington University has been questioned and reviewed multiple times. Since the EWU Board decision in 1984 to move the athletics program to the NCAA Division I level, the role and contributions of the athletics program to the university mission have not been clearly articulated. Most recently, in response to declining enrollment and corresponding budget cuts, a faculty report was released in February 2020 that took a critical look at the athletics program and suggested several approaches, including the elimination of the athletics program.

University Mission

The mission of Eastern Washington University is to enhance access to higher education through recruitment of traditional as well as non-traditional and underserved populations. Athletics has enhanced the university's profile, increased its visibility outside the state and region and thereby attracted students to the university. Athletics scholarships (i.e., grants-in-aid) are frequently offered to minority students and others from low income and underserved populations.

As a co-curricular activity, the athletics program contributes in meaningful ways to campus life and community engagement. The success of EWU's Division I athletics program in the highly visible sports of football and men's basketball, and especially its nationally competitive football program has brought regional and national recognition to the university and contributes positively to campus life. The red turf on the football field has become associated with Eastern Washington and brings attention to the university each time a football game is televised.

The perception of some affiliated with the university is that athletics does not contribute to the university mission. However, the athletics program's recruitment and support of over 300 student-athletes brings diversity to the university and helps EWU achieve its enrollment goals. Campus and prospective student events surrounding football games and other athletics events bring future students to campus to enhance admissions and enrollment efforts. The success of the athletics program brings former students back to campus and provides a significant enhancement to the university's alumni relations and development efforts.

Status of EWU Athletics

Eastern Washington University's athletics program offers 14 Division I sports including football at the Football Championship Subdivision (FCS) level. It is a member of the Big Sky Conference and offers a competitive athletics experience for over 300 student-athletes. Complementing its athletic success, academically EWU student-athletes have performed well in the classroom, achieving a higher-grade point average than the median performance of other Division I and Big Sky peer institutions. As a result of their academic and athletic achievements, EWU has won the Big Sky Presidents' Cup on multiple occasions--a point of pride for the university.

Eastern Washington University is currently facing significant financial challenges caused in large part by decreasing enrollment and compounded by the COVID-19 pandemic. Along with other university programs and services, the athletics program budget has been reduced significantly over the past three to four years. This has primarily been due to a \$5 million or approximately 44% decrease in institutional support and student

fees going into fiscal year 2022. As a result, the future of the athletics program has come under review and scrutiny. The challenges facing the university and uncertainty within the athletics program have caused instability for the athletics staff and impacted confidence of donors to the athletics program and the university. The most recent faculty report prepared in February 2020, has put additional pressure on the athletics program to defend itself and reopened the question of intercollegiate athletics' place at EWU.

Nationally, the impact of COVID-19 on colleges and universities has caused an increasing number of institutions to drop sports from their athletics program, primarily for financial reasons. However, this is not an option for Eastern should it remain at the Division I level as it currently sponsors the minimum number of sports needed to meet membership requirements. Should EWU decide to reclassify its athletics program to Division II or III level, it would have the option to reduce its sports sponsorship if it chose, and if it met membership requirements of its new conference affiliation.

Analysis and Assessment

The PICTOR Group's Analysis and Assessment involved a comprehensive four-phased approach beginning in August 2020 and extending over a six-month period. The approach consisted of a review of materials and documents, an extensive number of interviews, numerous survey instruments and analysis of data from multiple sources. The work of *The PICTOR Group* team was guided and supported by the university's Chief Project Officer.

More than 60 individuals were interviewed either in-person or telephonically. Multiple survey instruments were developed to solicit input from key constituent groups with more than 14,000 individuals invited to participate and over 2,800 responding to a questionnaire. The questions on the surveys addressed many of the key issues facing EWU athletics. Similar questions were asked in each of the surveys and during interviews, with additional questions targeted to the specific constituent group. Individual feedback from the interviews and provided by those surveyed was used in the development of a S.W.O.T. analysis (Strengths, Weaknesses, Opportunities, Threats) of the athletics program.

The PICTOR Group analysis outlines four options for Eastern's athletics program for consideration. Each option provides an analysis of relevant conference and national peer groups based on data from the NCAA Institutional Performance Program (NCAA IPP), and a summary of pertinent details regarding the NCAA division and respective conference(s). Only conferences with membership in the northwest were explored for this analysis.

- Option A: Remain a NCAA Division I-FCS program
- Option B: Reclassify to NCAA Division I Subdivision (non-football)
- Option C: Reclassify to NCAA Division II
- Option D: Reclassify to NCAA Division III

In Summary

The university is at a crossroad with respect to determining the value and role of its athletics program and how it fits within the university. Eastern's funding for the athletics program has fallen well-below the median for Division I-FCS and Eastern's peer institutions in the Big Sky Conference. Football is a defining aspect of the athletics program and makes a significant contribution to the campus and community. The decision to remain at the Division I-FCS level, to reclassify to a lower division or to discontinue football will require careful consideration of the various options and factors outlined in this report.

Introduction

For nearly 60 years, athletics' value to the mission of Eastern Washington University (EWU) has been in question. In 1964, then Eastern Washington State College (EWSC) President Patterson presented a *Position Paper* to the Board of Trustees that was a "cry for action" regarding athletics. The issues discussed were funding, scholarships, personnel, and conference status. President Patterson also listed in detail the benefits that athletics brings to EWSC and expressed the major changes that needed to be made. His position was that intercollegiate athletics do have a place in Eastern's academic community and that they should be supported. Nearly thirteen years later, in 1977, under President Shuck, the Intercollegiate Athletic Evaluation Committee submitted *The John's Report* to the Board of Trustees that was commissioned to evaluate the current athletic program and make recommendations for change, while addressing the funding challenges. It was in this report that the recommendation to move from the National Association of Intercollegiate Athletics (NAIA) to NCAA status and expand the athletics program was approved. It should be noted that *The John's Report* recommendation to drop football was not approved. In July of 1984, the NCAA approved EWU's request to become a Division I-AA member institution and in 1987, EWU joined the Big Sky Conference.

In August of 1993, the Board of Trustees prepared *The Report on Intercollegiate Athletics (Report)*. The *Report* was an historical analysis of EWU athletics. The *Report* also provided a financial analysis of EWU with the NAIA and other NCAA divisions and subdivisions. One of the final recommendations made in the *Report* by the Board of Trustees was "to have all parties agree to a long-term commitment prior to any further review of athletics in order to allow a level of consistency to be achieved." In May 1995, less than 2 years later, the Academic Senate proposed that an "outside task force" be brought in to study EWU athletics, which the Board of Trustees approved. The consulting firm, McFarland & Alton P.S. was hired to perform a *Review and Analysis* of the EWU athletics program. In their conclusion (September 18, 1997), McFarland & Alton P.S. acknowledge that "numerous studies have been conducted regarding EWU athletics and that the basics seem to be brought up in every one of the reviews, with no significant forward momentum being made."

In the spring of 2020, the Board of Trustees approved the securing of an outside consultant to perform a comprehensive analysis and assessment of EWU athletics. The scope of work outlined in the request for proposal addresses many of the questions that have been asked over the past 60 years regarding EWU athletics and how the program fits into the overall mission of the university.

In July 2020, *The PICTOR Group (TPG)* was engaged by Eastern Washington University (EWU) to conduct a comprehensive analysis and assessment of the university's Division I athletics program as a member of the NCAA. *The PICTOR Group* team was led by TPG Chief Executive Officer Cary Groth, Vice President Carolyn Schlie Femovich, and Associates Paul Kowalczyk and Dr. Tina Ruff. The team has extensive leadership experience in intercollegiate athletic administration having served as Division I athletics directors and as a Division I conference commissioner. Biographies of *The PICTOR GROUP* team are included in [Appendix 1](#).

Process and Methodology

The *Athletics Program Analysis and Assessment* utilized a four-phase approach as outlined in [Appendix 2](#). Throughout the review process, *TPG* worked collaboratively with the EWU senior leadership team led by Chief Project Officer, Sara Sexton-Johnson. Weekly calls, throughout the process, were scheduled with Sara Sexton-Johnson, Doug Vandenboom, Director, Procurement and Contracts and Misty Jensen, Administrative Assistant.

The intended purpose of the review was to assist the university in making important decisions regarding the strategic direction of its intercollegiate athletics program. *The PICTOR Group's* engagement involved a comprehensive review of materials and documents, insights gathered through interviews with an extensive group of key constituents, feedback from numerous survey instruments and benchmarking utilizing data-based information from various sources.

Requested Documents

The PICTOR Group requested various informational materials and documents from Eastern Washington University about the university and the athletics department prior to an initial campus visit. Chief Project Officer, Sara Sexton-Johnson and Administrative Assistant, Misty Jensen provided all requested materials through a shared Dropbox between *TPG* and the university. A listing of the requested materials and documents is included in [Appendix 3](#).

Interview Process

Interviews were conducted with a wide range of university personnel including the athletics department, and with individuals and groups external to the university. Cary Groth, *TPG* Principal traveled to the university for a three-day visit on September 30 to October 2, 2020. During the visit, Cary Groth conducted interviews with 17 central university and athletics department administrators. In addition, she met with four other individuals to include the City of Cheney Mayor, and representatives from Phoenix Philanthropy.

While on campus, Cary Groth and members of the senior administrative leadership team met with Title IX consultant, Helen Grant to receive an update on the university's Title IX review and findings.

Due to COVID-19 related restrictions, all other interviews were conducted by *TPG* team members via video conference or by telephone over a two-month period. More than 60 interviews were conducted with Board of Trustees, university executive leadership team, university personnel (including faculty and staff and student representatives) athletic administrators, coaches and support staff, external constituents (including Alumni Board officers, Foundation Board officers, University District, Greater Spokane, Inc., and Chambers of Commerce), and State Legislators. A list of all on-campus and telephonic interviews is provided in [Appendix 4](#). Sample survey and interview questions are included in [Appendix 5](#).

Survey Instruments

The PICTOR Group consulted with the Chief Project Officer and Roy Caligan, Director of Institutional Research on the development of multiple survey instruments designed to solicit input from key stakeholders about the athletics program. *The PICTOR Group* assisted with the hosting and management of questionnaires via *Survey Monkey* to the following internal and external constituent groups:

Internal

- Student-Athletes
- Athletics Staff—Coaching, Administrative and Support
- All EWU Students—Undergraduate and Graduate
- EWU Faculty—Full-time and Quarterly

- EWU Staff

[Note: EWU’s Institutional Research distributed and managed responses to EWU students, faculty and staff questionnaires.]

External

- Season Ticket Holders
- Top 100 Athletic Donors
- Foundation Board
- Alumni Board
- Young Professionals Alumni Board
- Cheney Merchant’s Association
- West Plains Chamber
- President’s Regional Advisory Council

Over 14,000 individuals were invited to participate and over 2,800 (slightly less than 20%) responded to a questionnaire. A summary prepared by EWU of total invitations distributed, responses received, and the response rate from internal and external constituent groups is provided in the charts below.

Survey Response Rates—Internal Groups

SURVEY UPDATE 11/20/2020	Responses	Invites	Response Rate
INTERNAL			
Student-Athletes	104	319	32.60%
Athletics Staff	53	60	88.30%
Undergrad students	1273	8,697	14.60%
Grad & PB Students	270	2,165	12.50%
Full-time faculty	300	445	67.40%
Quarterly faculty	29	403	7.20%
Staff survey	420	1,123	37.40%

Survey Response Rates—External Groups

EXTERNAL	Responses	Invites	Response Rate
Season Ticket Holders	264	807	32.70%
Top 100 Donors	57	100	57%
Foundation Board	14	22	63.60%
Cheney Merchant's Assoc.	9	47	19.10%
Alumni Board	8	17	47%
Young Professionals Alumni Board	5	8	62.50%
Athletic Advisory Board	7	12	58.00%
West Plains Chamber	9	219	4.10%
President's Regional Advisory Council	11	31	35.50%

Outreach to Conference Commissioners

As part of TPGs reviews, two telephonic calls were conducted with Tom Wistrill, Commissioner of the Big Sky Conference to learn about the conference's structure, membership requirements, finances and operations, and EWU's contributions as a member institution. In addition, telephonic calls were scheduled with the commissioners of the following NCAA conferences in the general geographic proximity to EWU to gather information about their conference structure, operations and finances, and membership requirements:

- Western Athletic Conference (WAC)
- West Coast Conference (WCC)
- Great Northwest Athletic Conference (GNAC)
- Rocky Mountain Athletic Conference (RMAC)
- Northwest Conference (NWC)

Outreach to NCAA Staff

The PICTOR Group also reached out to the NCAA and talked with two representatives of the Academic and Membership Affairs (AMA) staff, Troy Arthur, Director and Jennifer Samble, Assistant Director. The purpose of the call was to inquire about transitional requirements should an institution decide to reclassify their athletics program to a lower NCAA division, and to learn whether any institutions had reclassified their athletics program to a lower level in recent years.

The NCAA staff cited a few examples where an institution had reclassified to a lower division. In 2010, Savannah State University moved to Division I and became a member of the Mid-Eastern Athletic Conference (MEAC). In April 2017, the university president announced that the school would move back to Division II and join the Southern Intercollegiate Athletic Conference (SIAC). Another institution, Winston-Salem State

University was in the third year of their four-year transition process to reclassify from Division II to Division I as a member of the MEAC, when they decided to return to Division II as a member of the Central Intercollegiate Athletic Association (CIAA) due to financial difficulties. *The PICTOR Group's* research found that in addition to Savannah State and Winston-Salem, two other institutions reclassified from Division I to Division III; Centenary University in Louisiana (2011) and Birmingham-Southern College (2006). The University of Idaho, a current Big Sky institution was a member of the Division I—Football Bowl Subdivision (FBS). In 2016, Idaho decided to reclassify to the Football Championship Subdivision (FCS) effective 2018 but retained their Division I membership classification.

Economic Impact Studies

The Pictor Group contacted other Big Sky Conference schools, inquiring about athletics economic impact studies that may have been conducted in their communities. It was thought that it might be informative and perhaps useful to learn the effect an athletics program has on the economy of their respective community.

The University of Idaho, the University of Montana, Idaho State University and Portland State University provided copies of previous studies. Idaho State's focused on the impact of the university on the local community while Portland State's concentrated on a specific facility, rendering both irrelevant. The University of Idaho's and the University of Montana's studies did provide some informative data. However, neither was entirely applicable to Eastern Washington and Cheney due to population, location, and numerous other discerning factors.

In the 2017 University of Idaho study, conducted by an assistant professor in the business department and sponsored by the university and the Moscow Chamber of Commerce, athletics was found to contribute \$44.3 million to the local economy. This contribution included factors like University of Idaho operating expenditures, athletics tuition, athlete community spending and visitor spending, among others. The report also estimates that 330 non-athlete students would not have attended Idaho because "athletics enhance the desirability of college life that attracts students to the UI."

The August 2016 University of Montana study, conducted by the University's Bureau of Business and Economic Research, estimated athletics contributed 1,334 permanent jobs and \$121 million in gross sales to the community. The study also includes athletics' operating expenditures including tuition, student-athlete community spending and visitor spending among other factors. The report calculates that out-of-area visitors brought in \$2.5 million in spending for each home football game and spent \$31 million locally overall at the three most-attended Grizzly sport programs' events.

Data Analysis

The NCAA collects a wide range of demographic, programmatic and financial data from all member institutions through the *Institutional Performance Program (IPP)*. The data is derived from the Equity in Athletics Disclosure Act (EADA) report that each NCAA member institution is required to submit annually to the federal government. The NCAA IPP is the "gold standard" of data for NCAA member institutions and conferences. It is the primary source of data utilized for *TPG's* analysis of EWU's athletics program and includes data for Fiscal Year 2019, the most recent year that the NCAA has recorded data from all institutions.

Additional budget information was received from the Eastern Washington University Financial Services office. *The PICTOR Group* met bi-weekly with the Financial Services office via videoconference.

Findings and Observations

The PICTOR Group interviewed more than 60 people either in-person during a campus visit or telephonically. Sixteen surveys were created and distributed, soliciting over 14,000 individuals. The feedback gathered through interviews and surveys produced findings and observations that are provided below and have contributed to the development of a S.W.O.T. analysis.

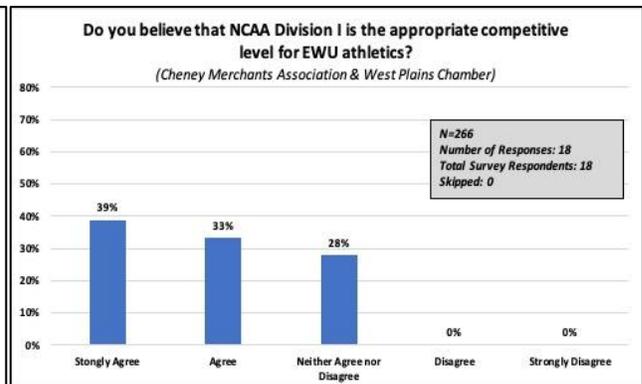
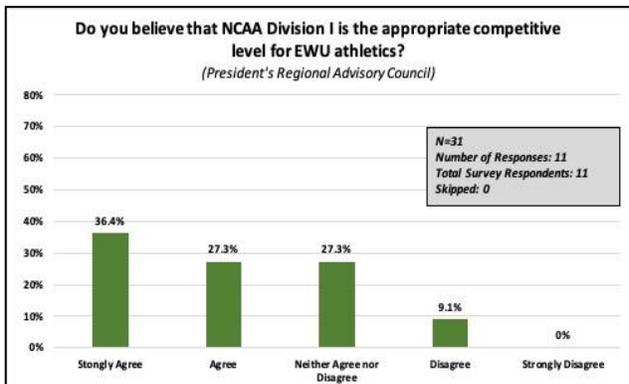
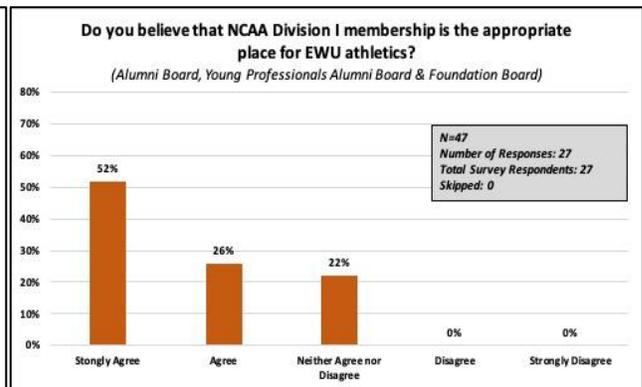
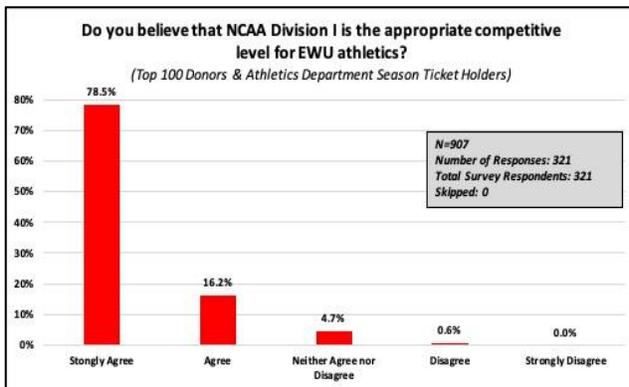
Survey Monkey Questionnaires

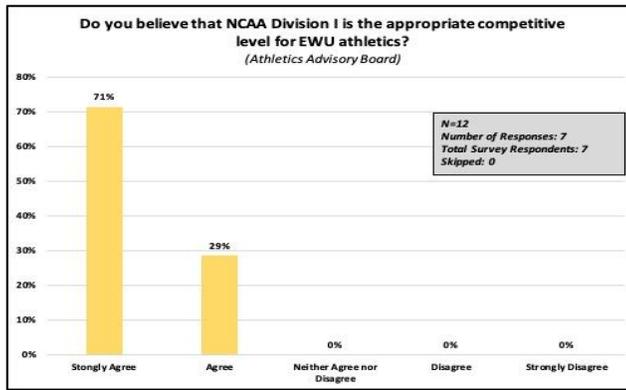
The PICTOR Group consulted with Eastern Washington to develop sixteen different electronic *Questionnaires* to solicit feedback from various internal and external constituents. (Survey instruments and results are provided in an accompanying file.) The *Questionnaires* used a Likert scale and allowed the respondents the opportunity to provide comments. Complete survey results can be found at <https://www.ewu.edu/about/leadership/president/university-athletics-review/>.

Individual feedback provided by those surveyed was used in the development of the athletics program S.W.O.T analysis. Not all surveys asked the same questions so the analysis will differ. The following is a summary of the questions asked that address some of the key issues facing EWU athletics:

Do you believe that NCAA Division I is the appropriate competitive level for EWU athletics?

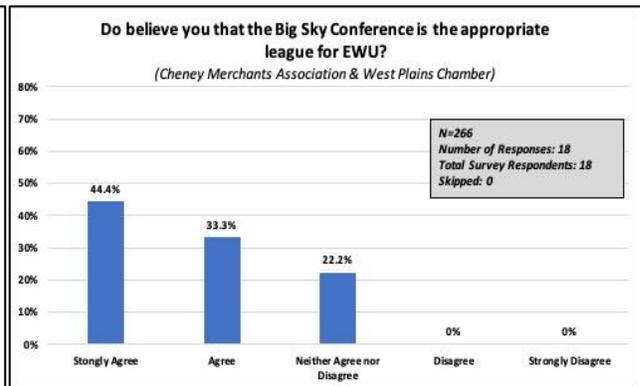
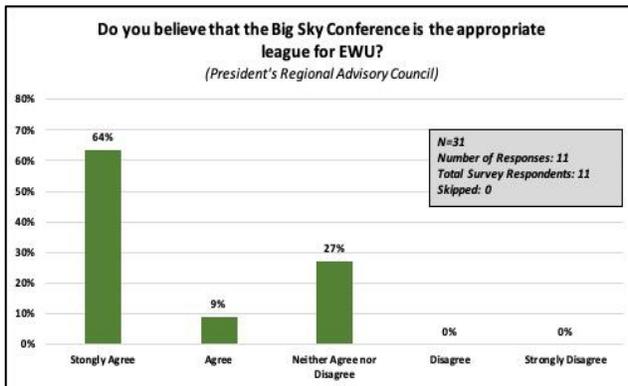
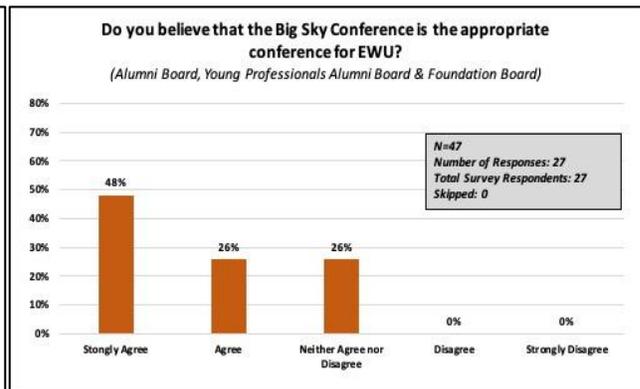
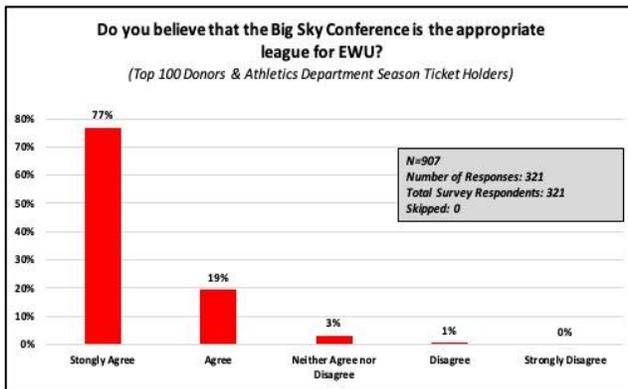
Survey responses from the Cheney business community, athletics donors and ticket holders, and external board members (President's Regional Advisory Council, Alumni and Foundation) felt that the NCAA Division I competitive level was the appropriate division for EWU. Over 70% of all surveyed strongly agreed or agreed. Less than 1% disagreed with the current NCAA competitive division for EWU.

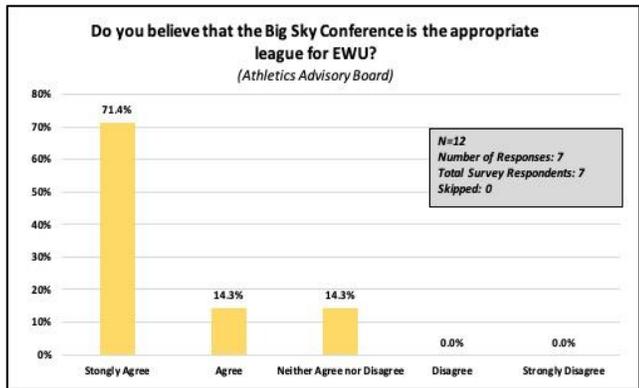




Do you believe that the Big Sky Conference is the appropriate league (conference) for EWU?

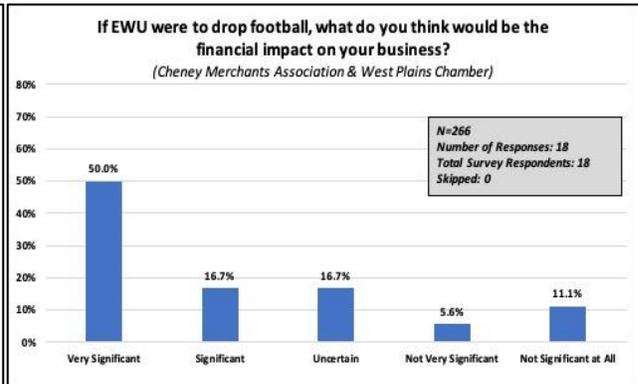
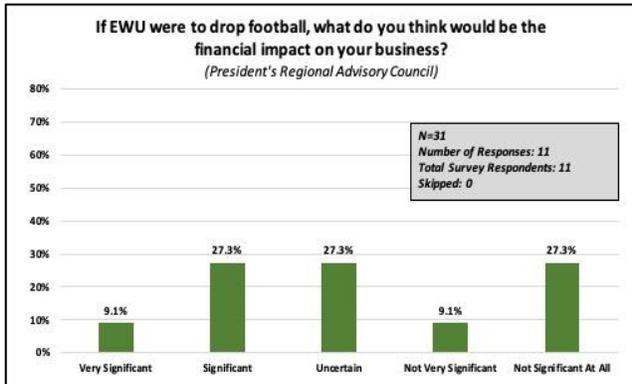
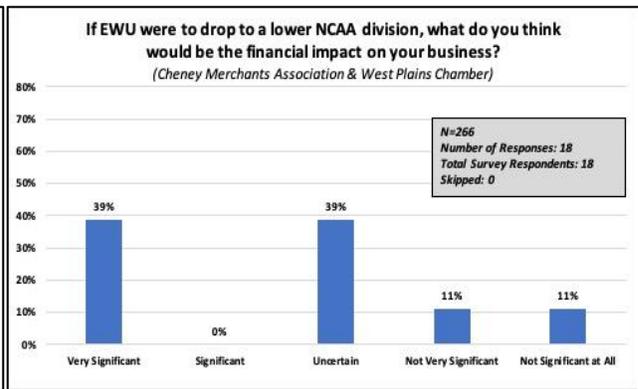
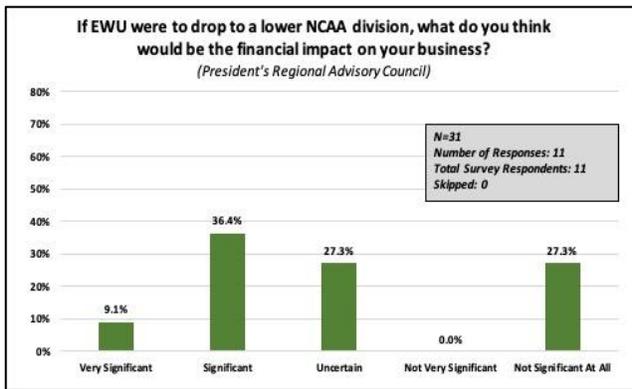
Survey responses from the Cheney business community, athletics donors, season ticket holders, and board members (President’s Regional Advisory Council, Alumni and Foundation) felt that the Big Sky Conference was the appropriate league for EWU. Over 75% of all surveyed strongly agreed or agreed. Only 1% disagreed with the current Big Sky Conference affiliation for EWU.





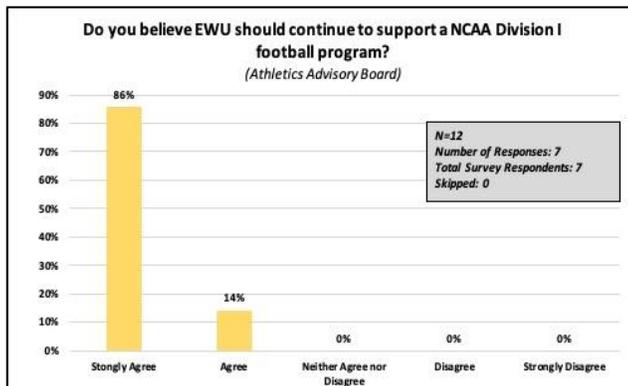
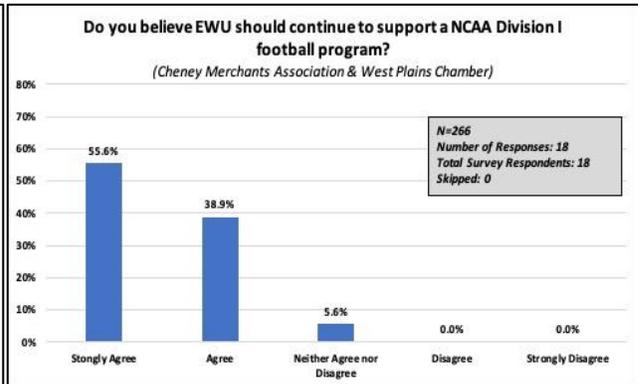
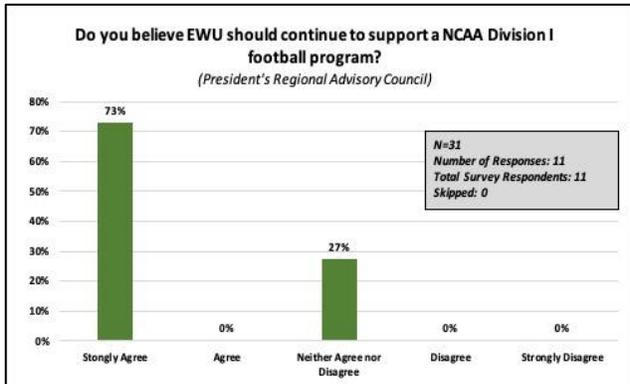
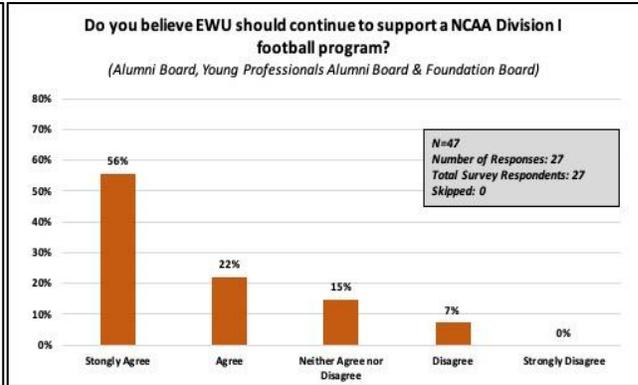
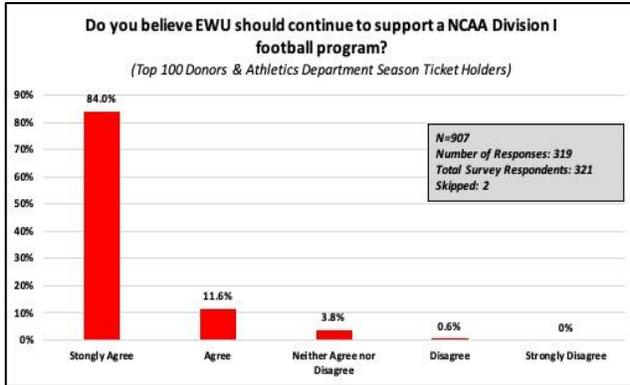
If EWU were to drop to a lower NCAA division or drop football what do you think would be the financial impact on your business?

Survey responses from the President's Regional Advisory Council and the Cheney business community indicated that there would be a very significant or significant impact on their business if EWU were to drop to a lower NCAA division or dropped football. Some were uncertain of the effect that such a decision would have on their business.



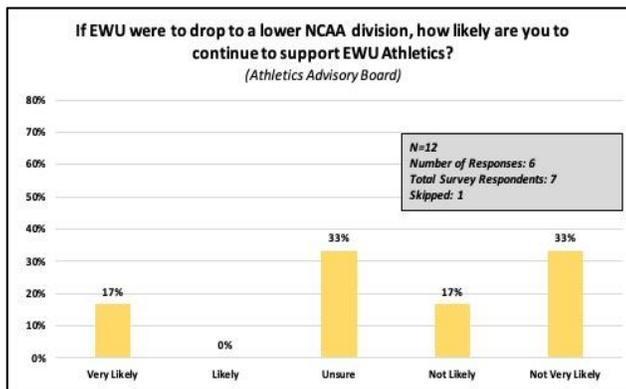
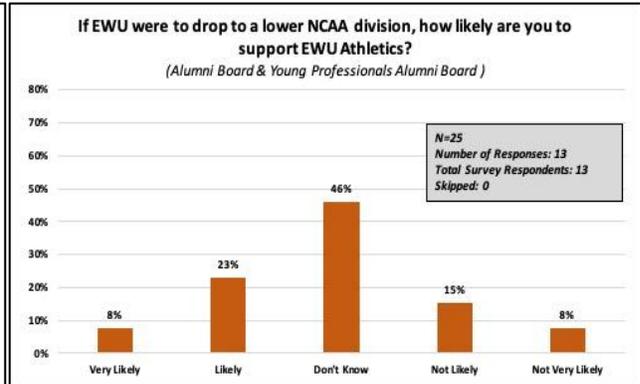
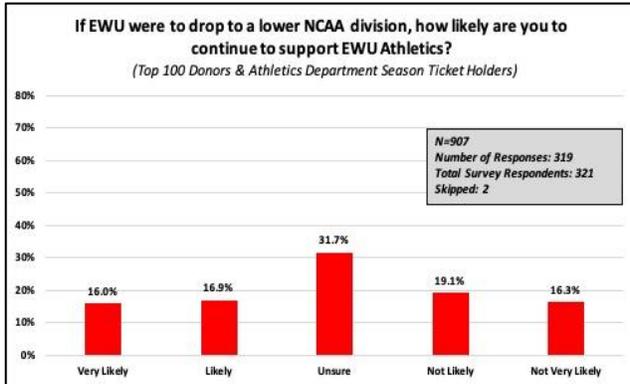
Do you believe EWU should continue to support a NCAA Division I football program?

An overwhelming majority of the external board members (President's Regional Advisory Council, Alumni and Foundation), athletics donors and ticket holders, Cheney business community and the Athletics Advisory Board, believed that EWU should retain its NCAA Division I football program.

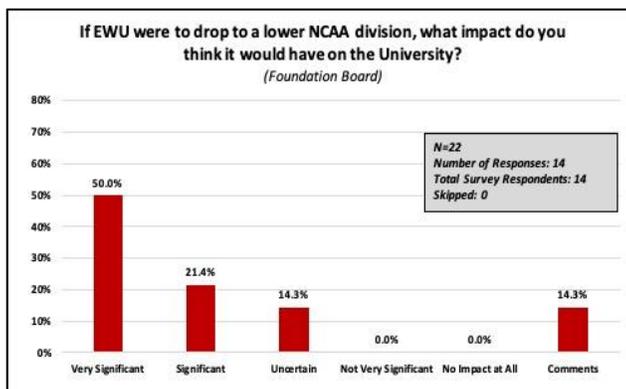


If EWU were to drop to a lower NCAA division, how likely are you to continue to support EWU athletics?

The Athletics Advisory Board was clear that they were uncertain, or unlikely, to support athletics if EWU athletics dropped to a lower NCAA division. External constituents (athletics donors, season ticket holders, and the alumni boards) were more uncertain about whether they would continue to support athletics if moving to a lower division would occur.

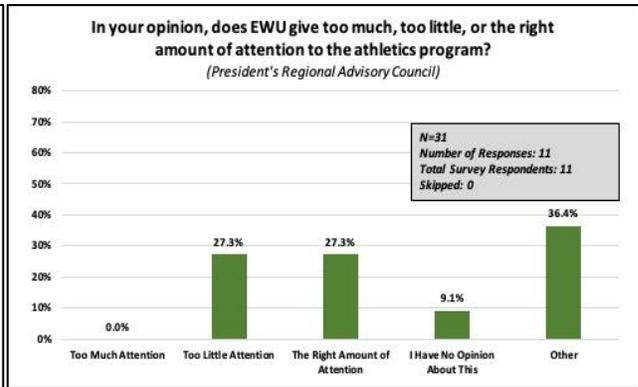
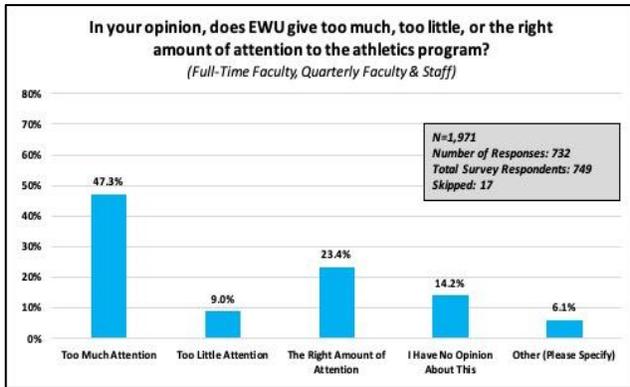


If EWU were to drop to a lower NCAA division, what impact do you think it would have on the university?



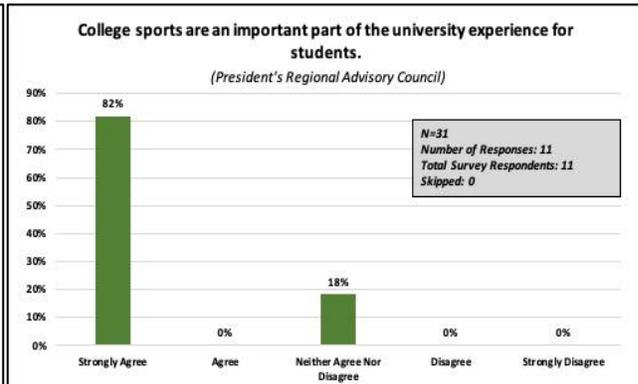
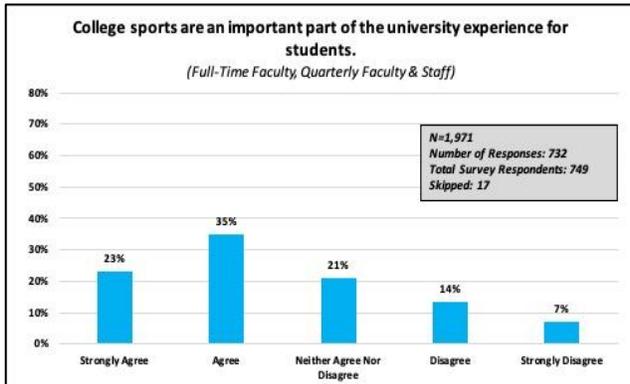
In your opinion, does EWU give too much, too little, or right amount of attention to the athletic program?

Less than 50% of the EWU faculty and staff felt that too much attention is given to the athletics program, whereas most of the President’s Advisory Council feel that the right amount or too little attention is given to athletics.



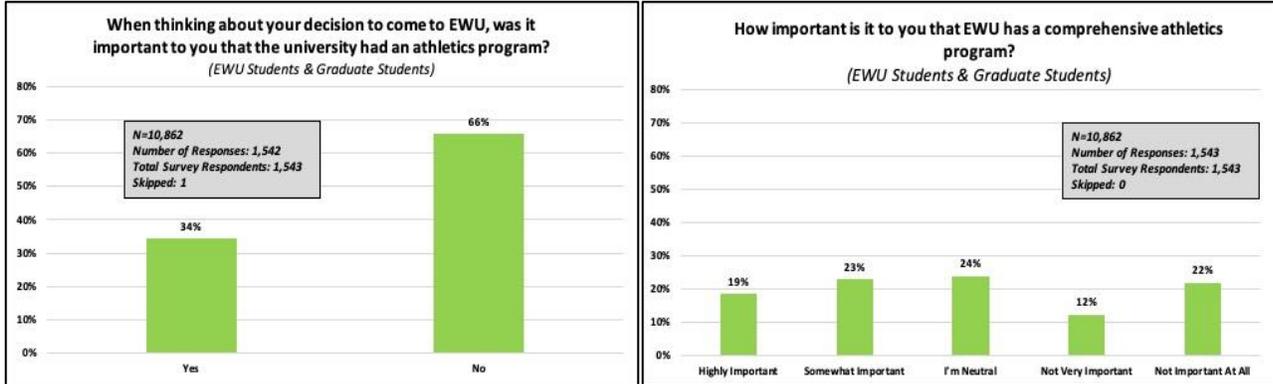
College sports are an important part of the university experience for students.

This question was asked of the full-time faculty and staff and President’s Regional Advisory Council. More than half of the EWU faculty and staff who responded feel that college sports are an important part of the university experience for students while 21% disagreed. Over 80% of the President’s Regional Advisory Council strongly agree that college sports are an important part of the university experience.



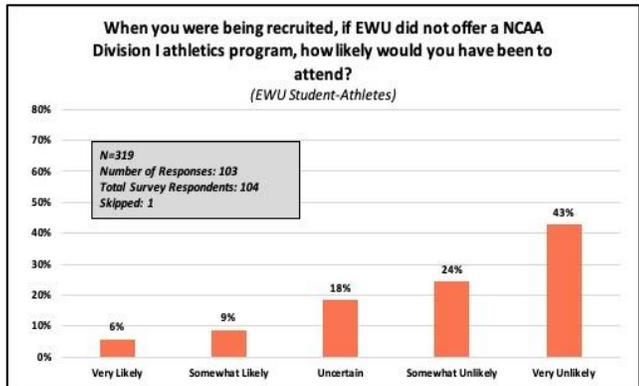
When thinking about your decision to come to EWU, was it important to you that the university had an athletics program? And, how important is it to you that EWU has a comprehensive athletics program?

This question was asked only of the EWU students. Nearly two-thirds of the EWU students believe that their decision to attend EWU was not based on whether EWU had an athletics program; however, approximately 400 (out of the 1,273 responding) students felt that it was important in making their decision. The majority of students were neutral or felt that it was important having a comprehensive athletics program.



When you were being recruited, if EWU did not offer a NCAA division I Athletics Program, how likely would you have been to attend?

The current EWU student-athletes were asked this question. Only 15% of the athletes responded that they were somewhat or very unlikely to attend EWU. Some athletes were uncertain, however 67% felt that they were not likely to have attended EWU if not for Division I status.



Selected Comments from Survey Responses:

1. *College sports helps bring diverse students to campus.*
2. *The EWU football program brings more fans to the city of Cheney than any other sport. If you take that away, it will have a financial impact on all of Cheney businesses. NO fans-no business-no tax dollars for Cheney.*
3. *Before the championship season in 2010 EWU graduates didn't have a reason to be proud of their school, or their degree. That championship year changed all of that. People began to wear RED on Fridays, and it was not unusual to be stopped by someone on the street who would comment what a great university EWU was. The university hadn't changed, but the public perception of it had changed for the positive. I believe this gave greater value to my degree from EWU and resulted in greater financial support for Athletics and for the EWU Foundation in general. I fear that if we move to a lesser division, or drop football all together, that we will move backward in our growth of financial support for EWU. That loss of momentum may take years to recover from, if we can recover at all.*
4. *Many vocal faculty members are against money being spent for EWU to compete athletically at the Division 1 level. They don't see a relationship between athletic success and increase enrollment at Eastern. A small group of faculty members should not have a bigger voice than 100,000 alums and the current student body.*
5. *Athletics is a key part of creating both an educational experience and institutional brand. It takes work to capitalize on that.*
6. *If Eastern was not division one, I would not have come here. I had offers to go to another division one school and I wanted to have the opportunity to compete with the best of the best in the nation and that is exactly what I have gotten.*
7. *EWU is a regional comprehensive university. As such, it should focus on its core mission of providing education to the region--with on-campus courses, online courses, workshops, and the like. Athletics, while providing some benefits, does not qualify as part of EWU's core mission. Presuming that having a renowned athletic program will increase the quality of applicants is spurious.*
8. *While I was not an athlete, athletics/sports supported my identity and pride as an Eagle and now as a faculty member. Athletics is vital to the fabric of EWU.*
9. *Whereas many faculty may claim en masse to want athletics removed from EWU, I think there are just as many who enjoy having the diversity of students that an athletics program often brings and who enjoy actually being part of campus life involving athletics. These are the intangible aspects of athletics that I am not sure all faculty understand.*
10. *As much as I care for and believe in athletics, I do not believe that academic programs should be cut in order to save this program. The current environment seems such that academic programs are on the line, at the expenses of trying to maintain the status quo in athletics. This is wrong, especially when tenured faculty are at risk of losing their jobs. In the end, we have to consider why students come to EWU and the role that athletics plays in their academic lives. I would venture to say that 75 - 80% of our student body could care less. They are here to get educated and find employment, which is at the heart of our role, as a comprehensive institution, here in the Inland NW. Please, do not lose focus of this fact.*
11. *Athletics and extracurricular activities round out the college experience for students. They are as important as what goes on in the classroom. My experience with online teaching tells me students need much more than academics for a mature educational experience.*
12. *Sports at EWU have a disproportionate level of importance. We are a regional comprehensive university that caters to people from the region, many of whom are first generation college students or non-traditional college students with limited means. To see that we are cutting academic programs and faculty and staff positions while we continue to pump millions of dollars into a football program is, to say the least, very upsetting.*
13. *Athletics creates a great sense of community and pride for EWU.*

14. *It's an institution for education not for playing sports.*

15. *So many great college memories are created at athletic events. I wouldn't have enrolled if there wasn't athletics at Eastern.*

Interviews

The PICTOR Group interviewed over 60 individuals regarding Eastern athletics. The individuals interviewed represented EWU Board of Trustees, central campus administrators, athletics administrators and staff, faculty and staff, student-athletes, student leadership, alumni, donors, community members, legislators, and external consultants. Most of the interviews were conducted telephonically due to the COVID-19 restrictions. Predetermined questions were asked, and interviewees were invited to provide additional comments they felt may be relevant.

The overwhelming majority of the individuals interviewed believe that athletics plays a key role in the mission of the university and is important in the overall experience for students attending Eastern. Further, they feel that the current competitive level and conference membership is the best fit for the university.

Eastern athletics is viewed as being “overachievers” and has represented the university very well academically and athletically. The pride that the community and alumni have in EWU seems to focus on the success of the football team and recent success in men’s basketball. Most feel that EWU athletics serve as “the front porch” of the university bringing state, regional and national recognition to the university. The individuals interviewed representing the faculty senate do not believe that athletics contribute to the university mission and should not be funded at the current level by the university, especially given the financial challenges. Below are some common themes (grouped by topic) from responses to questions asked during interviews:

Common Themes from Interviews:

Campus and Community Engagement

- Athletics is a connector/conduit between the community and the university, and between the students and alumni
- Athletics is an important part of the overall collegiate experience for students
- Athletics enhances enrollment and brings diversity to EWU; athletics has many first generation and student-athletes of color
- Success of programs and winning tradition—EWU performs well in the Big Sky Conference (Presidents Cup/Trophy)
- Student-athletes are high-achievers and perform well in the classroom
- Community value: Brings people to the area; branding; drives attention & business to the region; helps to put city on the map; attraction and drives revenue
- Community recognition; local tourism and pride
- Eastern sporting events are easy and fun to attend; they make for good social outings for fans/community members/those from outside the community
- Need to quantify value of athletics program; a robust athletic program is important to university visibility
- Television exposure from football and NCAA post-season is significant for the university

Presence in State and Region

- It appears evident that Eastern has carved out a niche in the state and region; athletics, and more specifically football, has been a significant catalyst in establishing that niche
- EWU athletics is highly regarded in the state, region, and nation
- EWU reputation in the state is tied to athletics
- Big Sky Conference is a good fit for EWU—connection to rivalries (e.g., Idaho and Montana)

Impact of Football

- Football has helped establish the university's image and visibility
- Eagle Pride is tied to football (winning the National Championship, Red turf, and the Eagle)
- The football stadium is at the entrance of campus and draws attention
- Football is defining aspect of the athletics program—football makes a significant contribution to the community; dropping football would have a significant impact
- EWU is the only FCS football program in Spokane/E. Washington—football is niche
- Alumni and friends' memories of the university most often include athletics (1-yard line, Red field, Eagle, etc.)

Fundraising and Development

- Foundation and donors are heavily driven by football—would be loss of revenue from donors and NCAA if football were eliminated or reclassified to a lower division
- Dropping football or moving to Division II would destroy the fundraising campaign; bigger donors are tied to football
- External financial support will likely be reduced if athletics reclassifies to a lower level (campaign)

University Support

- The university and athletics have not taken advantage of athletics' successes
- Athletics has fallen behind in staffing, budget, and facilities
- Division I may not be financially sustainable for EWU; "Athletics has a funding problem—not an expense problem"
- EWU has struggled to articulate a "game-winning" strategy for athletics—need to articulate a good "why" and goals for the greater good
- University has a reputation of starting things and not following through
- Faculty perception that athletics does not contribute to mission of university—not central to mission
- Some think athletics is not 'doing well' by the students due to costs and fees
- Lack of support for athletics (and scrutiny) from university has impacted staff—they feel attacked; difficult for student-athletes to feel supported

Campus Visit

During the Campus visit (September 29 to October 1, 2020), *The PICTOR Group* conducted numerous interviews, toured the athletics facilities, and met with two outside consultants performing work for EWU.

Overall, the athletics practice and competitive facilities are in good condition, except for the competitive football facility. A new red turf had recently been installed on the playing surface of the stadium; however, the facility is outdated and needs improvement. The student-athlete support services, specifically athletics training and strength and conditioning facilities, are unable to accommodate all sports effectively. However, plans have been developed to expand those facilities.

The PICTOR Group joined Interim President May and members of his leadership team for a meeting with Helen Grant, Title IX Consultant, who was hired by EWU to do a Title IX review of EWU athletics.

The PICTOR Group also spent time with the consultant Peter Smits from Phoenix Philanthropy that was retained by EWU in December of 2016 as a consultant for the university capital campaign. The campaign is currently in its second year and has raised approximately \$36 million, about half of the campaign goal. Athletics is included in the campaign and at least \$5 million of the \$36 million raised to date is earmarked for athletics. The consultant indicated that "athletics' ability to raise capital is very good" and that in his opinion, "changing the status of the athletics program would stop the campaign dead in its tracks" and the institution's "reputation would be at stake".

S.W.O.T. Analysis

Below is a summary of strengths, weaknesses, opportunities, and threats of the athletics program based on feedback from survey responses and interviews.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> · Tradition · Academic success · Overachievers · Championship football · Men's basketball · National prominence · Affordable university · Community support · Red turf · Family friendly · Conference respect · Resource management · Coaches · Community service · Geographic location · Recruiting opportunities · Competitive success 	<ul style="list-style-type: none"> · Outdated stadium · Resources · Declining enrollment · Faculty support · Limited staff · Staff retention · Scholarship limitations · Lack of strategic direction · Quarter system · Commuter school · Unstable student fees · Fundraising · Campus collaboration 	<ul style="list-style-type: none"> · Fundraising · Capitalize on athletics success · University leadership · Men's basketball · Athletic leadership · Campus and business community · Recruitment of first generation, minorities, and women · Economic impact study · Affirm value of DI athletics · Strategic vision development · Campus collaboration 	<ul style="list-style-type: none"> · Financial sustainability · Inability of campus and athletics to work together · Faculty misperceptions · Uncertainty of how athletics fits within the university mission · Overshadowed by WSU and Gonzaga

Current State of Eastern Washington Athletics

Eastern Washington University is a NCAA Division I member institution that participates in football at the FCS level. The institution sponsors 14 men's and women's sports which is the NCAA minimum for Division I. Eastern became a member of the Big Sky Conference in 1987. The Big Sky Conference currently has 11 member institutions that are in the Northwest region in the states of Washington, Oregon, Idaho, Montana, Colorado, Utah, Arizona, and California. The Big Sky Conference sponsors championships in 16 men's and women's sports.

Academic Achievement

Eastern Washington's student-athletes do well academically. They achieve a higher-grade point average than the median performance of their Division I, FCS and Big Sky peer institutions. At the conclusion of the 2020 winter quarter, 275 EWU student-athletes combined for a department-wide grade point average of over 3.0. Eastern's student-athletes have now exceeded a 3.0 GPA for 39 quarters in a row. "The Streak" dates back to the 2007 fall quarter.

In 2018-19, twenty-two student-athletes received regional or national academic honors and four new academic records were set:

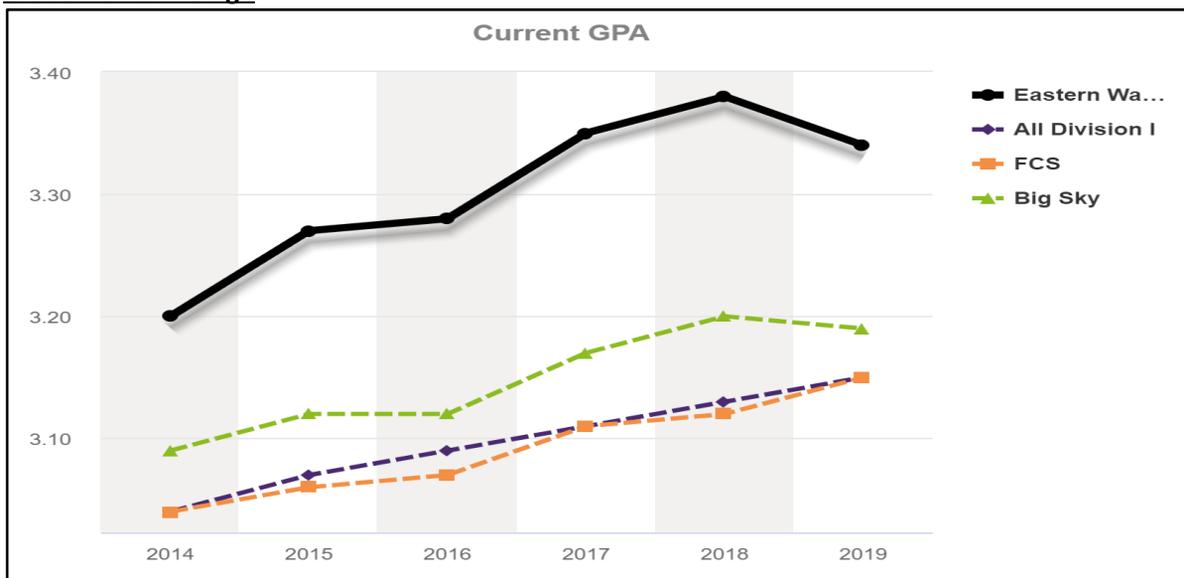
- 79 student-athletes were named to the Fall Big Sky Conference All-Academic Team
- 78 were named to the Winter Big Sky Conference All-Academic Team
- 73 were named to the Spring Big Sky Conference All-Academic Team
- 230 were named to Big Sky Conference All-Academic Teams in 2018-19

At the conclusion of the 2018-19 academic year, seven of Eastern’s teams were recognized by the NCAA for their perfect Academic Progress Rate (APR), which is the annual scorecard of academic achievement calculated for all NCAA Division I sports teams. The APR provides a real-time look at a team’s academic performance each semester by tracking the academic progress of each student-athlete on athletics aid. The APR accounts for eligibility and retention and provides a measure of each team’s current academic performance.

The Federal Graduation Rate for Eastern’s student-athletes typically outperforms the general EWU student population.

The following chart was taken from the NCAA IPP site which reflects EWU’s student-athlete academic performance compared to their conference and NCAA peers.

Grade Point Average



Competitive Achievement

Eastern’s athletics program has had a history of being overachievers, particularly in Football and Men’s Basketball. The athletics program ranks in the middle of their conference peers when it comes to financial support, however they have won the Big Sky Presidents’ Cup three out of the past five years that it has been awarded. The Presidents’ Cup is awarded to the Big Sky institution that excels both athletically and academically. (*See Appendix 6*).

The most competitive teams have been football, men’s basketball and women’s soccer. Eastern football has won 10 Big Sky Championships, played in 13 NCAA FCS Playoff games and has competed for the NCAA FCS National Championship in 2010 and 2018, winning the national title in 2010. Since 1994, over 90 football players have gone on to play in the professional leagues and over 200 have received national All-America honors. Men’s basketball won the Big Sky Conference Championship in 2020 for the third time since 2004 and Women’s Soccer won the championship in 2017.

Big Sky Conference Finishes

	2017	2018	2019
Football	3	1	3
Men's Basketball	3	3	1
Women's Basketball	3	6	10
Women's Soccer	1	6	3
Women's Volleyball	5	11	10
Men's Track & Field (I)	7	4	6
Men's Track & Field (O)+	4	6	-
Women's Track & Field (I)	4	9	9
Women's Track & Field (O)+	6	7	-
Men's Cross Country	9	11	9
Women's Cross Country	8	11	10
Men's Tennis*+	6T	6T	8T
Women's Tennis*+	9T	4T	2T
Women's Golf*+	7	5	4T

*Men's Tennis, Women's Tennis and Women's Golf data taken from the Big Sky Conference website.
+2020 season cancelled due to COVID-19

Student-Athlete Demographics

The diversity of the student-athlete population supports the institutional mission. In the fall of 2020, there were 114 out-of-state student-athletes out of 324, approximately 35%. As the chart illustrates below, 42% of the student-athletes are first generation and 51% are identified as non-white.

	Total Enrollment	First Generation	% of First Generation	White	Non-White	% of Non-White
Students	12,350	4,414	35%	6,709	5,641	46%
Student-Athletes	324	135	42%	160	164	51%

Fall 2020 Enrollment information provided by EWU Admissions and Records office.

Financial Challenges

Eastern Washington University is currently facing significant financial challenges. These challenges have been caused in large part by decreasing enrollment and the COVID-19 pandemic. The university leadership is evaluating all programs and services, including athletics and whether the benefits of these programs outweigh their costs. As described above, athletics contributes in concrete ways to the university in areas such as

enrollment, public relations and development, while also making intangible contributions to campus life and the university community.

As the university has confronted these challenges across the campus, it has asked athletics to cut its budget and operate with less. In FY19, the university provided \$9,786,521 in direct institutional financial support. In the current FY21, the adjusted direct institutional support is projected to be \$6,328,189. Another approximate \$900,000 cut to athletics’ budget is expected for FY22, dropping that support to a projected \$5,428,189, a 44% decrease from the FY19 actual.

During the five fiscal years prior to FY19, which included the football team’s 2018 NCAA FCS Championship playoff run, athletics received an average of \$6.3 million in direct institutional support. The projected FY22 \$5,428,189 University commitment is a 14% reduction from this five-year average. The FY19 increase addressed some unreimbursed playoff expenses but more significantly, provided athletics additional assistance in meeting its overall spending obligations, including \$2 million in scholarship support.

Eastern Washington Athletics Revenues, Expenses and Direct Institutional Support (FY14-FY19)

EWU Financials	FY14	FY15	FY16	FY17	FY18	FY19
Total Revenue	\$12,858,386	\$13,490,466	\$13,355,273	\$14,797,340	\$13,810,812	\$18,409,766
Direct Institutional Support	\$5,874,772	\$6,236,500	\$6,415,059	\$6,503,122	\$6,661,822	\$9,786,521
Total Expenses	\$13,360,741	\$14,307,543	\$14,666,480	\$15,753,819	\$15,841,035	\$18,343,812

In FY19, the university made an additional \$2 million annual commitment in direct financial support to athletics to help defray the costs of scholarships.

Additionally, athletics is burdened with an accumulated deficit of \$5,490,072. The deficit began accruing at the end of FY14 when total expenses exceeded total revenues. Athletics also has a prior commitment of \$720,000 to the Foundation from the stadium scoreboard and the *Gateway Project*.

Within the Big Sky Conference, EWU’s total revenues, generated revenues and total expenses for FY19 represented the Big Sky medians for those financial categories. Below are some specific examples of how Eastern ranked compared to their 10 conference peers in FY19 revenue and expense categories.

Revenue Categories:

- Fourth in ticket sales (\$683,425)
- Fourth in direct university appropriations (\$9,786,521)
- Fifth in student fee allocation (\$2,225,000)
- Sixth in donations (\$815,441 excluding In-Kind)

Expense Categories:

- First in medical expenses (\$528,566)
- Second in travel (\$2,469,619)
- Seventh in administrative salaries (\$2,689,469)
- Ninth in coaches’ salaries (\$2,919,965)
- Ninth in recruiting (\$253,392)
- Eleventh in athletics scholarships (\$4,281,298)

It should be noted that some of the above figures may be attributed to the difference in the number of sports sponsored by Eastern (14) compared to its conference competitors (15-21), and to the fact that Eastern competed in all four rounds of the NCAA FCS playoffs in 2018, hosting three games and travelling to the championship game in Frisco, TX.

In referencing the NCAA's annual report that examines athletic department revenues and expenses, FY19 expenses outpaced generated revenues at every FCS institution. The report notes that athletics recorded net losses ranging from \$2 million to more than \$42 million, with a median of \$14.3 million. Of all the 65 "Power Five" schools at the FBS level, only 25 athletic departments generated revenues greater than their expenses that year.

Eastern Washington's recent budget reductions in athletics along with the impact of the COVID-19 pandemic have caused significant instability for the program. The athletics staff is in flux and there is uncertainty among the staff and student-athletes about the future direction of the program. In addition, some donors have been hesitant to make gifts to the athletics program, or to the university campaign including the football stadium project. The status of the athletics program with respect to NCAA divisional affiliation and level of funding needs to be determined as soon as possible.

Financial Overview of EWU Athletics

The charts that follow illustrate Eastern's financial results in FY19, the most recent audited year and the most recent year in which all schools have reported their data to the NCAA (via the federal Equity in Athletics Disclosure Act-EADA). As noted above, FY19 was an atypical year for EWU fiscally as the football team played in all four rounds of the NCAA FCS Football Championship playoffs including the title game in Frisco, Texas. Because of this, revenues and expenses are inflated by approximately \$1 million.

Explanation of Charts

Included in this section and other sections of the Report that follow are various charts that illustrate data related to the EWU athletics program. The following notes provide explanation or clarity to the charts.

- The source for all Eastern Washington University data is the NCAA Institutional Performance Program (NCAA IPP) for FY19 and the Independent Accountants' Report on the Application of Agreed-Upon Procedures for the year ending June 30, 2019 (except where noted).
- The source for all conference data is the NCAA IPP for FY19, the most recent year that the NCAA has reported data from all institutions.
- For conferences and divisions, the NCAA IPP reports median amounts which are reflected in the following charts. Generally, the sum of subtotals will not equal the total. However, in some instances, median numbers were added, subtracted, or divided to create a reasonable though imprecise comparison to EWU's actuals.
- Eastern's financial data has been divided into three subsets so its numbers are more analogous to the conferences to which it is being compared: 1) actuals (for the whole department), 2) actuals for football (by itself) and 3) actuals without football.
- EWU without football reflects actual data for 13 sports. If EWU were to discontinue its football program, Eastern would need to add one additional sport to equal the NCAA minimum requirement of 14 sports to maintain NCAA Division I status. Thus, the totals shown for EWU without football will be understated when compared to other conference medians.

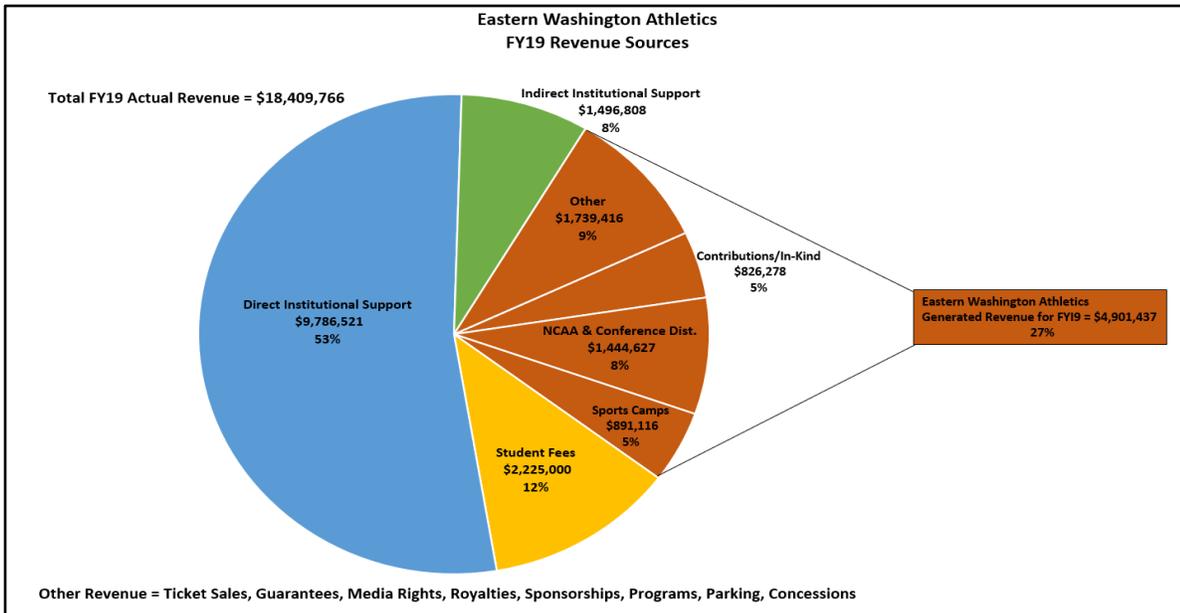
- EWU’s financial data is compared to the following NCAA divisions and conferences:
 - **Division I--FCS:** Football Championship Subdivision (FCS) & Big Sky Conference (BSC)
 - **Division I Subdivision--without football:** West Coast Conference (WCC) & Western Athletic Conference (WAC)
 - **Division II:** Great Northwest Athletic Conference (GNAC) & Rocky Mountain Athletic Conference (RMAC)
 - **Division III:** Northwest Conference (NWC)

Total Revenues

Below are the Revenue Category Definitions:

- Allocated Revenues: Financial support received from all university sources including direct institutional support, indirect institutional support, and student fees.
- Direct Institutional Support: Unrestricted funds provided by the institution to athletics.
- Generated Revenues: All revenues that are earned by athletics (e.g., ticket sales, contributions, sponsorships, NCAA and conference distributions, etc.)
- Indirect Institutional Support: The value of costs covered and services provided by the institution to athletics.

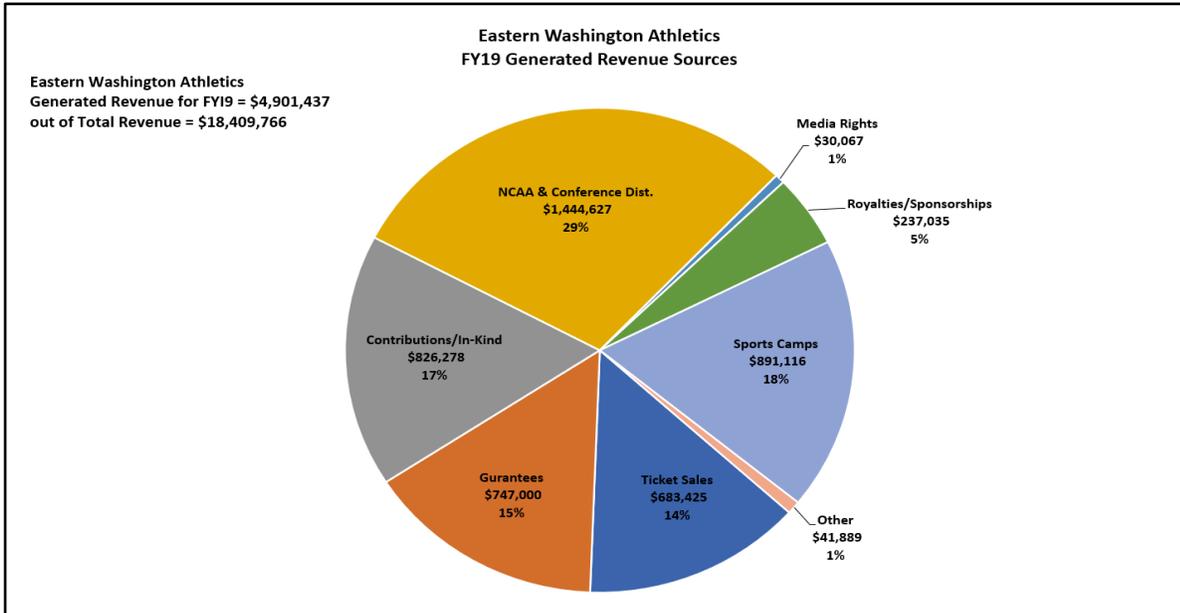
The Eastern Washington athletics department derives 73% of its revenues from allocated sources (direct and indirect financial support from the university and student fees), generating 27% on its own.



This chart shows EWU’s actual revenue totals in FY19 by source including institutional support, student fees, contributions and NCAA and conference distributions. Generated revenues are highlighted and are shown in more detail in the following pie chart. Only those revenue sources that equaled 5% or greater of total revenues are included.

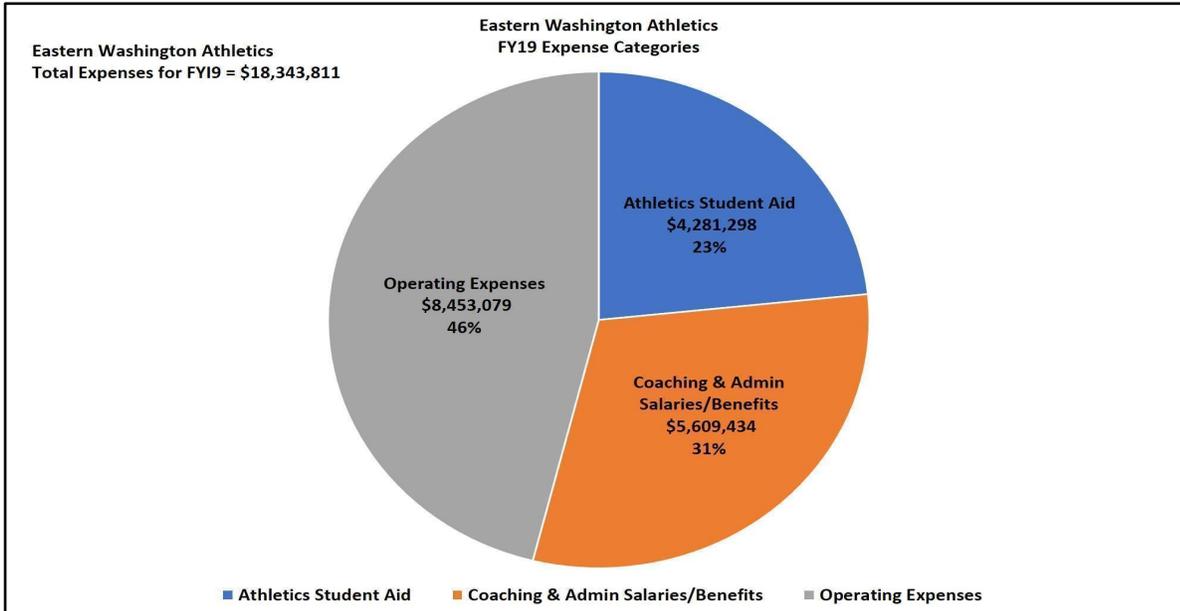
Generated Revenues

The NCAA and Conference Distribution total of \$1,444,627 in the following chart is larger than usual due to Eastern’s participation in the 2018 NCAA FCS football playoffs. In a normal year, Eastern would expect approximately \$600,000 - \$700,000 from NCAA and Big Sky Conference distributions. In FY19, Eastern received \$791,286 from the NCAA for the playoffs with hosting expenses and championship game travel comprising the bulk of this reimbursed amount.



This chart illustrates the amount of money EWU Athletics earned in FY19 through its own efforts excluding university and student fee support.

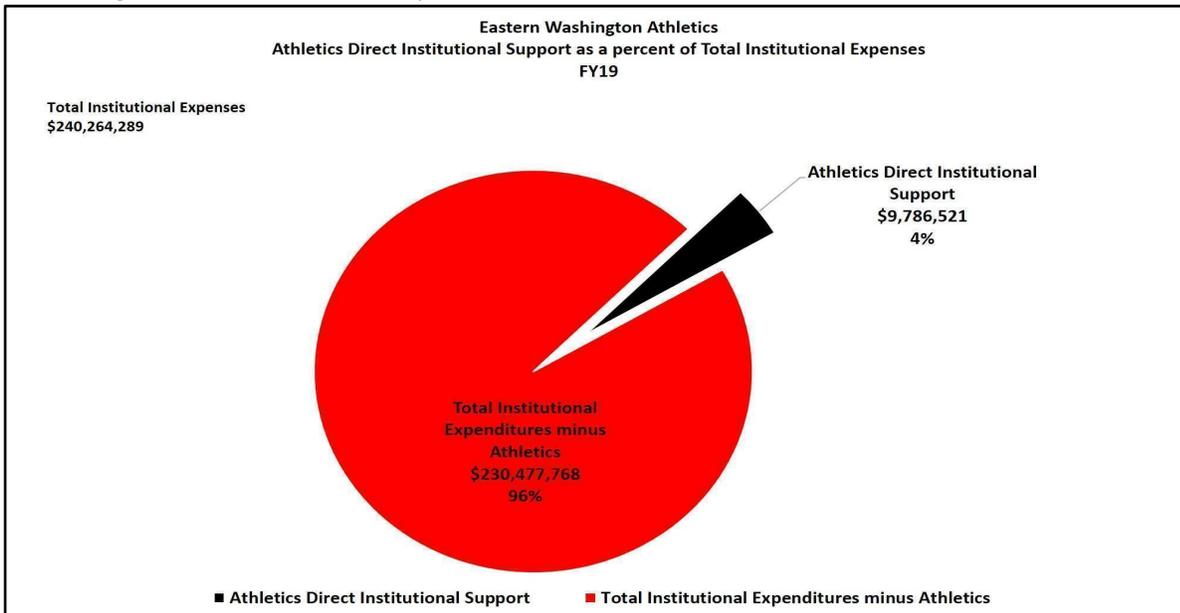
Total Expenses



This chart breaks down EWU’s FY19 total expenses into three main spending categories: Salaries & Benefits, Athletics Student Aid and Operating Expenses.

Direct Institutional Support Percentage

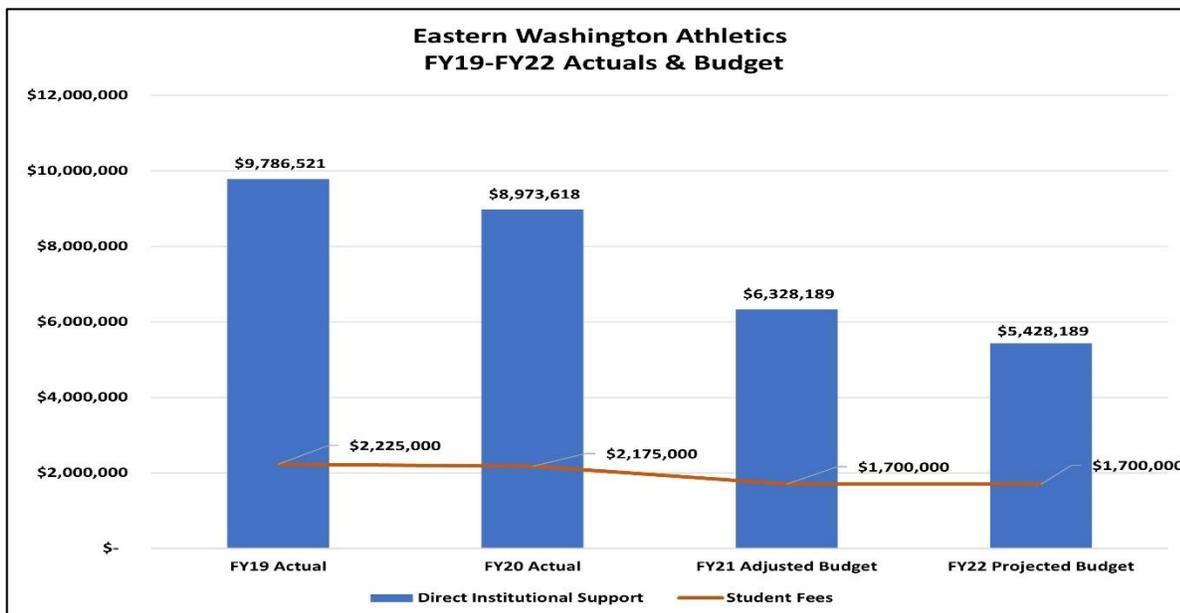
The figure below shows that 4% of the university's FY19 overall expenses were spent in support of intercollegiate athletics. This closely mirrors the FCS median of 3.9%.



This chart captures on a percentage basis how much of the university's FY19 total expenditures were used to support athletics in FY19.

Eastern Athletics Budget and Financial Reductions

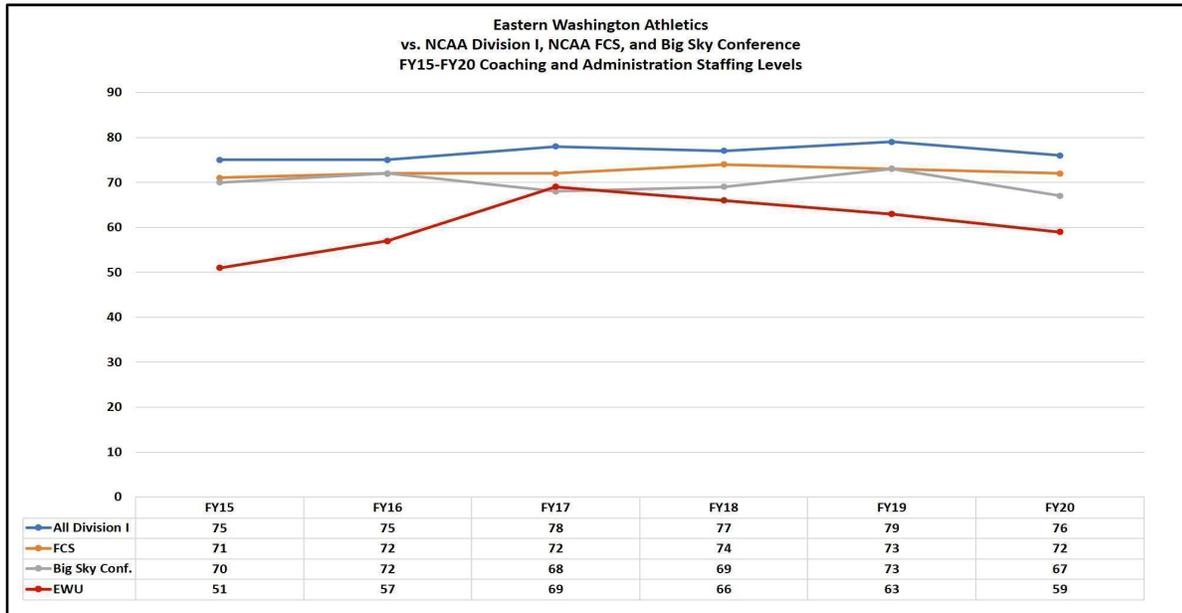
The following illustrates the previously referenced continuing reductions in direct institutional support as well as student fees from their FY19 actuals to the projected FY22 budget. The reduction in direct institutional support from \$9,786,521 to the projected \$5,428,189 equals 44% while the reduction in student fees from \$2,225,000 to the projected \$1,700,000 totals 24%. Overall, it is an almost \$5 million decrease. The FY22 direct institutional support figure is calculated by subtracting the mandated \$900,000 cut from the FY21 total. The FY22 student fee figure assumes no reduction from FY21. However, athletics' student fee appropriation is determined by the Associated Students of Eastern Washington University during the school year and is unknown at this time.



This chart shows the amount of money EWU Athletics has received from the university and from student fees each year since FY19 including the expected allocation for FY22. [Note: the following sources were used for the chart above: FY19 Actual: June 30, 2019 Independent Accountant's Report on the Application of Agreed-Upon Procedures; FY20 Actual: December 9, 2020 email from the Associate VP and Chief Financial Officer (these numbers are considered preliminary until the official audit is complete); FY21 Adjusted Budget: December 10, 2020 Athletics presentation to the Board of Trustees (these numbers are also considered preliminary).]

Athletics Staffing Reductions

Overall, Eastern’s athletic staffing levels are below their conference and national peers. With the recent and future budget reductions, staffing levels have decreased further. The administrative staff has had to assume duties previously performed by support positions that have been eliminated or unfilled.



This chart’s fiscal year totals equal the sum of the director of athletics, associate directors of athletics and assistant directors of athletics positions as well as the number of head and assistant coaches of all sports. [Source: NCAA IPP].

Overview of NCAA Structure

The NCAA has three main divisions: Division I, Division II and Division III. The following definitions of the NCAA divisions are drawn from the NCAA website (www.NCAA.org). A chart summarizing the number of institutions, conferences and NCAA membership distribution to conferences or institutions is provided below:

NCAA	Division I	Division II	Division III
Number of Conferences	32	23	43
Number of Institutions	357	310	445
Revenue Distribution*	\$590 million	\$7 million	\$3 million

*Note: NCAA constitution stipulates that Division II annually receive 4.37% of the NCAA operating budget and Division III receive 3.18% of the NCAA’s operating budget. More than 50% of each division’s allocation is designated for NCAA championships. Revenue distributions above are for FY19 and are derived from NCAA.org.

Division I

Among the three NCAA divisions, Division I schools generally have the biggest student bodies, manage the largest athletics budgets, and offer the most generous number of scholarships. The differences among the divisions emerge primarily in how schools choose to fund their athletics programs and in the national attention they command. There are currently 32 Division I conferences and 357 colleges and universities classified as Division I for NCAA competition. In FY19, the NCAA distributed \$590 million of revenue to Division I institutions and conferences.

Division I is subdivided based on football sponsorship. The subdivisions apply only to football sponsorship; all other sports are simply considered to be Division I. Schools that participate in bowl games belong to the Football Bowl Subdivision (FBS, formerly DI-A) and offer the largest number of scholarships. In 2020, 130 Division I institutions were classified as FBS, with 65 considered “Power Five” institutions—those that support their athletics programs and football at the highest level and are members of one of the five “Autonomy Conferences”.

The Division I institutions that participate in the NCAA-run football championship belong to the Football Championship Subdivision (FCS, formerly DI-AA). In 2020, there were 127 FCS institutions. A third group that does not sponsor football at all is referred to as Division I (DI Subdivision, formerly DI-AAA).

Division I member institutions are required to sponsor at least seven sports for men and seven for women (or six for men and eight for women) with two team sports for each gender. Each playing season must be represented by each gender as well. There are maximum financial aid awards for each sport that a Division I school cannot exceed.

Institutions wishing to reclassify from Division II to Division I are required to have been accepted for membership by a Division I conference and must go through a five-year transition process before becoming a fully vested Division I member.

Division II

Division II is a collection of 310 active member institutions and 23 conferences. NCAA colleges and universities in Division II generally are financed by the institution and have fewer financial resources than Division I to devote to their athletics programs. Division II uses the phrase “Life in the Balance” to distinguish itself from other divisions and adopted the mantra “Make it Yours” as a brand enhancement in 2015. In FY19, the NCAA distributed \$7 million of revenue to Division II institutions and conferences.

Division II institutions are required to sponsor at least five sports for men and five for women, (or four for men and six for women), with two team sports for each gender, and each playing season represented by each gender. There are maximum financial aid awards (equivalencies) for each sport that a Division II school must not exceed.

The reclassification process for NCAA Division II membership is a multiyear endeavor. The provisional process for NCAA Division III institutions and NAIA institutions is a minimum of three years, and the reclassification process for Division I institutions moving to Division II is a minimum of two years. An institution interested in becoming a Division II member must complete an application on the NCAA Program Hub by February 1, along with a check for the appropriate application fee.

Division III

Division III is the largest NCAA division with approximately 445 member institutions, 43 voting conferences and the greatest number of participants in the NCAA. On average, student-athletes comprise 25% of the

student body at Division III institutions. In FY21, the NCAA budget allocation to Division III is \$34.4 million, with 75% designated for championship expenses. Approximately \$3.2 million in grants is allocated to Division III conferences. In FY19, the NCAA distributed \$3 million of revenue to Division III conferences.

Division III consists of athletics programs at institutions that choose not to offer athletics scholarships to their student-athletes. They feature student-athletes who receive no financial aid related to their athletics ability. Division III athletics encourages participation by maximizing the number and variety of athletics opportunities available to student-athletes.

Division III institutions are required to sponsor at least five sports for men and five for women, with two team sports for each gender, and each playing season represented by each gender. The national average number of sports sponsored at the Division III level is 19.

The NCAA Division III membership involves a three-year provisional/reclassifying membership process for NCAA member institutions reclassifying from another NCAA division. Within the membership process, the institutional class size is limited to an average of four institutions per class year. The process for a Division I institution wishing to reclassify to Division III could involve competing temporarily at the Division II level as a condition of acceptance into Division III provisional/reclassifying membership.

NCAA Options for Eastern Washington Athletics Program

The primary question for Eastern Washington University, as it pertains to athletics is to decide the NCAA competitive level for its intercollegiate athletics program. Four options are presented for consideration:

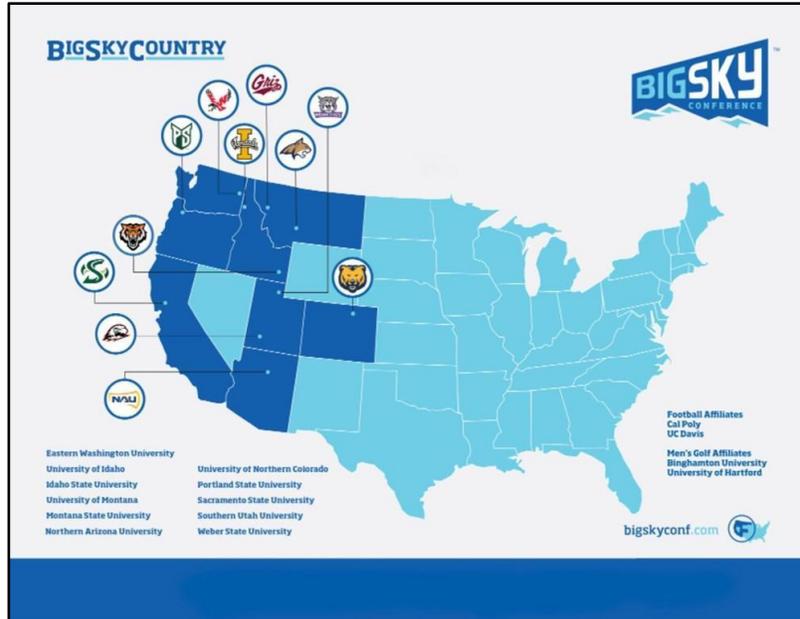
- Option A: Remain a NCAA Division I-FCS program
- Option B: Reclassify to NCAA Division I Subdivision (non-football)
- Option C: Reclassify to NCAA Division II
- Option D: Reclassify to NCAA Division III

For each of the four options that follow, a summary of pertinent details regarding the NCAA division and the respective conference(s) have been outlined. Only conferences with membership in the northwest region were explored for this analysis. In addition, the financial comparisons for EWU and the respective NCAA division and conference are included. It should be noted that any of the below options need to meet Title IX regulations. The descriptions below are drawn from the NCAA website (www.NCAA.org), the respective conference website or Wikipedia (www.wikipedia.org). A composite list of conferences referenced in this report with their institutional membership and sports sponsorship is provided in [Appendix 7](#).

Option A: Remain Division I--Football Championship Subdivision

NCAA Division I Requirements: Division I member institutions are required to sponsor at least seven sports for men and seven for women (or six for men and eight for women) with two team sports for each gender. Each playing season must be represented by each gender as well. There are contest and participant minimums for each sport, as well as scheduling criteria. For sports other than football and basketball, Division I schools must play 100 percent of the minimum number of contests against Division I opponents--anything over the minimum number of games must be 50 percent Division I. Division I schools must meet minimum financial aid awards for their athletics program, and there are maximum financial aid awards for each sport that a Division I school cannot exceed.

Big Sky Conference: The Big Sky Conference (BSC) has 11 all-sport members, plus four affiliate members with two in the sport of football and two for men’s golf. The 11 BSC member institutions are in the Northwest region of the country in the states of Washington, Oregon, Idaho, Montana, Colorado, Utah, Arizona, and California. Eastern Washington has been a member of the conference since 1987. It has developed strong regional rivalries with other conference schools such as Idaho, Montana, and Montana State. A map depicting the location of the Big Sky member institutions follows:



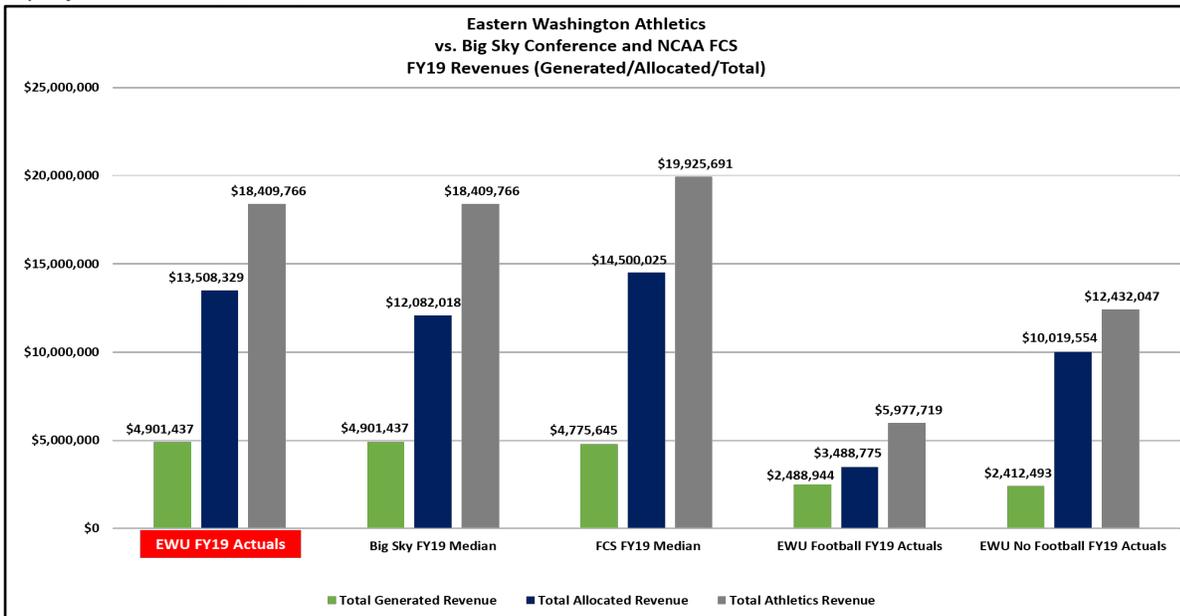
The Big Sky Conference sponsors championships in 16 men’s and women’s sports. Member institutions are required to participate in all 13 core sports. Men’s core sports are basketball, cross country, football, indoor track and field, outdoor track and field, and tennis. Women’s core sports are basketball, cross country, golf, indoor track and field, outdoor track and field, tennis, and volleyball. The Big Sky Presidents’ Cup is presented to the institution that excels both academically and athletically.

Notable success: The Big Sky Conference is a national leader in the Football Championship Subdivision. Big Sky teams have won the Division I-FCS National Championship six times, including Eastern Washington most recently in 2010. In 2016, Northern Arizona won the NCAA Division I Men’s Cross Country National Championship, making them the first conference team to win a national championship in a sport other than football. Northern Arizona followed with national championships in 2017 and 2018.

Financial Comparisons: The Big Sky Conference is the only Division I-FCS conference in the Northwest. This is a major consideration due to team travel and recruiting costs. If EWU is to remain at the NCAA Division I--FCS level, its current affiliation in the Big Sky is a viable option. In the charts below, Eastern’s FY19 actual financial information is compared to FY19 Big Sky Conference and NCAA Division I--FCS medians.

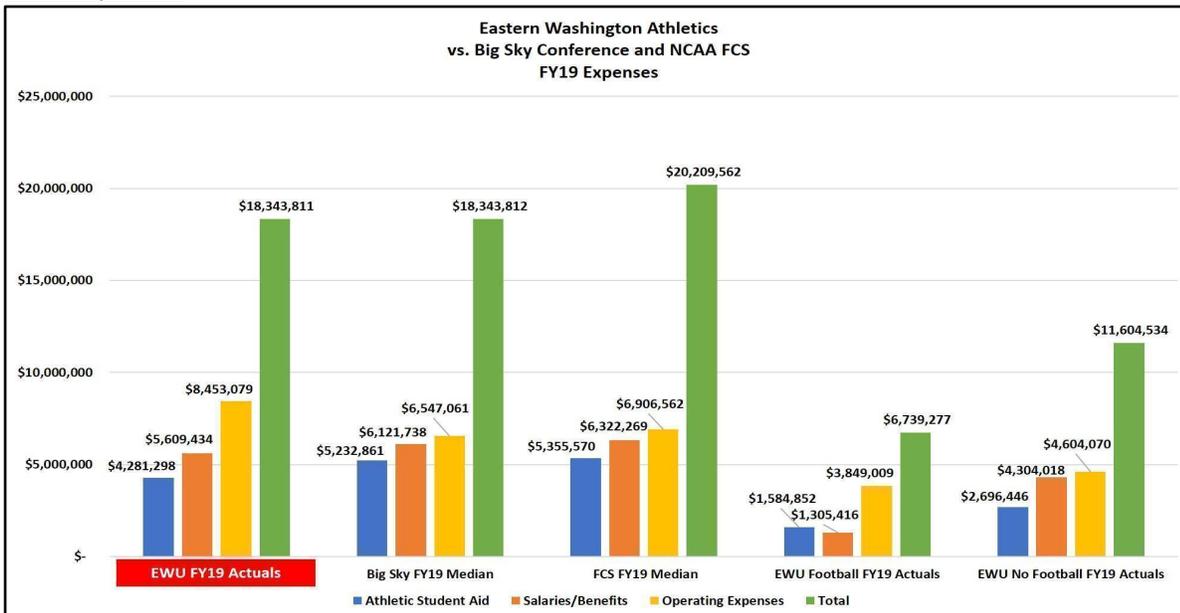
Total Revenues (See page 23 for Revenue category definitions.)

In FY19 EWU’s allocated revenues of \$13,508,329 consisted of \$9,786,521 in direct institutional support, \$1,496,808 in indirect institutional support and \$2,225,000 in student fees. As previously noted in the chart “Eastern Washington Athletics FY19-FY22 Actuals and Budget” on page 25, direct institutional support for FY22 is projected to be \$5,428,189.



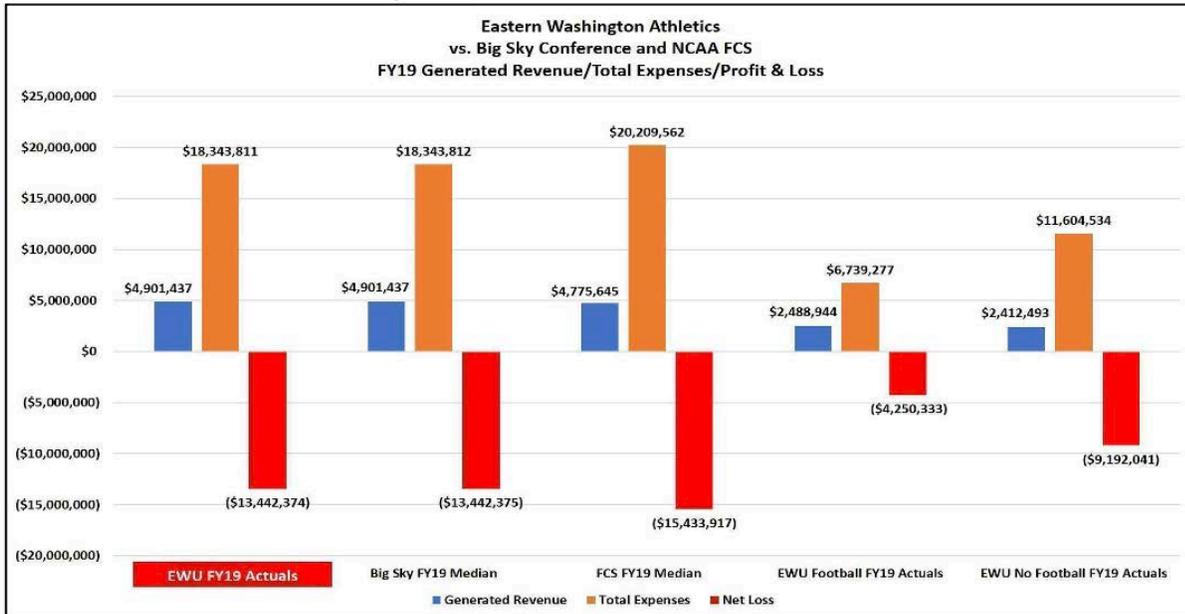
This chart compares EWU’s FY19 actual generated, allocated and total revenues to the median for the Big Sky and the NCAA FCS. Generated revenue is athletics department earned revenue while allocated revenue is financial support received from all university sources including student fees. The chart also includes EWU’s revenues for football and for the department without football.

Total Expenses



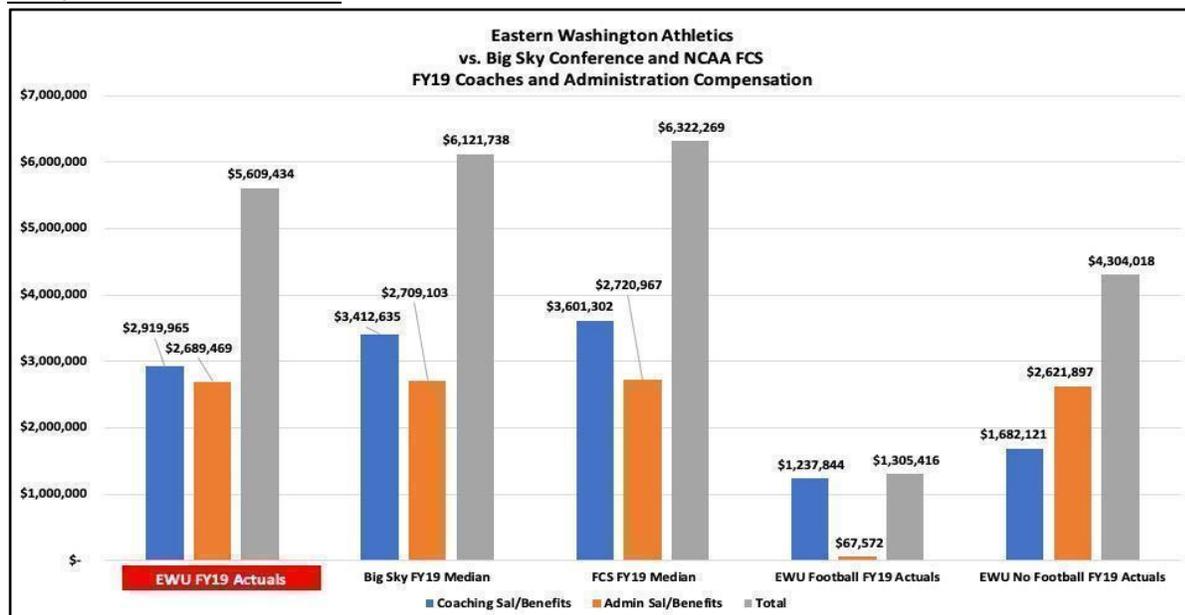
This chart compares EWU’s FY19 actual expenses (in three main categories of salaries & benefits, athletic student aid and operating expenses) to the median for the Big Sky and the NCAA FCS. It also includes EWU’s expenses for football and for the department without football.

Generated Revenues vs Total Expenses



This chart compares the amount of FY19 generated revenue to total actual expenses and illustrates how much EWU, the Big Sky schools and FCS programs rely on revenue outside of what they can earn on their own. Usually, these sources are university allocations and student fees. It also compares the same data for EWU football and the department without football.

Compensation and Benefits



This chart compares EWU's FY19 coaching and administrative salaries and benefits to the median of the Big Sky and the NCAA FCS. It also includes salary and benefit figures for football and for the department without football.

Summary of Option A: Should EWU wish for its athletics program to remain in Division I-FCS, there are three approaches that it could pursue:

Approach 1--Reinvest in the Athletics Program

To remain a NCAA Division I-FCS institution and member of the Big Sky Conference, Eastern's financial support will need to trend closer to the Big Sky median. That would require a reversal in the current reductions in university appropriations and an additional investment of another \$4 million annually

above the university's projected FY22 direct support of \$5.4 million to help stabilize the athletics program. In FY19, the Big Sky median for direct institutional support totaled \$9.3 million. Athletics has historically fought an uphill battle financially, unable to count on a solid foundation from which to build. Recognizing the current university challenges, this investment would have to occur at a pace the university is comfortable with while ensuring athletics' ability to compete at the FCS level. In addition, the athletics department would need to take a more aggressive approach to generating new revenue.

Approach 2--Hybrid Model

If Eastern wishes to remain at the NCAA Division I-FCS level but avoid or delay investing as substantially, it could tier its sports program. This would involve funding select programs such as men's basketball, women's basketball, football, women's soccer and volleyball commensurate with their Big Sky competition. Funding and support of the remaining nine sports would more closely mirror the Division III model in athletic aid/scholarship allotment, staffing and scheduling. This approach could reduce the university's commitment up to \$1 million, mainly through the elimination of most grants-in-aid for the remaining nine sports, adoption of scheduling restrictions and perhaps some reduction in coaching staff. If Eastern were to take this approach, it would need to fulfill the NCAA minimum financial aid award requirements for Division I membership and meet Title IX obligations.

Approach 3--Inquire about a NCAA Waiver

Should Eastern wish to maintain its current NCAA Division I classification, the university may want to inquire with the NCAA about potential waiver opportunities of membership requirements due to the on-going financial impact of COVID-19. Potential waiver opportunities could be for Division I requirements such as minimum number of financial aid awards, the number of sport contests or minimum sports sponsored. Eligibility for NCAA or conference revenue distribution could be impacted.

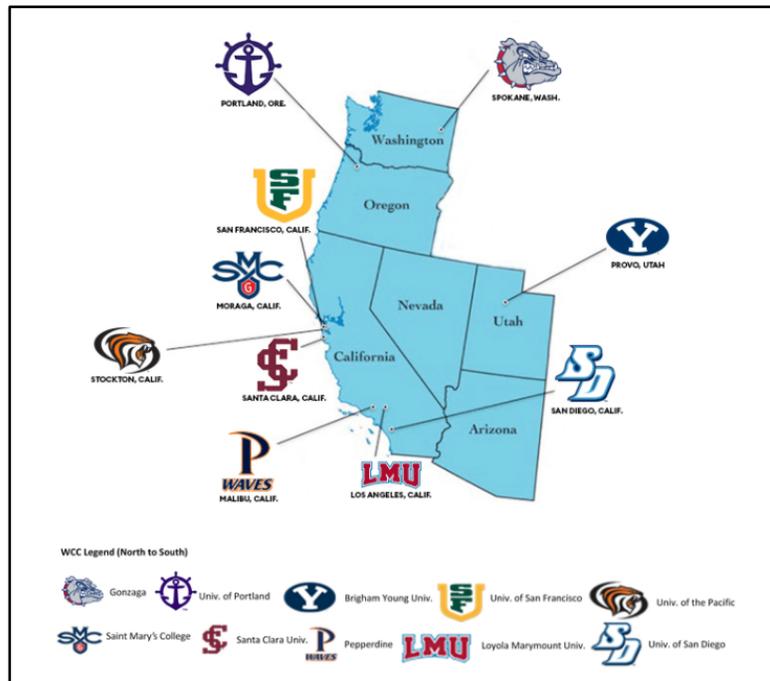
Option B: Division I Subdivision (without football)

NCAA Division I Requirements: As noted in Option A above, Division I member institutions are required to sponsor at least seven sports for men and seven for women (or six for men and eight for women) with two team sports for each gender. Each playing season must be represented by each gender as well. There are contest and participant minimums for each sport, as well as scheduling criteria. For sports other than football and basketball, Division I schools must play 100 percent of the minimum number of contests against Division I opponents--anything over the minimum number of games must be 50 percent Division I. Division I schools must meet minimum financial aid awards for their athletics program, and there are maximum financial aid awards for each sport that a Division I school cannot exceed.

Should Eastern Washington decide to eliminate the football program but maintain NCAA Division I status, it would need to pursue membership in another conference as football is a core sport for Big Sky membership. Eastern would need to add at least one sport to meet the NCAA Division I Subdivision minimum requirement of 14 sports. The West Coast Conference (WCC) or the Western Athletic Conference (WAC) would be the most likely membership options for EWU for geographic reasons.

West Coast Conference (WCC): The WCC consists of members spanning the western coast of the United States and across the states of Washington, Oregon, California and Utah. All 10 of the current members are private, faith-based institutions. The Conference is characterized by the stability of its membership--only two conferences have been together longer--and its unique emphasis of combining excellence in athletics with excellence in academics. A map depicting the location of the WCC member institutions follows:

West Coast Conference



The Conference recognizes championships in each of its 15 sports (six men's and nine women's), has hosted NCAA championship events, and produced 26 NCAA Division I individual or team champions.

Notable Success: Historically, the WCC's strongest sports have been soccer (nine national champions, including back-to-back women's soccer titles in 2001 and 2002) and tennis (five individual champions and one team champion). More recently, the WCC has made its presence felt nationally in men's basketball due to Gonzaga's rise to national prominence in 1999, and Saint Mary's success beginning in 2005. Gonzaga has gained recognition as a major basketball power with consistent rankings in the top 10 nationally, despite the WCC being considered a "mid-major" conference.

Western Athletic Conference (WAC): The WAC currently has nine member institutions spread over a broad expanse of the western United States with members located in Arizona, California, New Mexico, Utah and Washington along with the Midwest state of Illinois and the Southwest state of Texas.

Membership in the WAC has changed significantly since the late 1990s when the Mountain West Conference was formed. Due to most of the conference's football-playing members leaving the WAC for other affiliations, the conference discontinued football as a sponsored sport after the 2012–13 season and left the NCAA's Football Bowl Subdivision (formerly known as Division I-A). The WAC thus became the first Division I conference to drop football since the Big West in 2000. The WAC then added men's soccer and became one of the NCAA's eleven Division I non-football conferences. [Note: In January 2021, the WAC announced the addition of five new members with plans to sponsor football and become an FCS conference beginning with the fall of 2021.] A map depicting the location of the current WAC member institutions follows:

Western Athletic Conference



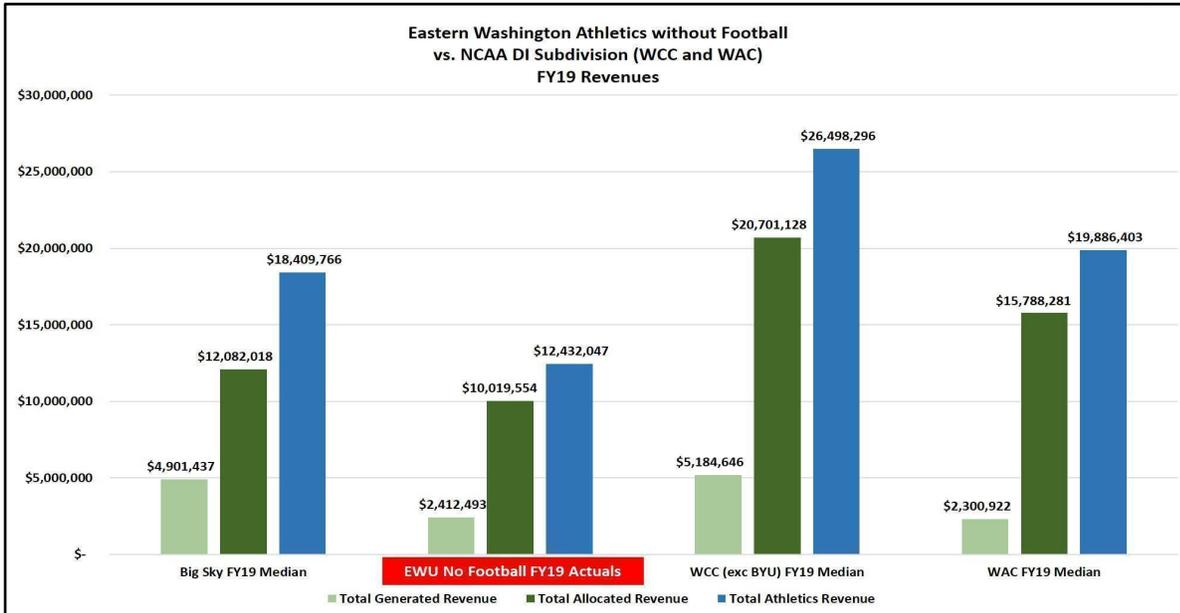
Presently, the WAC crowns team and individual champions in 19 sports – nine men’s and 10 women’s. For the men, there are championships in baseball, basketball, cross country, golf, soccer, swimming and diving, tennis, indoor track and field and outdoor track and field. Championships for women are held in basketball, cross country, golf, soccer, softball, swimming and diving, tennis, indoor track and field, outdoor track and field and volleyball.

Notable Success: In spite of significant membership transition throughout its history, the WAC has been able to survive and reinvent itself around various membership configurations. As a result, the conference has not experienced notable competitive success in the past decade, and its membership continues to be unstable and in flux.

Financial Comparisons: Comparative data from both the WCC and WAC have been compiled to provide a broader perspective of regional conferences in the Division I Subdivision that do not sponsor football.

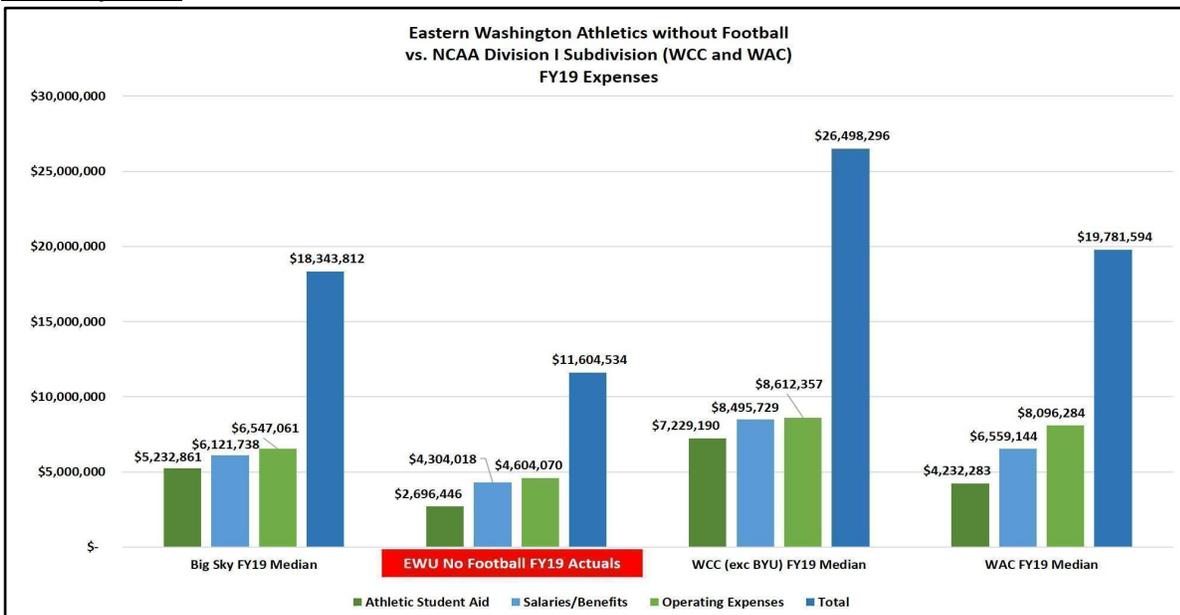
Total Revenues (See page 23 for Revenue category definitions.)

Note that the WCC median allocated revenues of \$20,701,028 are more than double that of the allocated revenue total for EWU without football of \$10,019,554. The WAC median of \$15,788,281 is 58% greater.



This chart compares EWU FY19 actual revenues without football and the Big Sky to the medians for NCAA DI Subdivision conferences: The West Coast Conference (WCC) & the Western Athletic Conference (WAC). Neither conference sponsors football. Generated revenue is athletics department earned revenue while allocated revenue is financial support received from all university sources including student fees.

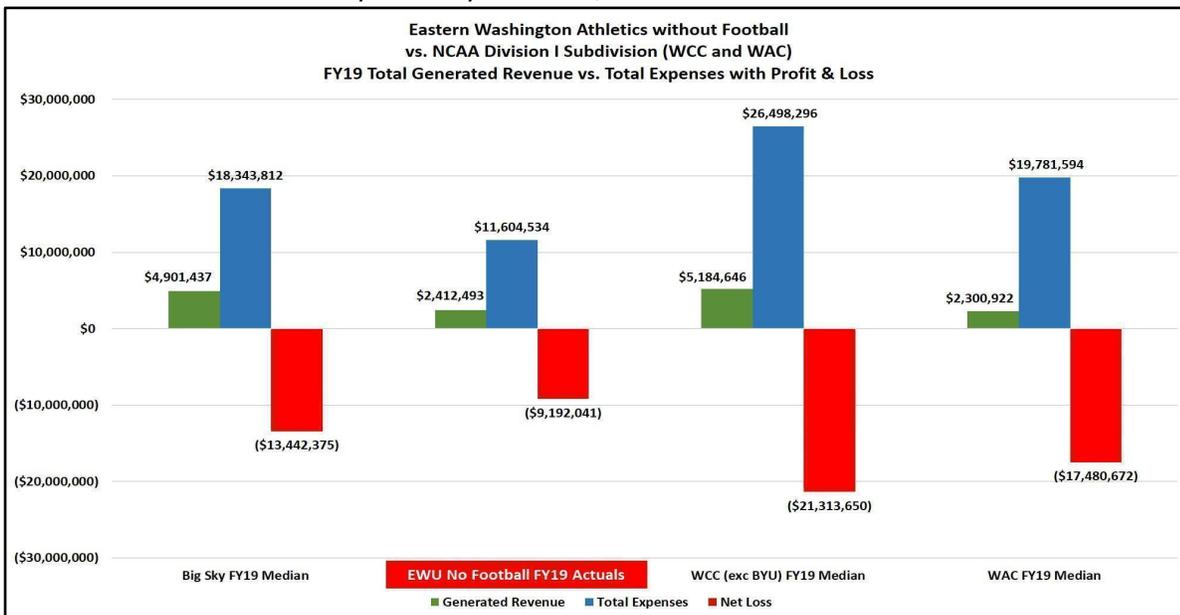
Total Expenses



This chart compares EWU FY19 actual expenses without football and the Big Sky (in three main categories of salaries & benefits, athletic student aid, and operating expenses) to the medians for NCAA DI Subdivision conferences: The West Coast Conference (WCC) & the Western Athletic Conference (WAC). Neither conference sponsors football, however three schools in the WAC play football.

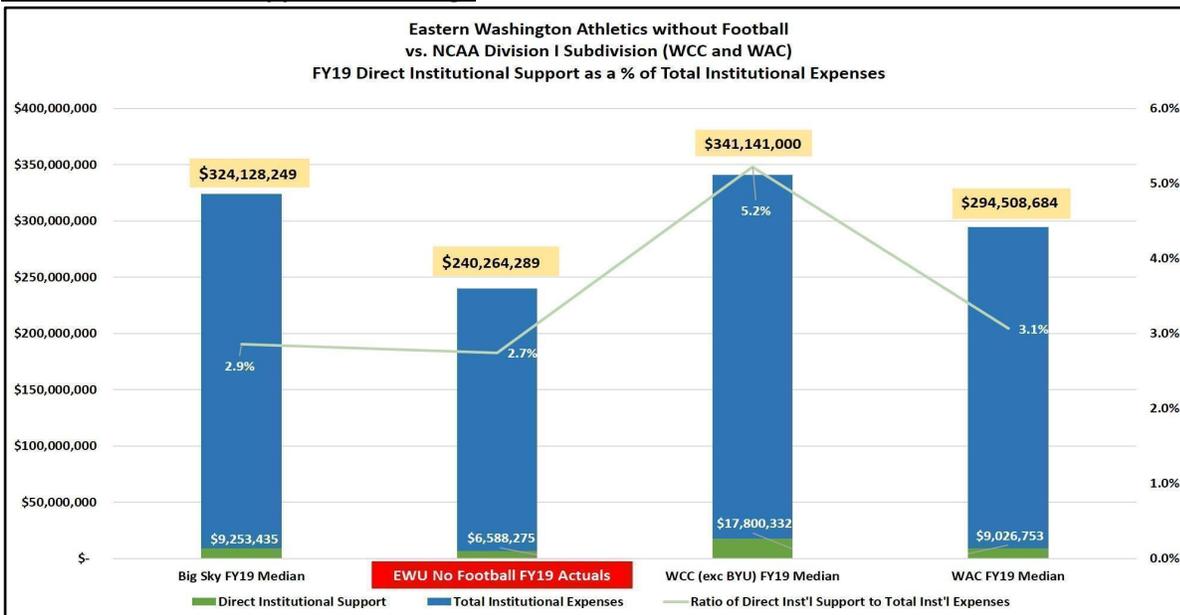
Generated Revenues vs Total Expenses

The “loss” shown for all three conferences below indicates their athletics departments’ reliance on university support. The WCC “loss” of \$21,313,650 and the WAC “losses” of \$17,480,672 are 59% and 30% greater, respectively, than the Big Sky, Eastern’s current FCS football-playing conference. This indicates that competing in a conference that does not sponsor football, especially in EWU’s geographic footprint, requires a significant investment from the university. In many instances, this is more than Eastern’s current commitment.



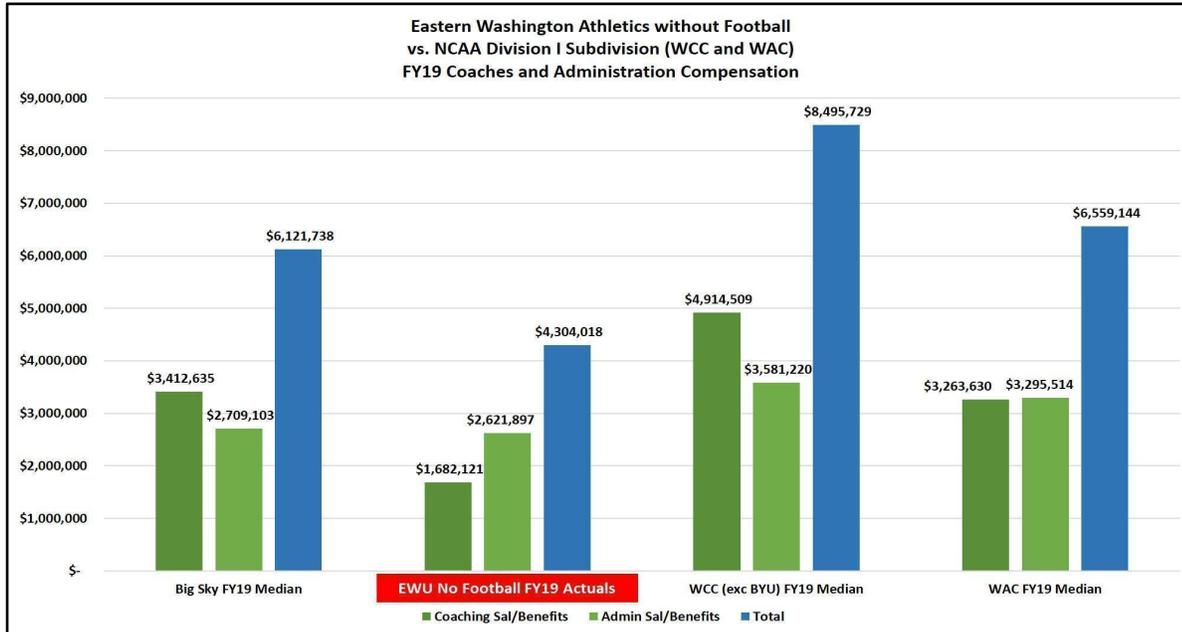
This chart compares the amount of FY19 generated revenue to total actual expenses and illustrates how much EWU, the Big Sky schools and Division I Subdivision programs rely on revenue outside of what they can earn on their own. Usually, these sources are university allocations and student fees.

Direct Institutional Support Percentage



This chart captures on a percentage basis how much of the university’s FY19 total expenditures were used to support athletics. It compares actual direct institutional support and total institutional expenditures for EWU to medians for direct institutional support and total institutional expenses in the Big Sky, WCC & WAC.

Salaries and Compensation



This chart compares EWU's FY19 coaching and administrative salaries and benefits to the medians of the Big Sky, WCC and WAC.

Summary of Option B: To become a member of the Division I Subdivision, Eastern would need to drop football and add at least one other sport to remain at the NCAA minimum of 14 sports. West Coast Conference schools compete in 16-19 sports and the Western Athletic Conference schools sponsor 15-21 sports. None of the schools in the WCC sponsor football and only three current members of the WAC compete in football. However, as noted above, the WAC recently announced the addition of five new members (four in Texas and one in Utah) with plans to sponsor football and become an FCS conference beginning with the fall of 2021. If Eastern were to pursue membership in the WAC, they would have the option of continuing to sponsor football, or of dropping football and adding another sport to replace it (to meet NCAA minimum). Dropping football and adding another sport would still position Eastern well below the median total expenditures for both the WCC and WAC.

Transition to a new conference would require conference notifications to include an entrance application and fee to the conference of interest and a resignation letter to the Big Sky. Application to another conference does not guarantee acceptance. It would likely depend upon the conference's desire to add another member, EWU's attractiveness to the conference and EWU's ability to meet its membership requirements. According to the Big Sky Code, leaving the conference would involve financial penalties ranging from \$250,000 to \$2,000,000, depending on the period of advance notification. *(See Appendix 8)*. In addition, other commitments associated with the football program would need to be phased out such as athletic aid/scholarships to football student-athletes, contractual agreements with staff members associated with the football program and other commitments and obligations.

The WCC membership is closer to Eastern's geographic footprint than the WAC with Gonzaga University in Spokane, University of Portland in neighboring Oregon and several institutions in northern California or Utah. However, given that the WCC consists of 10 private schools that are mission-driven and primarily faith-based institutions, membership in the WCC is highly unlikely for EWU at this time and should not be considered a viable option. Although the WAC membership has historically been in a state of flux, the WAC would be the most likely option for EWU if the institution were to reclassify to the Division I Subdivision.

Option C: Division II

NCAA Division II Requirements: Division II institutions must sponsor at least five sports for men and five for women, (or four for men and six for women), with two team sports for each gender, and each playing season represented by each gender. There are contest and participant minimums for each sport, as well as scheduling criteria -- football and men's and women's basketball teams must play at least 50 percent of their games against Division II or Football Bowl Subdivision or Football Championship Subdivision opponents. For sports other than football and basketball there are no scheduling requirements. There are maximum financial aid awards for each sport that a Division II school must not exceed. Division II teams usually feature a number of local or in-state student-athletes. Many Division II student-athletes pay for school through a combination of scholarship money, grants, student loans and employment earnings. Traditional rivalries with regional institutions dominate schedules of many Division II athletics programs.

Great Northwest Athletic Conference (GNAC): The GNAC's 10 full-time members are located in the Northwest region of the United States, covering the five states of Washington, Alaska, Oregon, Montana, and the Canadian province of British Columbia. Central Washington University and Western Washington University are members of the GNAC. A map depicting the location of the GNAC member institutions follows.

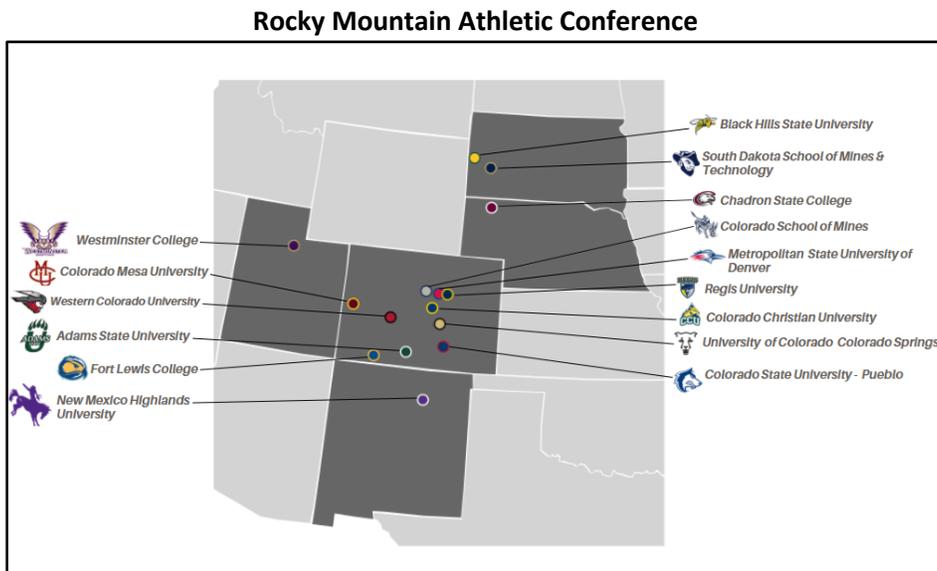


The GNAC sponsors eight sports for men, including football and nine sports for women. Only three GNAC members compete in football, along with one affiliate member. The football members compete in a scheduling alliance with the Lone Star Conference. Of the 14 sports that Eastern currently offers, the GNAC does not sponsor tennis for men or women.

Notable Success: Founded in July 2001, GNAC teams have had over 100 NCAA Division II Top-10 national team finishes in 15 of the 17 sports that it sponsors. During the 2019-20 year, the GNAC saw 14 teams qualify for NCAA postseason competition.

In the conference's 19-year history, GNAC teams have won four national championships. Former GNAC member Seattle University won the 2004 NCAA Division II men's soccer national title before moving up to the Division I level. Seattle Pacific won the 2008 national championship in women's soccer and was the national runner-up in 2005. The Western Washington University men's basketball program claimed the 2012 Division II national title and their women's soccer program won a national title in 2016.

Rocky Mountain Athletic Conference (RMAC): The Rocky Mountain Athletic Conference currently has 15 full members located in the states of Colorado, Nebraska, New Mexico, South Dakota, and Utah. Founded in 1909, the RMAC is the most historic Division II athletic conference headquartered in the western United States. A map depicting the location of the RMAC member institutions follows:

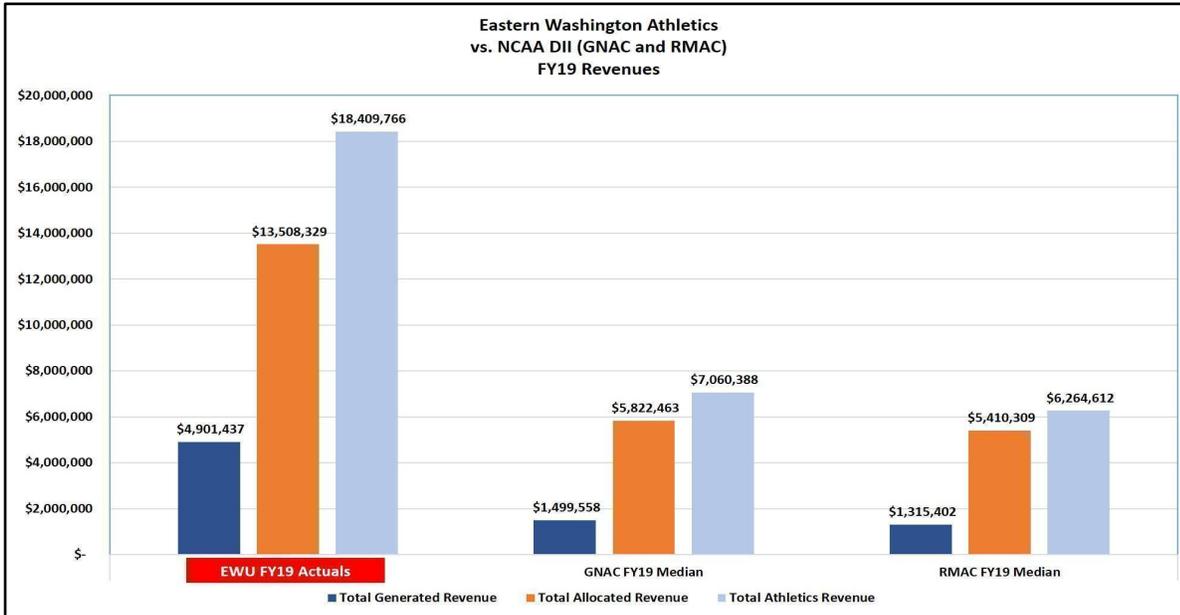


The RMAC currently sponsors 21 varsity sports with 11 men’s sports and 10 women’s sports. Ten member institutions compete in RMAC football. The RMAC discontinued sponsorship of men’s tennis for the 2018-19 academic year.

Notable Success: The RMAC has earned 62 NCAA Division II national championships and 52 national runners-up since 1992.

Financial Comparisons: Key data points comparing EWU’s athletics program to both the GNAC and RMAC conferences are provided below.

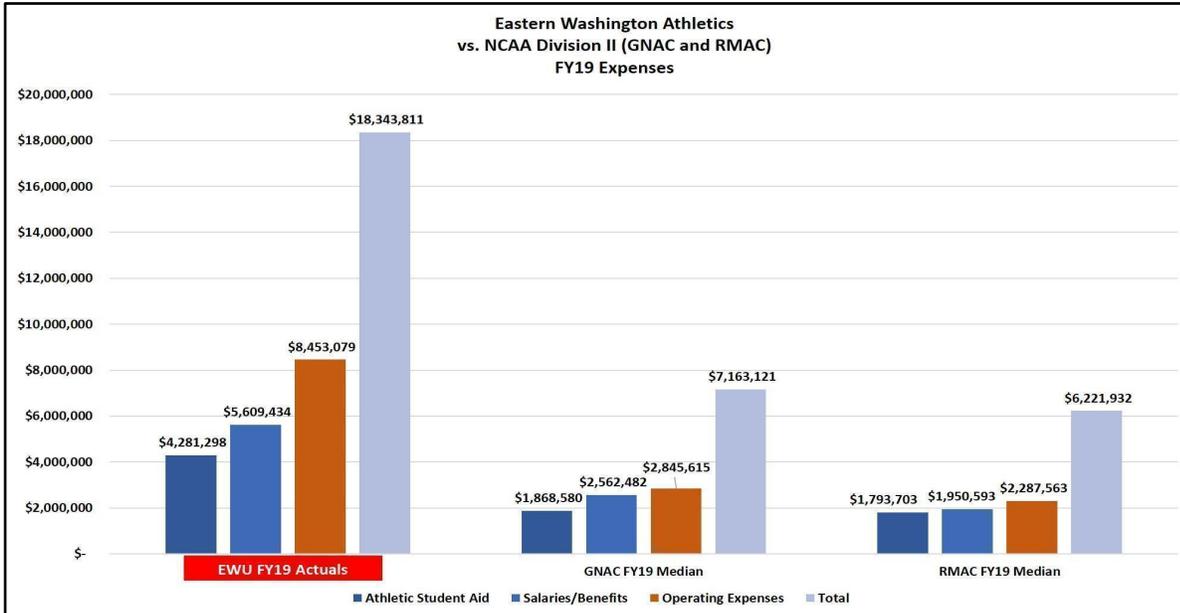
Total Revenues (See page 23 for Revenue category definitions.)



This chart compares EWU FY19 actual revenues to the medians for NCAA DII conferences: The Great Northwest Athletic Conference (GNAC) & the Rocky Mountain Athletic Conference (RMAC). Generated revenue is athletics department earned revenue while allocated revenue is financial support received from all university sources including student fees.

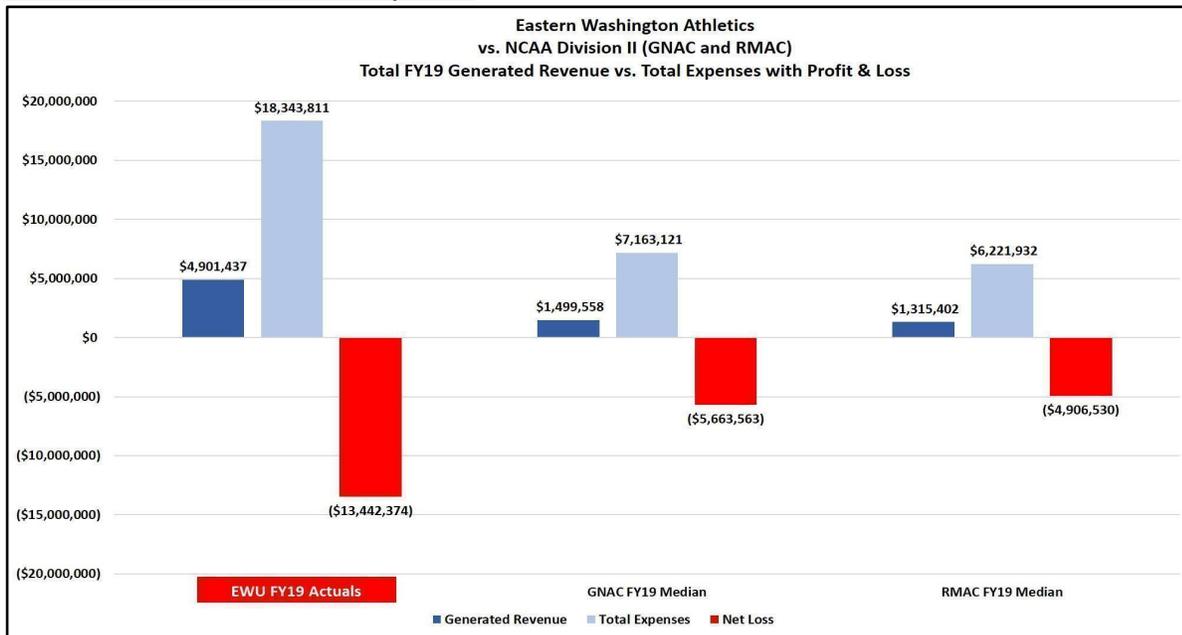
Total Expenses

Spending at the Division II level is significantly less than at Eastern’s FCS level for FY19. At the Division II level, most sports are permitted to grant fewer scholarships than Division I-FCS (with a reduction in football scholarships from 63 to 36 being the most significant).



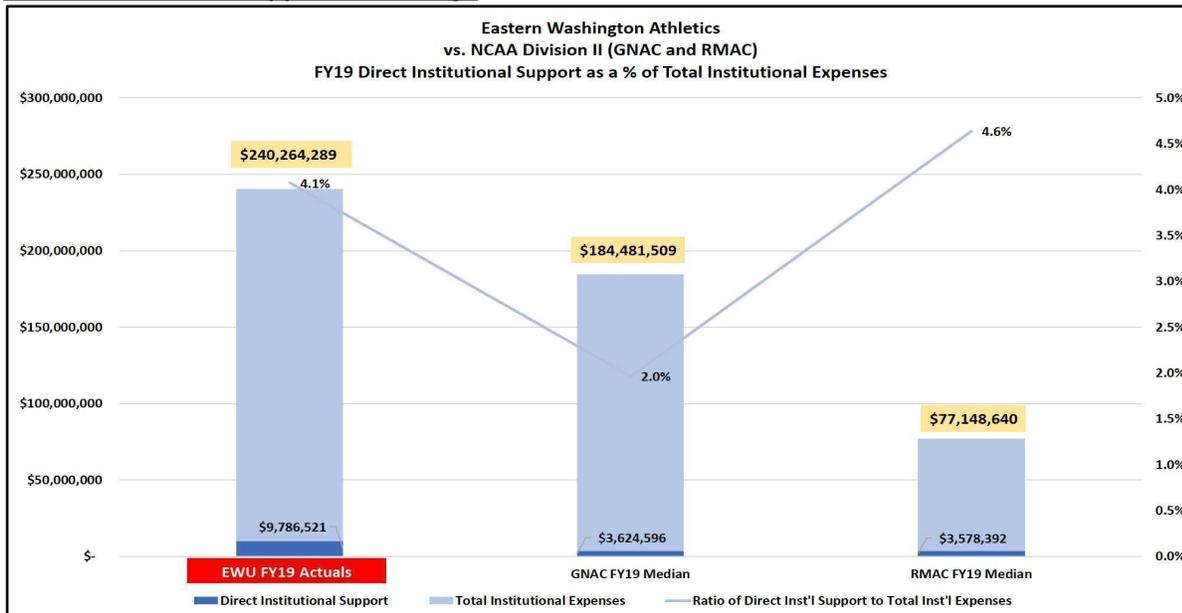
This chart compares EWU FY19 actual expenses (in three main categories of salaries & benefits, athletic student aid, and operating expenses) to the medians for NCAA DII conferences: The Great Northwest Athletic Conference (GNAC) & the Rocky Mountain Athletic Conference (RMAC).

Generated Revenues vs Total Expenses



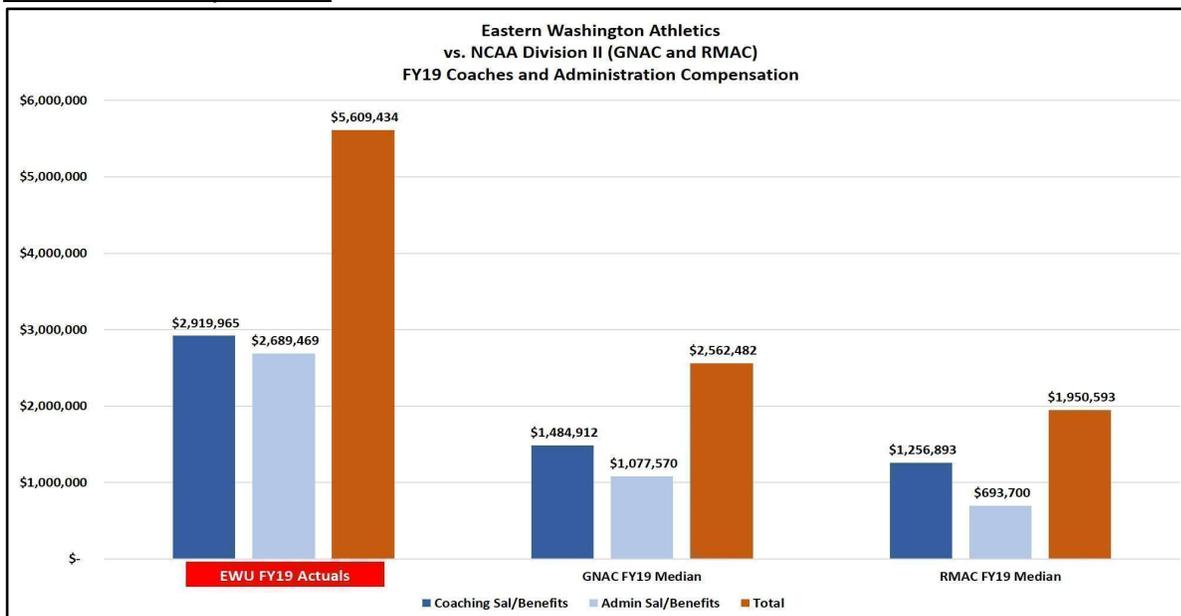
This chart compares the amount of FY19 generated revenue to total actual expenses and illustrates how much EWU, GNAC programs and RMAC programs rely on revenue outside of what they can earn on their own. Usually, these sources are university allocations and student fees.

Direct Institutional Support Percentage



This chart captures on a percentage basis how much of the university's FY19 total expenditures were used to support athletics. It compares actual direct institutional support and total institutional expenditures for EWU to medians for direct institutional support and total institutional expenses in the GNAC and RMAC.

Salaries and Compensation



This chart compares EWU's FY19 coaching and administrative salaries and benefits to the medians of the GNAC and RMAC.

Summary of Option C: Reclassifying the EWU athletics program to NCAA Division II would require membership acceptance into a Division II conference and a transition period of several years. Should EWU decide to make a change in its divisional classification, a move to Division II would be the most logical step. As noted in a previous section there have only been a few institutions that have dropped their athletics program from Division I to Division II. The success of reclassifying to Division II would be predicated on the willingness of a Division II conference to accept EWU into membership.

Moving to Division II could be achieved without eliminating football or any of EWU's other 14 sport programs if that were a goal. Eastern would need to identify another conference affiliation for their men's and/or women's tennis programs as the GNAC does not sponsor men's and women's tennis and the RMAC does not sponsor men's tennis. Since Division II requires a member to sponsor a minimum of 10 sports, if desired Eastern would have the option of sponsoring fewer sports and still meet Division II sports sponsorship requirements.

The GNAC and the RMAC are the two closest geographic Division II conferences that EWU could consider as viable options. Joining the GNAC would unite Eastern with its sister state schools, Central Washington and Western Washington, but would require travel to Alaska where two GNAC member institutions are located. Membership in the RMAC would require significantly more travel than for the GNAC with 10 of the 15 member institutions located in Colorado.

The transition to Division II classification would involve membership application along with entry fees upon acceptance into the new conference, notification to the Big Sky Conference, and the expiration of some student-athlete scholarships to meet Division II requirements. In addition, current commitments associated with the Division I athletics program (e.g., staffing, scheduling) would need to be adjusted. As noted in the previous section, financial penalties to leave the Big Sky would range from \$250,000 to \$2,000,000, depending on the advance period of notification.

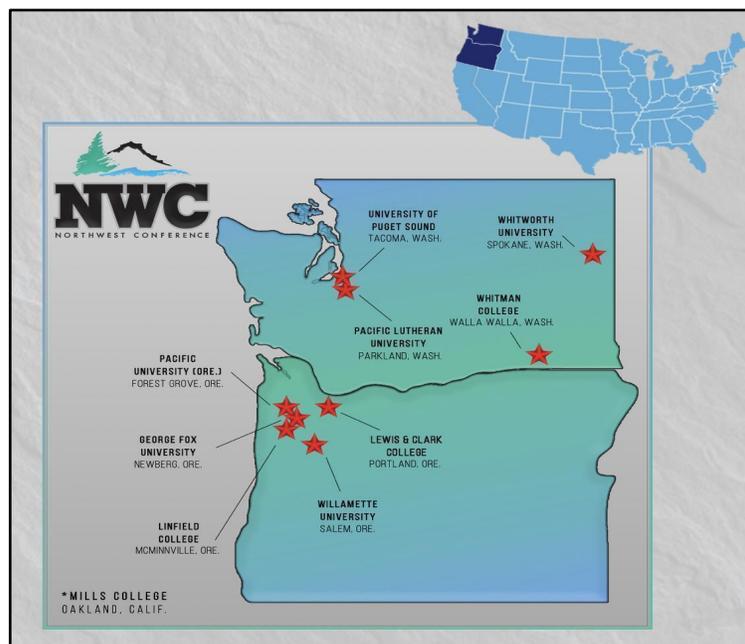
To be competitive at the NCAA Division II level in either of these regional conferences, the university would still need to make a significant investment in its athletics program as the respective GNAC and RMAC Allocated Revenue totals of \$5,822,463 and \$5,410,309 indicate. It should also be noted that NCAA revenue distribution

to Division II institutions and conferences is substantially less than for Division I—a difference of \$590 million for Division I to \$7 million for Division II. The differential would need to be accounted for in EWU’s generated revenues and total revenues.

Option D: Division III

NCAA Requirements: Division III institutions must sponsor at least five sports for men and five for women, with two team sports for each gender, and each playing season represented by each gender. There are minimum contests and participant minimums for each sport. Division III athletics features student-athletes who receive no financial aid related to their athletic ability. Division III athletics encourages participation by maximizing the number and variety of athletics opportunities available to students, placing primary emphasis on regional in-season and conference competition. As noted in a previous section, nationally Division III institutions sponsor an average of 19 sports.

Northwest Athletic Conference (NWC): In the last 22 years, the Northwest Conference has established itself as one of the most competitive NCAA Division III conferences in the U.S. comprising nine private colleges and universities in Washington and Oregon. The NWC’s current membership includes the University of Puget Sound, Whitman College, and Whitworth University from the state of Washington, and Lewis & Clark College, Linfield College, George Fox University, Pacific University, and Willamette University from the state of Oregon.

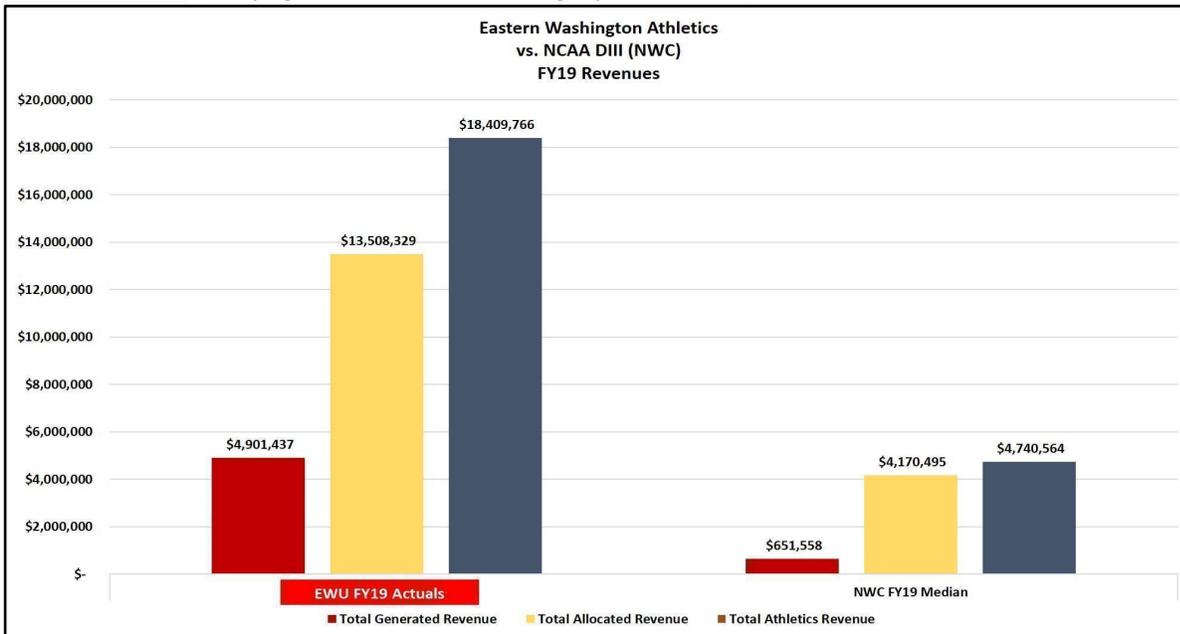


The Northwest Conference sponsors 20 Division III sport programs with nine men’s sports and 11 women’s sports. Eight of the nine institutions sponsor football.

Notable Success: The Northwest Conference is competitive on a national level in a wide array of sports and recognized for its emphasis on academic excellence. The NWC has won nine NCAA Division III National Championships: Pacific Lutheran football in 1999, Linfield football and George Fox baseball in 2004, Linfield softball in 2007, George Fox women’s basketball in 2009, Linfield softball in 2011, Pacific Lutheran softball in 2012, Linfield baseball in 2013 and George Fox women's track & field in 2018

Financial Comparisons: What follows is EWU’s financial data compared to the Northwest Conference

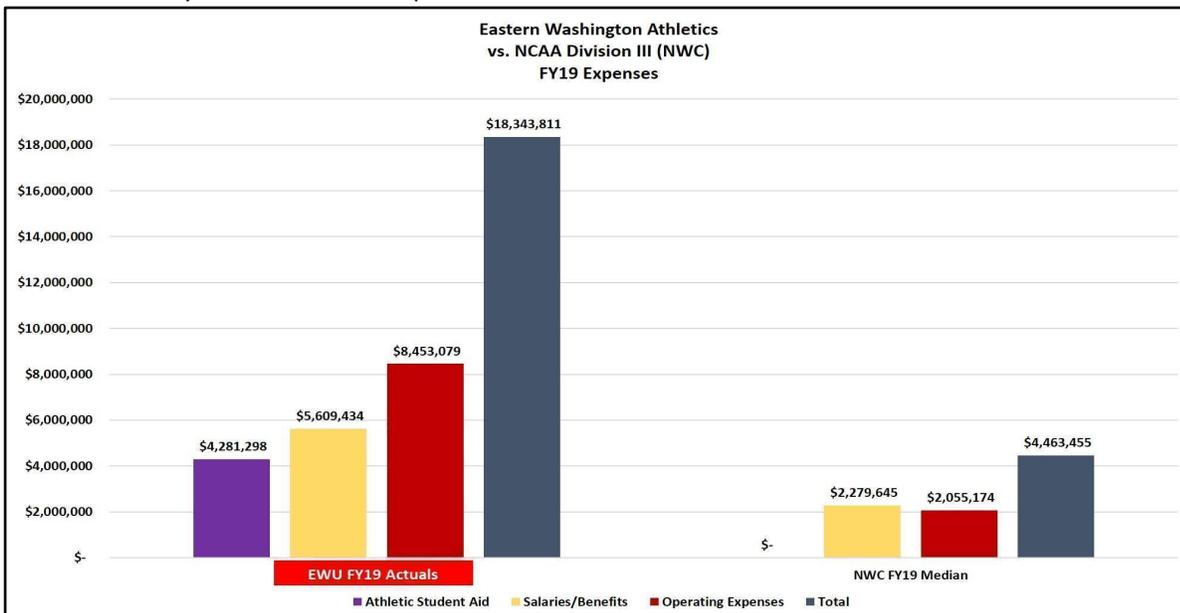
Total Revenues (See page 23 for Revenue category definitions.)



This chart compares EWU FY19 actual revenue to the median for NCAA DIII conference: The Northwest Conference (NWC). Generated revenue is athletics department earned revenue while allocated revenue is financial support received from all university sources including student fees.

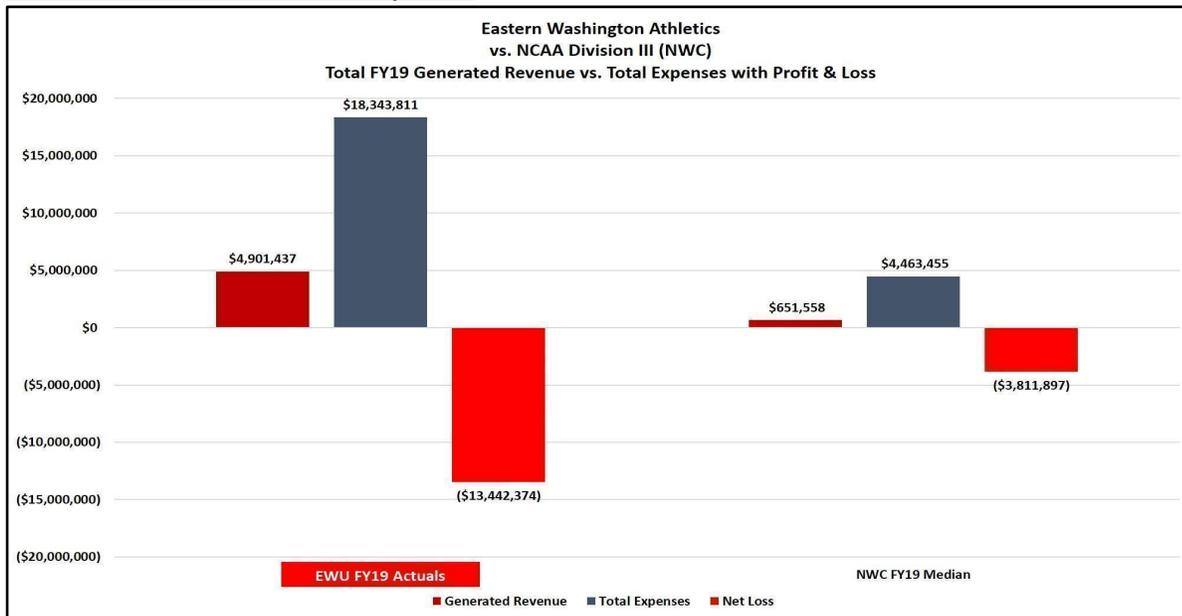
Total Expenses

Spending at the Division III level is significantly less than at Eastern’s FCS level in part because they do not offer athletically related scholarships in DIII.



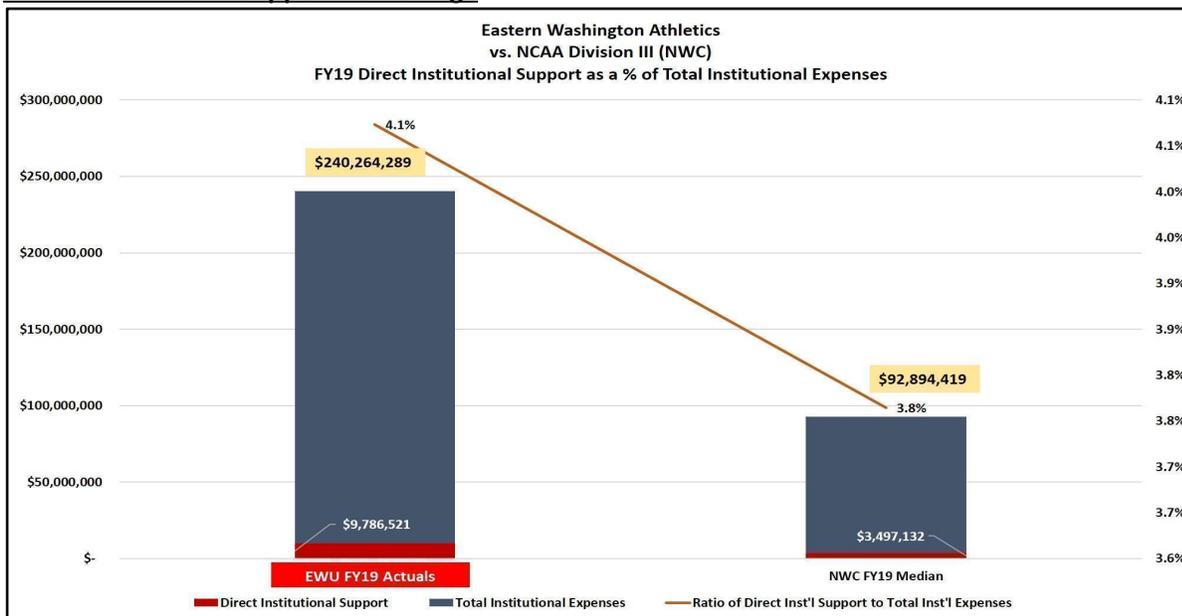
This chart compares EWU FY19 actual expenses (in three main categories of salaries & benefits, athletic student aid, and operating expenses) to the median for NCAA DIII conference: The Northwest Conference (NWC).

Generated Revenues vs Total Expenses



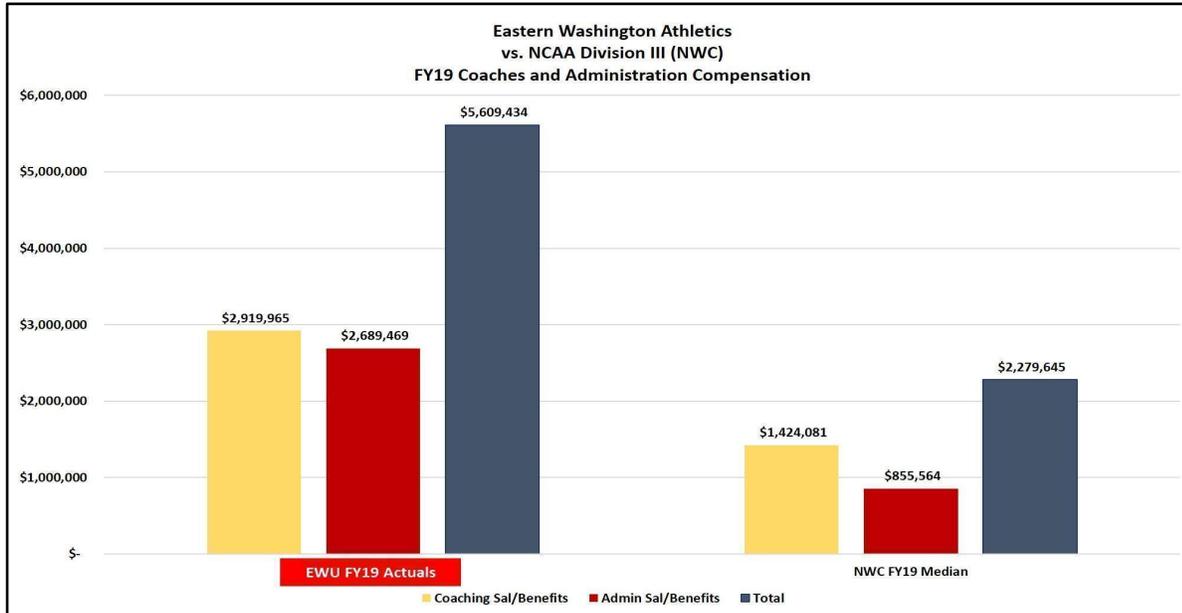
This chart compares the amount of FY19 generated revenue to total actual expenses and illustrates how much EWU and NWC programs rely on revenue outside of what they can earn on their own. Usually, these sources are university allocations and student fees.

Direct Institutional Support Percentage



This chart captures on a percentage basis how much of the university's FY19 total expenditures were used to support athletics. It compares actual direct institutional support and total institutional expenditures for EWU to the median for direct institutional support and total institutional expenses in the NWC.

Salaries and Compensation



This chart compares EWU's FY19 coaching and administrative salaries and benefits to the median of the NWC.

Summary of Option D: Moving from NCAA Division I--FCS to Division III classification is highly unusual and would be a significant adjustment for EWU and its athletics program. A decision by Eastern to reclassify its athletic program to Division III would require application and acceptance by the Division III membership into a three-year provisional membership process. As noted in a previous section, the Division III institutional class size is limited to an average of four institutions per class year. It could not be confirmed whether a Division I institution with football has transitioned to Division III. The acceptance of a successful Division I institution into Division III membership could be very challenging and would involve a process of at least three years.

The Northwest Conference is in the university's geographic footprint with Spokane's Whitworth College being the closest competitor, however as noted above, all nine current NWC members are private institutions. While the NWC sponsors both men's and women's tennis, it does not sponsor men's or women's indoor track. Eastern would need to add one men's sport to meet the Conference's minimum requirement of six core men's sports.

A move to NCAA Division III would require a transition period like that mentioned in Option C above. This transition would also necessitate an entrance application to the NWC along with a membership fee upon acceptance, a resignation from the Big Sky and the expiration of all student-athlete grants-in-aid since there are no athletics scholarships in Division III. Other current commitments associated with the Division I athletics program (e.g., staffing, scheduling) would need to be significantly reduced to comply with the Division III requirements. As referenced above, leaving the Big Sky would involve financial penalties ranging from \$250,000 to \$2,000,000, depending on the advance period of notification.

It should also be noted that NCAA revenue distribution to Division III institutions and conferences is substantially less than for Division I—a difference of \$590 million for Division I to \$3 million for Division III. The differential would impact EWU's generated revenues and total revenues.

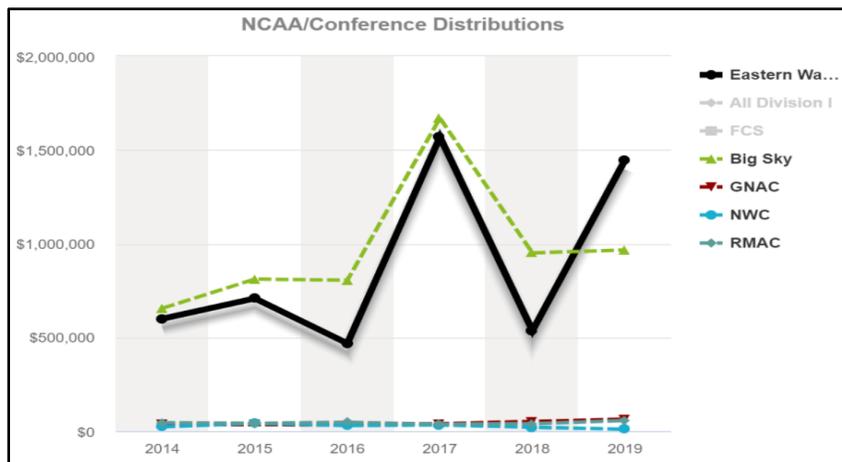
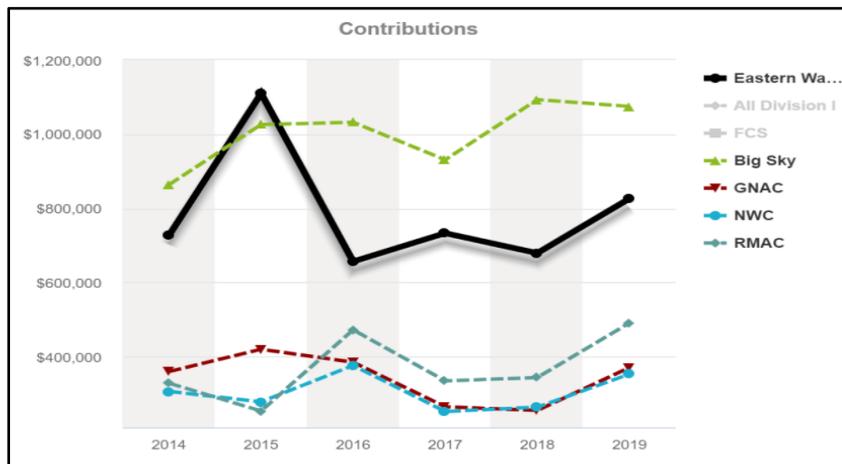
Comparison of Generated Revenue by NCAA Division

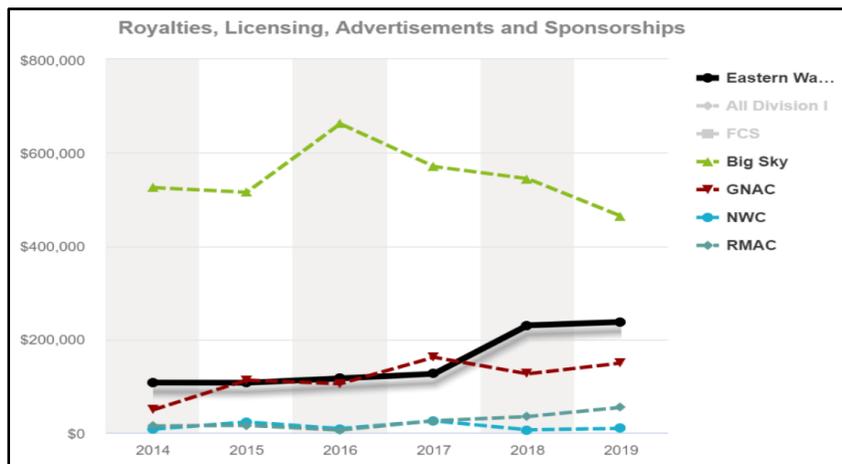
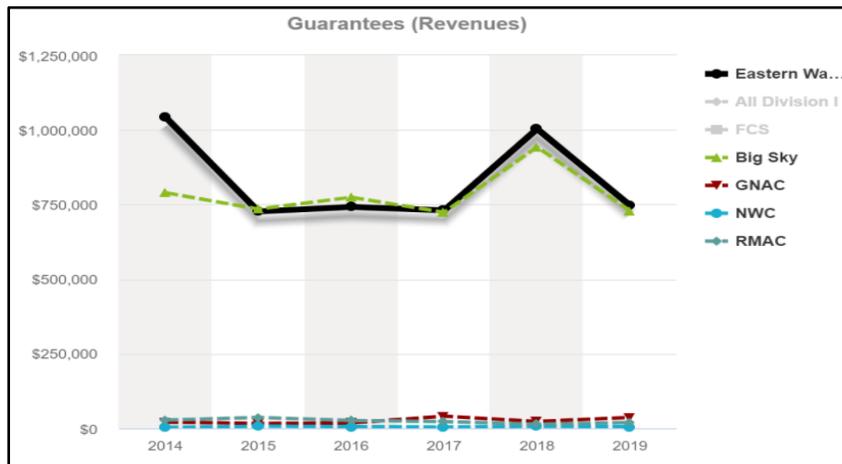
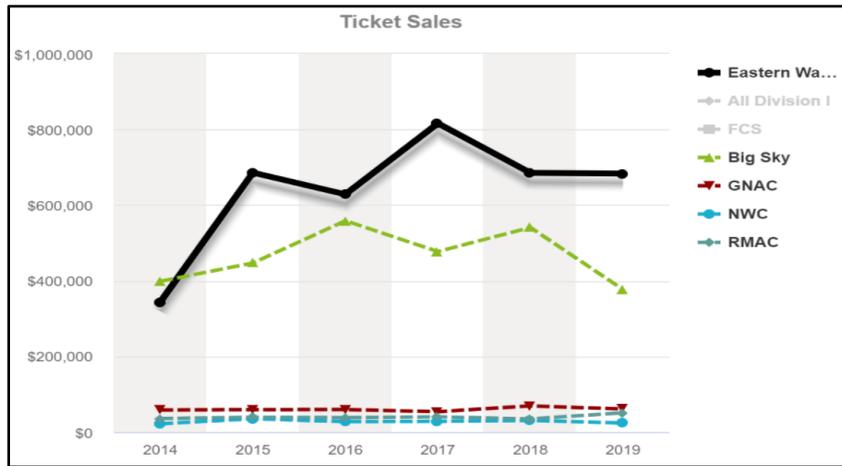
One of the more important issues facing the university as it determines which option to pursue is the athletics program's ability to generate revenue. The charts below highlight five main revenue sources:

- NCAA and Conference Distributions
- Contributions
- Ticket Sales
- Guarantees
- Royalties, Licensing, Advertising and Sponsorships

Comparing Eastern’s FY19 generated revenue totals to the aforementioned NCAA Division II and Division III conferences highlights a clear and significant income disparity.

If it wishes to remain a NCAA Division I-FCS school in the Big Sky or the WAC, it will be essential that EWU take advantage of the greater opportunities Division I status presents. Focusing on enhancing development dollars, ticket sales and royalties and sponsorships (all dependent to some degree on program success) while contracting for more NCAA Division I Power Five guarantee football and men’s basketball games would be paramount. NCAA and conference revenues are an advantage of the school’s Big Sky Conference affiliation. While it’s difficult for athletics to actively increase this revenue stream, leaving Division I would result in Eastern losing almost all of these proceeds from the conference distributions. This is one example of how revenue generation at the NCAA Division II and Division III levels is limited. While Eastern could continue to be competitive at the lower NCAA levels, fan interest and the revenue that normally follows would be significantly reduced.





Comparison of Summary Data by Conference

The chart below illustrates the difference in generated revenue, athletic expense, and net cost to the university for the conferences identified in the options above. It should be noted that the figures are from FY19 and do not reflect recent reductions to Eastern’s athletics budget. As noted earlier, in FY22 athletics expects a decrease in university financial support including student fees of close to \$5 million, potentially dropping its revenue and expense budgets into the \$14 million range.

FY19	EWU (DI)	WCC (DI)	WAC (DI)	GNAC (DII)	RMAC (DII)	NWC (DIII)
Generated Revenue	\$4,901,437	\$5,184,646	\$2,300,922	\$1,499,558	\$1,315,402	\$651,558
Expenses	\$18,343,811	\$26,498,296	\$19,781,594	\$7,163,121	\$6,221,932	\$4,463,455
Net Cost to University	(\$13,442,374)	(\$21,313,650)	(\$17,480,672)	(\$5,663,563)	(\$4,906,530)	(\$3,811,897)

Conference Generated Revenue and Expense numbers are medians while the Net Cost is the result of subtracting those two numbers. All of Eastern’s figures are actuals.

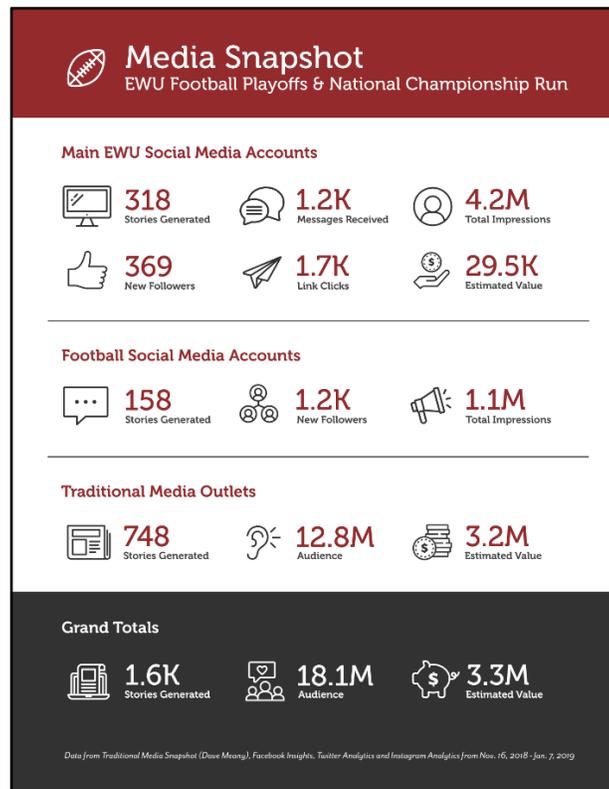
Intangible Assets

In weighing the options and financial comparisons outlined above, it is important to recognize that not all options are equal. While finances are front and center, there are other factors at play. The costs and benefits of these external factors should also be weighed.

There are intangibles that cannot be quantified: the experiences, memories, pride, homecoming, community heroes, college choices, reasons for giving, fellowship, partnership, perception, reputation, bragging rights, rivalries, “Red Field”, Swoop, school colors, logo gear, sports camps, NFL football, water cooler talks and many more. These are the intangibles that are not often found at institutions that do not have athletics and rarely are they found at non-Division I institutions.

EWU Brand: *The Dictionary of Brand* by Marty Neumeier defines brand as “a person’s perception of a product, service, experience, or organization”. He goes on to say that it is a person’s gut feeling about that product, service, or organization. How does that brand make them feel? Why do they come back for more of that feeling? Why does that feeling mean something to them? Successful brands today are always emotionally infused. They hold great emotional meaning for people and that is what makes that brand loved and respected. *The PICTOR Group*, through surveys and interviews, learned that much of Eastern’s brand is closely related to the athletics program.

There have been numerous local, regional, and national exposure opportunities EWU has received because of athletics. Each time an EWU team is on television, the radio, in the newspaper or on social media the exposure is promoting the EWU brand. When a former EWU football player is introduced before a nationally televised NFL game, it is “Eastern Washington University” that is proudly displayed with the player’s name. It would be cost prohibitive for the university to purchase the amount of exposure that athletics brings to EWU through those media outlets. As an example, the following media snapshot shows the value of EWU playing in the 2018 NCAA FCS National Football Championship.



Government Relations: Telephonic interviews were conducted with three individuals associated with the Washington State legislature: Drew Shirk, Executive Director for Legislative Affairs; Brad Klippert, Representative of the 8th Legislative District; and Andy Billing, Senator of the 3rd District (Spokane). In addition, David Buri, Executive Director of Government Relations was interviewed. Summarized below are comments and key points from the interviews.

Several commented on former President George Fredrickson’s vision for Eastern Washington University as more than a commuter school. As a result, campus life at EWU today is significantly different than in the 1980s and athletics is an important part of its culture. There is a pride in the school now that did not exist then. President Fredrickson recognized that a Division I athletics program could help define and distinguish EWU from its peers. The decision to move to Division I has been controversial since that time, especially with faculty. EWU needs to make peace and resolve the issue.

There is a common view among state legislators that Eastern Washington is a place that aspires to do more. Athletics overperforms considering their budgetary support compared to Washington State University and University of Washington. When compared to regional peer institutions such as Montana, Montana State and University of Idaho, the athletics program often overachieves. It was noted that Eastern student-athletes have a higher GPA than the student body; their success on the field and in the classroom bring a sense of pride to EWU.

The general view of those interviewed is that NCAA Division I status creates awareness of the university and is an intangible value for EWU. It helps to distinguish Eastern from Central or Western Washington University and has put the university on the map outside the region. It was suggested that if EWU were to diminish its athletics program and drop down to another NCAA division, it would be just another state institution and get lost in the shuffle. Without Division I status, EWU would lose its edge and visibility in the state. However, it was also commented that if the program were to drop to the Division II level the impact would only be slightly negative, provided the program remained competitive in that division.

Success of the athletics program helps to enhance EWU's presence and visibility with the state. It was noted that football was the sport that gave the university its profile and large segments of the alumni and donors would be very unhappy if the sport were dropped. The number of players in the NFL brings recognition to the school and players give-back to EWU, to their communities and to the state. One commented that if the football program were eliminated, the university may as well move to Division II. Another felt that dropping football would not have a huge impact on the university other than the loss of national visibility and exposure, and reduced ability to attract students from out of state.

Eastern is considered a special place to legislators because of first generation students. With respect to state funding, the legislature passed the transparency bill that requires Board of Trustee approval of any deficit spending and that any deficit spending needs to be approved along with a five-year plan to pay back the debt. One individual expressed concern with the amount of student tuition that goes to support athletics--a sentiment that athletics should not be funded on the backs of students.

Athletics has a positive impact in the community bringing compelling assets of pride and community spirit. However, as a marketing tool it was suggested that Division I athletics may not be the best return on investment for the university. There is a need to understand what is sustainable at the current level, as well as at a lower level. One stated: "Eastern needs to 'go big' and not go backward to keep the dream alive". Having no athletics program would negatively affect the community.

Admissions and Enrollment: The benefit to a university when one of their sport teams wins a high-profile game, is commonly referred to as "The Flutie Effect", named after a Boston College (BC) quarterback who threw a pass as time expired to upset the defending national champion on national television in 1984. Due to the increase in university admissions, alumni engagement, new or increased donations and apparel sales at BC, the "Flutie Effect" has been used by many institutions to define the positive effect that successful athletics programs have on the university. Individuals who have studied the "Flutie Effect" believe that athletic success can lead to more applications at a college. Increased applications and admissions translate into revenue that support the institution. There are many examples where less known institutions have gained a national footprint that otherwise might not have been possible. A good example of this is Gonzaga University. Gonzaga made the decision to invest in its men's basketball program and that decision has paid off. The success of the Gonzaga men's basketball program is credited for the increase in donations, admissions, and the institution's national profile. It is important to note that Gonzaga athletics, like most Division I athletics program, relies on a significant financial commitment from the university.

At EWU, the athletics program works collaboratively with the EWU Admissions Office in hosting a minimum of eight student recruitment events annually. At one event, admissions had over 4,000 elementary students attend an EWU Women's Basketball Game. Students started the day with a Dream Big presentation from Admissions staff and heard from student-athletes on what it is like to be an athlete in college. Another example is an annual summit and leadership program that serves specifically first-generation, low-income, and multicultural populations in the greater Inland Northwest. Students can attend a mock class and hear from student-athletes about leadership and what it is like to be a student-athlete. These are just a few examples of how admissions and athletics work together to bring prospective students to EWU.

While many student-athletes receive full athletic scholarships, others receive partial athletics aid or no athletics aid at all. These student-athletes are responsible for paying the difference up to the cost of a full scholarship. In FY20, athletics awarded the equivalent of 143 full scholarships to 316 student-athletes. The cost of the remaining 173 full scholarships (in the form of tuition, fees, room, board and books) was covered by the student-athletes. Eastern's *2019-20 Fall Brochure* lists the approximate cost of a full resident scholarship at \$20,500. The approximate value of a full resident scholarship at EWU in the 2019-20 school year

was \$20,500. Therefore, the potential revenue to the university is significant and reduces the net cost of athletics to the university.

Fundraising: Currently, Eastern athletics falls well below the Big Sky median in fundraising. Eastern athletics must make fundraising a priority to compensate for the reduction of and the reliance on institutional funds. Hiring experienced development officers that work closely with the central advancement office is critical for their future success. Working together throughout the donor identification, solicitation and stewardship process will increase collaboration and accountability.

The relationships that are developed between a donor, regardless of the contribution level, and the university are critical to the institution's success. Many donors that support athletics are donors to the university for the first time, thus exposing them to the many opportunities to grow their support in other areas within the institution. Individuals typically make the decision to donate to advance or support existing programs within the university. There is no question that the recent reductions in faculty, staff and programs at the university have been devastating. University supporters may view these times as a call for them to increase their support or for them to question their support due to the uncertainty at the institution. The future of EWU athletics has a significant impact on how donors might view the direction of the university.

The PICTOR Group had the opportunity to visit with Peter Smits, a senior consultant from Phoenix Philanthropy regarding Eastern's first-ever comprehensive fundraising Campaign. The campaign was launched in 2018 with a working goal of \$60 million and an aspirational goal of raising \$100 million by 2027. Included in the Campaign are significant enhancements for the athletics program. To date, the campaign has raised nearly \$40 million, including a \$5 million gift dedicated to athletics. It was learned that there is a hesitation by some donors to commit to the campaign until the uncertainty regarding athletics is resolved. The potential negative publicity if athletics were to change their current competitive status, would likely have a ripple effect on the success of the Campaign and fundraising activity.

Conclusion

Eastern Washington University is at a critical juncture regarding the future of the athletics program. Since 1964, the place of athletics at EWU has been challenged and reviewed. This is an opportunity for Eastern to establish how athletics aligns with the university mission and the level of support the university is willing to provide.

The university needs to carefully evaluate the tangible and intangible factors that the athletics program brings to Eastern and its identity, and clearly articulate the value of athletics to the campus community. Based upon a review of the February 2020 *Faculty Organization Report*, there appears to be some misunderstanding regarding the true costs and benefits of athletics to the university. There is an opportunity for open and transparent communication to foster a broader understanding of athletics and its contribution to the university.

A decision to remain at the Division I-FCS level will require a reinvestment of institutional revenues. It will also require targeted efforts and accountability to increase financial support from donors and corporate partners, and identification of other revenue-producing opportunities through athletics.

If EWU were to decide to reclassify its athletics program to a lower NCAA division, there will be measurable cost savings, but also a significant loss of revenue and a noticeable decline in visibility of the athletics program. Campus and community pride could also be diminished. *The PICTOR Group's* review has shown that it is highly unusual for a Division I institution to reclassify its athletics program to Division II or III.

Discontinuing sponsorship of football, especially at the Division I level, would result in a significant reduction on both the expense and revenue side of the athletics budget. Eliminating football would also have a considerable impact on campus life, the university community and donor relations. Given the high profile of football, public awareness of the university and positioning of EWU within the state would likely be impacted.

Should the university wish to pursue reclassification of the athletics program or elimination of the football program, an economic impact study and cost-benefit analysis should be employed. Either decision should take into consideration the trickle-down effect and should attempt to quantify factors such as recruitment and enrollment of students, alumni relations and donor support, and the impact on public relations and the university's profile.

The PICTOR Group is appreciative for the opportunity to work with EWU on this project. A special thank you to Interim President, Dr. David May and Chief Project Officer, Sara Sexton-Johnson and her team for their professionalism and assistance throughout the process.



Eastern Washington University Athletics

APPENDICES

- Appendix 1** *The PICTOR Group* Biographies
- Appendix 2** *The PICTOR Group's* Four-Phase Approach and Process
- Appendix 3** Listing of Requested Materials and Documents
- Appendix 4** Listing of Interviews Conducted with Eastern Washington University
- Appendix 5** Sample Questions--Surveys and Interviews
- Appendix 6** Big Sky Conference—Presidents' Cup Award Winners
- Appendix 7** NCAA Conference Membership and Sport Sponsorship
- Appendix 8** Big Sky Conference—2020-21 Code
- Appendix 9** Terminology and Definitions



The PICTOR Group Team

The PICTOR Group was started in 2014 by Cary Groth and Kathy Lindahl with the goal of helping Clients in the industry of intercollegiate athletics by providing unique and customized strategies and creative solutions to help leaders and executives improve their athletics programs, conferences and sports organizations.

Today, *The PICTOR Group* has four primary team members and is best known for delivering outstanding results which are relevant and cost effective. We take great pride in ensuring that everything we do is of the highest quality for our Clients. In other words, “*We under promise and over deliver!*”

Another hallmark of *The PICTOR Group* is that we strive to create a partnership with our Clients that is thought-provoking, productive, and collaborative. We take enormous pride in developing and sustaining a meaningful and long-lasting professional relationship with our Clients. In other words, “*We care about our Clients long after the work is done!*”

The PICTOR Group is highly effective in providing tailored, creative, and innovative solutions to specific situations no matter the issue or the size or scope of the athletics program, conference, or sports organization. We help these organizations maximize their human resources and fiscal assets while instilling a culture of teamwork and productivity.

The PICTOR Group understands the high demands of intercollegiate athletics, especially the critical need to Rethink, Refocus and Recalibrate in response to the Coronavirus (COVID-19). We have an immense knowledge of intercollegiate athletics and are keenly aware of the financial and emotional stresses placed on executive leadership during this unprecedented and daunting time. We appreciate the need for empathy, resilience, and kindness more than ever. Simply put, we are here to help our Clients through our collaborative, competent and caring approach.

What Makes Us Unique: *Our Passion for Excellence!*

The PICTOR Group is a Team of highly respected professionals who offer a blend of exceptional talent, expertise, and experience. Our Team has a passion for visionary and ethical leadership in intercollegiate athletics and how it impacts higher education. With more than 150 years of experience in athletics administration, 67 years as NCAA Division I athletics directors across all three sub-subdivisions and 16 years in the Division I conference commissioner seat, *The PICTOR Group* has provided successful and credible service to intercollegiate athletics. All four *PICTOR Group* representatives have served as college coaches and all four Team members have extensive volunteer and leadership experience throughout the NCAA governance and committee structures as well as other professional organizations.

The PICTOR Group will on occasion invite experts from the field of higher education and/or the industry of intercollegiate athletics to assist with a project. These individuals possess a specific expertise and/or

in-depth knowledge of the assignment and will bring a unique and invaluable insight in contributing to the project.

The PICTOR Group Leadership Team Biographies

Cary S. Groth, M.S., Founder and Chief Executive Officer:

After retiring from the University of Nevada, Cary S. Groth co-founded *The PICTOR Group* in 2014 with the goal of helping intercollegiate athletics programs, athletics conferences, and sports organizations *Rethink, Refocus, Recalibrate*. Six years later, *The PICTOR Group* has helped over 60 clients including athletics programs in NCAA Divisions I, II and III as well as athletics conferences and national sports associations.

Cary is a highly accomplished athletics administrator who has over 40 years of experience in intercollegiate athletics. As a former student-athlete, head women's tennis coach and athletics administrator, she has had an extraordinarily successful and dynamic career. Serving as an Athletics Director at two NCAA Division I FBS institutions; Northern Illinois University and the University of Nevada, Cary is credited for leading both institutions into nationally competitive athletics programs while increasing the graduation rate of student-athletes.

Cary has served on various Conference and NCAA Committees including President George W. Bush's *Commission on Opportunity in Athletics*. She has also served as President, Women Leaders in College Sports. She was awarded the Women Leaders in College Sports Administrator of the Year Award as well as the WBCA's Administrator of the Year.

Cary earned her Bachelor and Master of Science degrees at Northern Illinois where she has been honored with the University's College of Education Distinguished Alumni Award and is also a member of the Athletics Hall of Fame.

Carolyn Schlie Femovich, M.S., Vice President

Carolyn Schlie Femovich has been with *The PICTOR Group* for four years. She joined the consulting firm in April 2016 after retiring as Executive Director of the Patriot League after 16 successful years.

Carolyn is an accomplished leader and respected athletics administrator. She has served in top leadership positions for over 40 years at both the campus and conference office levels.

Throughout Carolyn's tenure at the Patriot League, she focused her efforts on the development and implementation of a comprehensive multimedia package, expansion of League membership and improvement of the League's competitiveness.

She has served in national leadership positions with the NCAA as chair of the Division I Championships/Competition Cabinet, on the NCAA Management Council and the Division I Women's Basketball Committee. She also served as chair of the Collegiate Commissioners Association and was also chair of the Collegiate Women's Sports Award Program.

Prior to her appointment as the Patriot League Executive Director, Carolyn served in top leadership roles as Senior Associate, Interim Athletics Director and Associate Director at the University of Pennsylvania.

Carolyn is a graduate of Valparaiso University. She received her Master of Science degree from Indiana University. Carolyn has been inducted into the Valparaiso Athletics Hall of Fame and in 2017 was selected to receive the prestigious *Lifetime Achievement Award* from Women Leaders in College Sports.

Paul Kowalczyk, M.Ed., Associate

Paul Kowalczyk has been working with *The PICTOR Group* since 2018 and has over 30 years of experience in leadership roles in Intercollegiate Athletics. He has served eleven of those years in the Athletics Director Chair at two Universities: Colorado State and Southern Illinois. Paul most recently served as Executive Senior Associate Athletics Director at the University of Illinois from 2012 until 2018 where he also served as Interim Director of Athletics for the Illini from November 2015 to March 2016.

During his tenure as Athletics Director, Paul built competitive programs on and off the field. He has a track record of raising external funds to build athletics facilities and has a reputation in the industry as a professional with great integrity.

He was named the NACDA *Athletics Director of the Year* for Division1-AA Central Region in 2006 and received the General Robert R. Neyland Outstanding Athletic Director Award in 2004. He was the NCAA Leadership Council Representative for the Mountain West Conference from 2008-11 and served as the AD Chair for the Mountain West in 2011. He was a member of the NACDA Executive Committee from 2008-2011.

Paul has a background in finance and started his athletics career in the business office. He managed the athletics budgeting process at Northwestern, Kansas State, Portland State and Youngstown State University.

A native of Warren, Ohio, Kowalczyk earned his Bachelor's degree in accounting at Kent State in 1980 and his Master's degree in sports administration at Kent State in 1986

Tina Ruff, Ed.D., Associate

Tina has been working with *The PICTOR Group* since 2016. She specializes in fiscal strategies. Ruff played collegiate softball at Arizona State University. She graduated from ASU with a Bachelor's degree in Physical Education (1998), her Master's degree in Educational Leadership (2000) and her Doctorate of Education in Higher Education Administration (2016) from the University of Nevada, Reno.

Tina spent two years as an assistant softball coach at Minnesota State University, Mankato. She returned home to Reno in 2002, joining the Nevada softball coaching staff. After two seasons coaching, she began a 14-year tenure with the Nevada athletics administrative team, eventually being elevated to Associate Athletics Director in 2013. Ruff served as sport supervisor and on the senior management team.

Tina was named athletics director at Truckee Meadows Community College (TMCC) in September 2018. Since joining TMCC, Tina supervised the launch of the College's first officially sanctioned sports teams since 1979, both of which saw successful inaugural seasons. The construction and opening of the TMCC Soccer Field in 2019 as well as the new Sports and Fitness Center in 2020 gave new resources to TMCC's athletes and students.



Four-Phase Approach and Process

Phase One: Preliminary Work

- A. Agree upon project timeline and confirm project expectations;
- B. Identify EWU's expectations of the Athletics program;
- C. Request and review relevant EWU and Athletic program documents; and
- D. Develop and distribute an on-line survey/questionnaire to key EWU constituencies.

Phase Two: Discovery and Assessment (Campus Visit if possible/permitted)

- A. Assess Internal and External Environments to include but not limited to:
 - Conduct interviews with Athletic program personnel and student athletes
 - EWU Foundation Board
 - Athletic Advisory Council (AAC)
 - Eagle Athletic Fund (EAF) (formerly stand alone, now part of AAC)
 - Excellence Fund for Football (ELC)
 - 6th Man Club (Basketball)
 - Faculty Athletic Representative (FAR)
 - Eagle Football is Network (EFN Outside group)
 - Conduct interviews with campus personnel
 - BOT (8 individuals)
 - President
 - Executive Leadership Team
 - Provost
 - Academic Affairs / Faculty Senate
 - Admissions
 - Advancement / Alumni
 - Business & Finance
 - Facilities
 - Financial Aid
 - Human Resources
 - Marketing & Communications
 - Office of Diversity & Inclusion
 - Student Affairs
 - EWU Education Advisory Committee
 - Conduct interviews with external constituencies as determined by EWU

- EAB (Education Advisory Board)
- Donors
- Mayor, City of Cheney
- Executive Director, West Plains Chamber of Commerce

B. Tour Athletic Facilities (If possible/permitted)

C. Assess Athletics Program

- Organizational structure
- Size and scope of program
- Operating budget (revenues and expenditures)
- Staff and support services
- Professional development and staff engagement
- Practice and competitive facilities
- Sport program offerings and competitive performance by sport
- Athletics operating policies and procedures
- NCAA compliance process – including a review of any Title IX reports prepared for EWU
- Sports medicine
- Human resources and performance management
- Student athlete experience and well-being
- Equity and diversity
- Campus collaborations

D. Assess athletic conference membership

Phase Three: Analysis and Preliminary Report

A. Benchmark (NCAA IPP, EADA, Learfield) Athletics program with selected peer institutions, conferences, and NCAA divisions.

- Personnel
- Revenue and expenditures
- Facilities
- Athletics aid
- Sponsored sports
- Other relevant or requested information

B. Comparative analysis of EWU Division I status, Division II, Division III. The analysis should include financial modeling for each division and a recommendation to EWU on the appropriate divisional status based upon EWU's current and anticipated funding and financial constraints.

C. Develop a SWOT analysis

D. Develop options with specific recommendations

E. Draft and submit preliminary report to Chief Project Officer

Phase Four: Final Report (Campus Visit if possible/permitted)

A. Review draft of final report with EWU

B. Present final report to EWU/BOT public meeting



Eastern Washington University
Requested Materials and Documents

1. **Organizational Chart: Campus and Athletics**
 - a. **Prior to 2020**
 - b. **2020 and projected**
2. **Athletics Policy and Procedures Manual**
3. **Athletics Strategic Plan**
4. **University Strategic Plan**
5. **Departmental Operating Budget (Revenues and Expenses)**
 - a. **University mandated reductions**
 - b. **Projected reductions**
 - c. **Athletics projected revenues**
6. **Competitive Performance by sport (2017-2020)**
7. **EADA report (most recent)**
8. **Fundraising and Corporate Sponsorships History (last 5 years)**
9. **Facilities Master Plan**
10. **Institutional and Conference Media Rights Agreement(s)**
11. **Big Sky Conference pertinent documents**
12. **Apparel Agreement**
13. **Student-Athlete Handbook**
14. **Compliance Handbook**
15. **Sports Medicine Handbook**
16. **Performance Appraisal System**
17. **Any other information EWU deems pertinent**



Eastern Washington University
Interviews Conducted

1. In-Person Campus Interviews (Cary Groth)
 - a. University Executive Leadership
 - i. David May, Interim President
 - ii. Lynn Hickey, Assoc VP/Director-Athletics
 - iii. Brian Levin-Stankevich, Interim Provost, & Brian Donahue, Vice Provost
 - iv. Barb Richey, VP-Advancement
 - v. Mary Voves, VP-Business & Finance, & Toni Habegger, Assoc VP-CFO
 - vi. Rob Sauders, VP-Student Affairs
 - b. University Personnel
 - i. United Faculty of Eastern (UFE): Michael Conlin, President; Rik Orndorff, VP for Bargaining; & Kristen Edquist, VP Labor-Mgt Relations
 - ii. Faculty Organization: Julia Smith, President, & David Syphers, Vice President
 - iii. Lloyd Dees, ASEWU President
 - iv. University Relations: Lisa Cargill, Director-Alumni Relations; Lisa Poplawski-Lewis, Assoc VP-Philanthropy; & Lance Kissler, Assoc VP-Strategic Communications
 - c. External Connections
 - i. Chris Grover, City of Cheney Mayor
 - ii. Helen Grant, Title IX Consultant
 - iii. Richard Tollefson & Peter Smits, Phoenix Philanthropy
2. Zoom Interviews
 - a. Board of Trustees
 - i. Vicki Wilson, Chair
 - ii. Kim Pearman-Gillman, Vice Chair
 - iii. Michael Finley
 - iv. Uriel Iniguez
 - v. Jay Manning
 - vi. James Murphy
 - vii. Robert Whaley
 - viii. Abigail Greiner, Student Trustee
 - b. Athletic Directors/Support Staff
 - i. Devon Thomas, Deputy AD-Ext Ops
 - ii. Sarah Adams, Deputy AD/SWA-Int Ops
 - iii. Don Ross, PhD, Assoc AD-Sports & Admin
 - iv. Megan O'Quin, Assoc AD-Acad Success
 - v. Mikayla Anderson, Assoc AD-Compliance
 - vi. Jeff Stafford, Faculty Athletic Representative
 - vii. Nate Barry, Asst AD-Athletic Perf
 - viii. Wes Sohns, Asst AD-Sports Med

- ix. Dave Cook, Asst AD-Communications, & Monica Jaenicke, Asst Sports Information Director
- x. Ashley Finn, Asst AD-Dev & Revenue
- xi. Augie Hernandez, Asst AD-Equip Services
- xii. David Early, Director-Facility Mgmt
- xiii. Kyle Hoob, Asst AD-Mktg & Creative Service
- c. Head Coaches
 - i. Shantay Legans, Men's Basketball
 - ii. Wendy Schuller, Women's Basketball
 - iii. Sam Read, Men's/Women's Cross Country
 - iv. Aaron Best, Men's Football
 - v. Brenda Howe, Women's Golf
 - vi. Jared Burnham, Men's Tennis
 - vii. Dustin Hinson, Women's Tennis
 - viii. Stan Kerr, Men's Track & Field
 - ix. Marcia Mecklenburg, Women's Track & Field
 - x. Leslie Flores-Cloud, Women's Volleyball
- d. University Executive Leadership
 - i. Mark Baldwin, Chief of Staff
 - ii. David Buri, Executive Director-Government Relations
 - iii. Shari Clarke, VP-Diversity & Inclusion
 - iv. Mary Voves, VP-Business & Finance, & Toni Habegger, Assoc VP-CFO
- e. University Personnel
 - i. Jens Larson, Assoc VP-Enrollment Mgmt, & Jana Jaraysi, Director-Recruitment
 - ii. Deborah Danner, Assoc VP-HR
 - iii. Todd McGann, Director-Philanthropy, Athletics
 - iv. Annika Scharosch, Assoc VP-Civil Rights, Compliance & Enterprise Risk Management
 - v. Shawn King, Assoc VP-Facilities
 - vi. Kandi Teeters, Director-Financial Aid Scholarships
 - vii. Chandra Schumacher, Assoc VP-Advancement Services
 - viii. Faculty Organization: Julia Smith, President; David Syphers, Vice President; Chris Kirby, Secretary; & Jody Graves, Treasurer
- f. External Connections
 - i. EWU Alumni Board Officers: Jeff Stannard, President; Richard Arquette, Treasurer; & Stacey Rasmussen, Secretary
 - ii. EWU Foundation Board Officers: Krisann Hatch, Chair; Alexis Alexander, Treasurer; Rich Marll, Secretary; & Mark Thompson, Immediate Past Chair
 - iii. Scott Winslow, Senior Director-Strategic Research – EAB
 - iv. Lars Gilberts, Executive Director – University District
 - v. Alisha Benson, Chief Executive Officer – Greater Spokane, Inc.; Lance Beck, President & CEO – Greater Spokane Valley Chamber of Commerce; & Toby Brommeling, Executive Director – West Plains Chamber of Commerce
- g. Legislators
 - i. Drew Shirk, Executive Director of Legislative Affairs for Governor Jay Inslee
 - ii. Senator Andy Billig
 - iii. Representative Brad Klippert



Eastern Washington University
Sample Questions--Surveys and Interviews

Below are a sample of questions that were included in one or more Surveys and included in the *Analysis and Assessment*:

- Do you believe that NCAA Division I is the appropriate competitive level for EWU athletics?
- Do you believe that the Big Sky Conference is the appropriate league (conference) for EWU?
- If EWU were to drop to a lower NCAA division or drop football what do you think would be the financial impact on your business?
- Do you believe EWU should continue to support a NCAA Division I football program?
- If EWU were to drop to a lower NCAA division, how likely are you to continue to support EWU athletics?
- If EWU were to drop to a lower NCAA division, what impact do you think it would have on the University, or your interest in remaining at EWU?
- In your opinion, does EWU give too much, too little, or right amount of attention to the athletic program?
- College sports are an important part of the university experience for students.
- When thinking about your decision to come to EWU, was it important to you that the university had an athletics program? And, how important is it to you that EWU has a comprehensive athletics program?
- When you were being recruited, if EWU did not offer a NCAA division I Athletics Program, how likely would you have been to attend?

Below are a sample of questions that were asked during Interviews and included in the *Analysis and Assessment*:

- From your perspective how does EWU Athletics contribute to the institutional mission and fit into the University community?
- Name three strengths and three weaknesses of EWU Athletics.
- Do you believe the university administration and community support athletics on the whole?
- What are your expectations for the EWU athletics program? How would you define a successful EWU athletics program?
- From the University perspective what are the assets that EWU Athletics brings to the University? What are the current and potential liabilities?
- From your perspective do you think the university's financial support of athletics is reasonable and warranted? What is your sense of how the rest of campus feels?
- There have been reports that EWU athletics should change NCAA divisions or conferences. What are your thoughts regarding those conversations?

- How would a change in NCAA division impact university finances? Marketing and licensing contracts?
- From your perspective how does EWU Athletics fit into the University's Advancement structure?
- How does EWU Athletics impact overall fundraising and alumni relations?
- If you participate in the recruitment of prospective student-athletes to EWU, what are the top three things that you market to them and their family?
- How does your office communicate with the Athletics program about the recruitment of prospective student-athletes or offers of financial aid?
- Who are EWU University's primary competitors for the recruitment of student-athletes?



Presidents' Cup Award

The Big Sky Conference Presidents' Cup Award shall be presented to the institution that excels both academically and athletically. The Presidents' Cup is a combination of academic criteria and All-Sports Points.

All-Time Big Sky Conference Presidents' Cup Award Winners

2019-20 None*

2018-19 Weber State

2017-18 Eastern Washington

2016-17 North Dakota

2015-16 Eastern Washington

2014-15 Eastern Washington

2013-14 Northern Arizona

2012-13 Northern Arizona

2011-12 Montana State

2010-11 Montana

2009-10 Eastern Washington

2008-09 Weber State

2007-08 Weber State

2006-07 Montana

2005-06 Northern Arizona

2004-05 Montana State

2003-04 Weber State

2002-03 Weber State

* No cup awarded due to cancellation of spring sports season



Select NCAA Conferences
Membership and Sports Sponsorship

NCAA	Division I-FCS	Division I Subdivision	Division II	Division III
Conferences	<i>Big Sky Conference</i> 7 Men’s sports <u>9</u> Women’s sports 16 Total Sports	<i>West Coast Conference</i> 6 Men’s sports <u>9</u> Women’s sports 15 Total Sports <i>Western Athletic Conference</i> 9 Men’s sports <u>10</u> Women’s sports 19 Total Sports	<i>Great Northwest Athletic Conference</i> 8 Men’s sports <u>9</u> Women’s sports 17 Total Sports <i>Rocky Mountain Athletic Conference</i> 11 Men’s sports <u>10</u> Women’s sports 21 Total Sports	<i>Northwest Conference</i> 9 Men’s sports <u>11</u> Women’s sports 20 Total Sports

Note: Schools do not have to sponsor the same number of sports but are required to meet NCAA and conference minimums for both men’s and women’s sports.

Big Sky Conference (BSC)—Division I-FCS

Member Institutions

- Eastern Washington Eagles
- Idaho Vandals
- Idaho State Bengals
- Montana Grizzlies
- Montana State Bobcats
- Northern Arizona Lumberjacks
- Northern Colorado Bears
- Portland State Vikings
- Sacramento State
- Southern Utah
- Weber State

Football Affiliates

- Cal Poly (FB)
- UC Davis (FB)

Sports Sponsored

Men’s

- Basketball
- Cross Country
- Football

- Golf
- Indoor/Outdoor Track
- Tennis

Women's

- Basketball
- Cross Country
- Golf
- Indoor/Outdoor Track
- Soccer
- Softball
- Tennis
- Volleyball

West Coast Conference (WCC)—Division I Subdivision (non-football)

Member Institutions

- Brigham Young University
- Gonzaga University
- Loyola Marymount University
- University of the Pacific
- Pepperdine University
- University of Portland
- Saint Mary's College of California
- University of San Diego
- University of San Francisco
- Santa Clara

Sports Sponsored

Men's

- Baseball
- Basketball
- Cross Country
- Golf
- Soccer
- Tennis

Women's

- Basketball
- Beach Volleyball
- Cross Country
- Golf
- Rowing
- Soccer
- Softball
- Tennis
- Volleyball

Western Athletic Conference (WAC)—Division I Subdivision (non-football)

Member Institutions

- California Baptist
- Chicago State
- Dixie State
- Grand Canyon
- New Mexico State
- Seattle U
- Tarleton State
- UT Rio Grande
- Utah Valley State

Sports Sponsored

Men's

- Baseball
- Basketball
- Cross Country
- Golf Soccer
- Indoor/Outdoor Track
- Swimming
- Tennis

Women's

- Basketball
- Cross Country
- Golf
- Indoor/Outdoor Track
- Soccer
- Softball
- Swimming
- Tennis
- Volleyball

Great Northwest Athletic Conference (GNAC)—Division II

Member Institutions

- U of Alaska, Fairbanks
- U of Alaska Anchorage
- Central Washington
- Montana State Billings
- Northwest Nazarene
- Saint Martin's
- Seattle Pacific
- Simon Fraser
- Western Oregon
- Western Washington

Football Affiliates

- Azusa Pacific (FB)

Sports Sponsored

Men's

- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Indoor/Outdoor Track
- Soccer

Women's

- Basketball
- Cross Country
- Golf
- Rowing
- Soccer
- Indoor/Outdoor Track
- Softball
- Volleyball

Rocky Mountain Athletic Conference (RMAC)—Division II**Member Institutions**

- Adams State
- Black Hills State
- Chadron State
- Colorado Christian University
- Colorado Mesa University
- Colorado School of Mines
- Colorado State Pueblo
- Fort Lewis College
- Metropolitan State University of Denver
- New Mexico Highlands University
- Regis University
- S. Dakota School of Mines and Technology
- U of Colorado, Colorado Springs
- Western Colorado
- Westminster

Sports Sponsored**Men's**

- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Indoor/Outdoor Track
- Lacrosse
- Soccer
- Swimming

- Wrestling

Women's

- Basketball
- Cross Country
- Golf
- Indoor/Outdoor Track
- Lacrosse
- Soccer
- Softball
- Swimming
- Volleyball

Northwest Conference (NWC)—Division III

Member Institutions

- George Fox
- Lewis and Clark
- Linfield
- Pacific (OR)
- Pacific Lutheran
- Puget Sound
- Whitman
- Whitworth
- Willamette

Sports Sponsored

Men's

- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Outdoor Track
- Soccer
- Swimming
- Tennis

Women's

- Basketball
- Cross Country
- Golf
- Lacrosse
- Outdoor Track
- Rowing
- Soccer
- Softball
- Swimming
- Tennis
- Volleyball



ARTICLE 1

1.3 Membership.

1.3.2 Member Regulations.

Members shall hold Division I membership status in the NCAA and be classified as Football Championship Subdivision in football. Members may participate as members of another conference only in sports not sponsored by the Conference. A Member can vote on all legislative proposals and/or issues, including those pertaining to sports in which it does not compete. Members must sponsor men's basketball, women's basketball, football, and women's indoor volleyball. Additionally, Members must sponsor at least four of the following five men's sports: cross country, golf, indoor track and field, outdoor track and field, and tennis; and at least five of the following seven women's sports: cross country, golf, indoor track and field, outdoor track and field, soccer, softball, and tennis. [Revised: PC-2020-S]

1.3.6 Withdrawal.

A Member or Affiliate Member may withdraw from the Conference by filing an official written notice of withdrawal to the Commissioner and each President at least one (1) calendar year before its official withdrawal date of July 1. Upon at least three-fourths (3/4) vote in favor from the total membership of the Presidents' Council, excluding the withdrawing Member or Affiliate Member, the withdrawal date may be advanced. Upon its announcement of intent to withdraw, the Member or Affiliate Member shall be immediately ineligible to receive regular (i.e., television, NCAA revenue, surplus, etc.) or special (e.g., new initiative funding, etc.) distribution made from the Conference to its membership. A Member or Affiliate Member that has announced its intention to withdraw shall be immediately ineligible to vote on issues affecting future Conference operation or policy. A withdrawing Member or Affiliate Member shall play all approved athletic competitions scheduled with other Members in accordance with the approved Conference schedules unless such contests are waived by written consent of the Presidents' Council.

A Member or Affiliate Member that has forwarded to the NCAA National Office written notice of its intention to change its football membership classification from Division I Football Championship Subdivision to Division I Football Bowl Subdivision prior to the completion of its final football season with the Conference shall be ineligible to compete for the Conference Football Championship. This shall be effective on the date the institution's written notice is received by the NCAA National Office.

1.3.6.1 Proper Notification – Fees.

The Presidents' Council, upon at least a three-fourths (3/4) vote in favor from its total membership except the institution(s) involved, may reduce, restructure, or waive the payment required if extenuating circumstances warrant consideration.

1.3.6.1.1 Member.

A withdrawing Member that provides proper notice shall pay the following exit fee based on term of membership in the Conference:

Withdrawing after one year of membership: one million and five hundred thousand dollars (\$1,500,000)

Withdrawing after two years of membership: one million and two hundred and fifty thousand dollars (\$1,250,000)

Withdrawing after three years of membership: one million dollars (\$1,000,000)

Withdrawing after four years of membership: seven hundred and fifty thousand dollars (\$750,000)

Withdrawing after five years of membership: five hundred thousand dollars (\$500,000)

Withdrawing after six or more years of membership: two hundred and fifty thousand dollars (\$250,000)

1.3.6.2 Improper Notification – Fees.

The failure of a Member or Affiliate Member to provide proper notification will result in the Conference, by a three-fourths (3/4) vote in favor from the Presidents' Council except the involved institution(s), excluding all teams from the withdrawing institution from participation in any remaining Conference Championships.

1.3.6.2.1 Member.

A Member that fails to provide proper notification will pay a fee of two million dollars (\$2,000,000) to the Conference. The Presidents' Council, by a three-fourths (3/4) vote except the involved institution(s), may reduce, restructure, or waive the payment required if extenuating circumstances warrant consideration.

** Excerpts taken from the Big Sky Conference 2020-21 Code—Article 1.*



Terminology and Definitions

Financial Terminology

Allocated Revenue – Direct and indirect institutional financial support that is provided to the athletics department including student fees.

Direct Institutional Support – Unrestricted funds provided to the athletics department from the university.

Generated Revenue – Revenue that is earned by the athletics department through its own efforts. Examples include ticket sales, donations, guarantees and NCAA distributions.

Indirect Institutional Support – The value of costs covered and services provided by the university to the athletics program that are not charged to athletics, potentially including overhead, facilities management, risk management, security, utilities, etc.

Operating Expenses – Costs incurred in the normal course of business to support the athletics department’s objectives. This includes recruiting, team travel, equipment, supplies, game management, medical, etc. They are exclusive of salaries, benefits and scholarships.

NCAA Terminology

Athletic Scholarship—Financial aid that is offered to student-athletes based on their athletics ability. NCAA Division I and II institutions are permitted to offer athletics scholarship in the form of either full or partial scholarships with limits established for each sport by division.

Power Five Conference—Five NCAA Division I conferences consisting of 65 members institutions that support their athletics program at the highest level and compete in the Football Bowl Subdivision. These conferences are also referred to as “Autonomy Five Conferences” in the NCAA governance structure as they have been granted autonomy in designated legislative areas related to student-athlete well-being.

Academic Progress Rate—The APR is a NCAA assessment that holds institutions accountable for the academic progress of their student-athletes through a team-based metric that accounts for the eligibility and retention of each student-athlete for each academic term. Teams must earn a four-year average APR of 930 to compete in NCAA championships.

Institutional Performance Program— The IPP is the ‘gold standard’ of comparative data for NCAA member institutions and conferences. The data for the IPP is derived from the institution’s Equity in Athletics Disclosure Act (EADA) report that each NCAA member institution is required to submit annually to the federal government. The goal of the NCAA Institutional Performance Program (IPP) is to provide institutional leaders with vital and significant data to assist with planning, performance and oversight of their athletics program.