

**Department of Athletics and Physical Education**  
**Student Assembly Funding Application for 2016-2018**

**September 2, 2015**



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## **Department of Athletics & Physical Education**

### **Constitution, Charter and Bylaws**

As a university department, the Department of Athletics and Physical Education does not have a constitution, charter, or bylaws. The department operates under the policies and regulations of the University.

# **Department of Athletics & Physical Education**

## **Mission Statement**

The Department of Athletics and Physical Education strives to provide students with powerful and meaningful participatory experiences that forge enduring bonds with Cornell, and to provide for the well-being of members of the faculty, staff, and community.

We offer a diverse program of physical and outdoor education, recreational services, and intercollegiate athletic competition, equitably administered with special attention to the needs of women and members of under-represented minority groups. We foster the values of physical fitness, total well-being, and enduring participation in athletics; teach leadership skills, teamwork, responsibility, and accountability; and administer programs that can be critical to the educational and personal development of students in keeping with the high standards of Cornell, the Ivy League, the Eastern College Athletic Conference, and the National Collegiate Athletic Association.

The department promotes pride and unity within the university community and provides opportunities to develop, strengthen, and maintain ties to external audiences such as alumni, friends, the educational community, and the general public by attracting interest, recognition, and support.

# Department of Athletics and Physical Education

## Group Profile

### A&PE Administrative Staff

The Department of Athletics and Physical Education operates under the direct supervision of the Vice President for Student and Campus Life. Senior administrators in the department include:

1. Andy Noel  
Director of Athletics and Physical Education
2. Larry Quant  
Deputy Director of Athletics – Administration and Finance
3. Anita Brenner  
Deputy Director of Athletics – Intercollegiate Administration
4. Andrea Dutcher  
Senior Associate Director of Athletics – Physical Education and Recreation
5. Amy Foster  
Senior Associate Director of Athletics – Compliance and Student Services
6. Jeff Hall  
Senior Associate Director of Athletics – External Operations

### Student Participation

The Department of Athletics and Physical Education provides programming for essentially every undergraduate student through one or more of the following units: intercollegiate athletics, physical education courses, fitness centers, outdoor education, and the intramural sports program.

During the last 3 academic years the following numbers of students have participated in the various programs:

	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>
Intercollegiate Athletes	1,083	1,075	1,086
Physical Education Courses	11,456	11,464	10,994
Fitness Center Memberships	11,251	11,520	12,119
Outdoor Education	4,555	4,079	4,751
Intramural Sports	5,487	4,195	4,451

### **A&PE Profile**

The Cornell University Department of Athletics and Physical Education is one of the largest and most broad-based programs in the country. The department's programming can be categorized into three distinct areas: intercollegiate athletics programs, physical education programs, and fitness/recreation programs.

The intercollegiate athletics program includes 37 varsity teams and more than 1,000 student-athletes. Cornell is a charter member of the Ivy League and has enjoyed a long history of athletics success. In recent years Cornell has emerged as one of the most competitive programs in the Ivy League, winning 83 Ivy League championships in the last 13 years compared to 36 championships during the preceding 13 years. We expect continued success with championship-caliber teams in several sports including wrestling, track & field, ice hockey, and lacrosse. In addition to winning Ivy League championships, many of Cornell's teams are highly competitive at the national level, a remarkable achievement for a program that does not offer athletic scholarships. In recent years several teams have advanced to NCAA championships, including men's basketball (Sweet 16 in 2010), wrestling (NCAA runners-up in 2010 and 2011), women's ice hockey (NCAA runners-up in 2010), and men's lacrosse (NCAA runners up in 2010).

## **Department of Athletics and Physical Education**

### **Organization History**

Athletics competition began at Cornell soon after the university's founding. Baseball, rowing, and other sports were administered as clubs – each independent of the others and self-financed. The Cornell University Athletic Association was formed in the late 1870s to manage and coordinate the activities of the various clubs. The association was incorporated in 1889 and during the next decade the athletics program grew with sports such as cricket and lacrosse joining baseball, football, rowing, and track.

During the first half of the 20<sup>th</sup> century the athletics program continued to grow and the independent programs were consolidated into a unified program. The Athletic Association's status as a separate business enterprise ended when the athletics program was established as a department at Cornell.

In 1954, in the most significant development in the athletics program's history, Cornell joined with seven traditional rivals to form the Ivy League. The philosophy behind the formation of the league recognized the value of athletics within a strong academic environment. However, it was emphasized that academic standards would never be diluted in order to develop a stronger athletics program. The Ivy League has become one of the most well-known and respected college conferences and membership in the league has remained unchanged for more than 60 years.

In the 1990's a special Trustee Task Force was established to study the program and determine how to improve the teams' ability to compete in the Ivy League and how to stabilize the program's finances. The task force report was the basis for a renewed period of program growth and success that continues to the present day. Among the recommendations was that Cornell undertake a major fundraising campaign for the benefit of the athletics program. The campaign raised over \$66 million in support of capital projects and endowment, helping to secure the financial condition of the program. Annual giving has also grown significantly, and the department now raises more than \$5 million each year in gifts to support the program.

Cornell has won 223 Ivy League championships in 59 years of competition, with more than a third of those championships (85) in the past 13 years. Cornell has won the third most Ivy League championships, behind only Princeton and Harvard.

The physical education program provides many options for undergraduate students, who must successfully complete at least 2 physical education courses in order to graduate. During the past several decades the PE program has expanded to include such courses as sailing, water skiing, ballroom dance, cardio-kickboxing, tae kwon do, yoga, skiing, and shooting. These are but a few of the dozens of courses offered.

The fitness/recreation programs include the fitness centers, the outdoor education program, and the intramurals program. The Cornell Fitness Centers (CFC), established in 1996, provide recreational and fitness opportunities for students, faculty, and staff. CFC facilities encompass more than 15,000 square feet at 4 locations and provide a comprehensive set of fitness equipment including treadmills, steppers, bikes, rowers, elliptical trainers, weight machines, and free weights.

Cornell Outdoor Education (COE), established in 1972, is the largest and most comprehensive collegiate outdoor education program in the country. COE uses challenge, adventure, and outdoor experiences, with reflection and analysis, to help individuals and teams learn and grow. COE offers over 130 courses and activities, including backpacking, kayaking, mountain biking, wilderness first aid, and many more. COE operates the Lindseth Climbing Wall, the largest indoor natural rock climbing wall in North America, and the Hoffman Challenge Course.

The intramural sports program has grown over time to become one of the most diverse and broad-based in the country. Cornell offers opportunities for thousands of students and hundreds of teams to participate in such activities as flag football, soccer, tennis, basketball, badminton, snowboarding, disc golf, and dodge ball.

# Department of Athletics and Physical Education

## Summary of Request for Funding

### Introduction

The Department of Athletics and Physical Education (A&PE) looks forward to continuing its partnership with the Student Assembly during the 2016/17 and 2017/18 academic years. We believe this to be a mutually-beneficial partnership that provides needed resources to A&PE and exceptional value to the Cornell undergraduate community.

A&PE requests funding of \$11.00 per student per year for the 2016/17 and 2017/18 years. This represents a \$1.00 per student increase and if approved would be only the second increase since 2008/09 (the first having been a very modest increase in 2010/11 from \$9.95 to \$10.00). A&PE is very sensitive to the funding pressures faced by the Student Assembly and strives to present reasonable proposals that provide excellent value to students. With no increase in the past six years, and only a \$.05 increase in the past eight years, we believe a \$1.00 increase for 2016/17 and 2017/18 is warranted and reasonable as we deal with our own cost pressures. It is our intent to request an increase no more frequently than every four years, so that no undergraduate student experiences more than one increase in the amount allocated to A&PE during his or her time at Cornell. Should this request be approved, we will commit to no further requests for increases until 2020/21 or subsequent years.

The request includes \$8.00 for the Big Red Sports Pass program and \$3.00 for the student marketing and promotion program. This funding will provide undergraduate students with the following benefits:

- A&PE will provide all undergraduate students will the opportunity to sign up for the Big Red Sports Pass (BRSP) at no cost. The BRSP provides free admission to all intercollegiate athletics games and contests except for men's ice hockey games.
- A&PE will maintain the current quantity and price for men's ice hockey undergraduate student season tickets.
- A&PE will continue its student marketing and promotion program which seeks to increase student attendance and provide an enhanced game experience for Cornell undergraduate students.

The potential value to each undergraduate student of discounted men's ice hockey tickets and free admission to other games exceeds \$190 (see Attachment 1, page 13). A&PE is fully committed to providing such exceptional value to Cornell undergraduate students in return for the \$11.00 per student per year funding.



### **Big Red Sports Pass**

- Undergraduate students may sign up for the BRSP online.
- BSRP information is electronically coded on students' ID cards.
- Provides free admission to all intercollegiate athletics games except men's ice hockey, subject to availability of seating.
- For most sports, including football, students are admitted by showing their BRSP (student ID) at the door/gate.
- For sports with a limited and defined number of seats allocated to students (i.e. basketball, wrestling) students may be required to present their BRSP in advance at the ticket office to receive a hard ticket.
- **The BRSP does not provide free admission to Ivy League, ECAC Hockey, or NCAA postseason games hosted by Cornell.** These are not Cornell events and the revenue from these events does not accrue to Cornell.

### **Men's Ice Hockey Season Tickets**

- 1,325 season tickets will be reserved for undergraduate students.
- The cost for undergraduate student season tickets will not exceed \$13 per game, and may be lower. This represents a significant discount compared to the general public season-ticket price of \$18 per game.
- ECAC Hockey playoff tickets included in the student season-ticket package will be priced at \$6 per game. This is a 50% discount from the general public price of \$12.
- The total cost for an undergraduate student season ticket will vary from year to year based on the number of home games.

### **Marketing and Promotion**

- The student marketing and promotion program will be managed by the A&PE marketing staff with significant assistance from the Sports Marketing Group. The Sports Marketing Group is a group of approximately 50 Cornell students who share an interest in sports marketing and assist with marketing and promotion activities. The Sports Marketing Group will play an important role in managing the marketing and promotion funds, providing a valuable learning experience for the students in this group.
- The Sports Marketing Group will assume greater responsibilities in the marketing and promotion of games and events. Specifically, this group will be tasked with developing a more effective marketing program to include online advertising and implementing (and monitoring the effectiveness of) promotional activities to generate additional undergraduate student interest and attendance.
- Elements of the undergraduate student marketing and promotion program will include:
  - Increased marketing of games and contests through posters, flyers, table tents, Cornell Sun advertisements, and other appropriate means.
  - Theme nights at certain games and contests (i.e. Greek Night).

- Increased number of promotional “give-away” items. Examples of such items include T-shirts, hats, foam fingers, food (pizza, hot dogs), and other novelty items.
- Enhanced game experience for students, including music/DJ’s, half-time contests, etc.
- Free T-shirts for undergraduate student support groups (Red Zone, Newman Nation, etc).
- New marketing and promotion initiatives as noted above.

## Department of Athletics and Physical Education

### Financial Information

The following financial information is included on the following 3 pages:

1. Table 1 – SA Funding Allocation Summary – 2013/14 through 2017/18
2. Table 2 – Financial Statement – 2011/12 through 2013/14
3. Table 3 – Financial Projection – 2013/14 through 2015/16

Current year projections are included in both Table 2 and Table 3 for easier comparison with the prior two years (2013/14, 2014/15) and the following two years (2016/17, 2017/18).

SA Total Funding projections in Tables 2 and 3 for 2015/16 through 2017/18 are based on estimated undergraduate student enrollment of 13,500.

**Table 1 - SA Funding Allocation Summary**

	2013/14 Actual	2014/15 Actual	2015/16 Approved	2016/17 Requested	2017/18 Requested
Big Red Sports Pass free admission to all games except for men's ice hockey	\$7.00	\$7.00	\$7.00	\$8.00	\$8.00
Marketing and Promotion marketing and promotion activities targeted to undergraduate students	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
	\$10.00	\$10.00	\$10.00	\$11.00	\$11.00

**Table 2 - Financial Statement - 2013/14 through 2015/16**

	2013/14 Actual	2014/15 Actual	2015/16 Projected
<b>Big Red Sports Pass</b>			
SA Per Student Funding	\$7.00	\$7.00	\$7.00
SA Total Funding	\$95,967	\$96,755	\$94,500
Passes Issued	5,067	5,600	6,000
<b>Marketing and Promotion</b>			
SA Per Student Funding	\$3.00	\$3.00	\$3.00
SA Total Funding	\$41,129	\$41,466	\$40,500
Expenditures			
T-Shirts			
Red Zone	\$9,000	\$7,500	\$7,500
Newman Nation	\$6,500	\$6,500	\$6,500
Lynah Faithful	\$7,500	\$7,500	\$7,500
Pink Zone	\$2,000	\$2,000	\$2,000
Rock the Red	\$0	\$0	\$0
Soccer	\$2,500	\$2,500	\$2,500
Cancer Awareness	\$2,000	\$1,250	\$2,000
Redman's Army (wrestling)	\$1,500	\$1,500	\$1,500
	<u>\$31,000</u>	<u>\$28,750</u>	<u>\$29,500</u>
Giveaways			
Foam fingers	\$0	\$4,500	\$0
Cheering Noodles	\$2,000	\$0	\$0
Thundersticks	\$0	\$0	\$1,000
Nintendo Wii	\$0	\$0	\$0
Rally Towels	\$2,500	\$2,500	\$2,500
Break Berman	\$1,000	\$1,000	\$1,000
Plastic Cups	\$1,000	\$0	\$1,000
Lacrosse Pinneys	\$2,500	\$0	\$2,000
Beanie Caps	\$2,000	\$2,000	\$6,000
Free Food Friday	\$1,000	\$1,500	\$2,000
Sunglasses	\$2,500	\$2,500	\$0
Carabiners	\$0	\$0	\$3,000
Dry Erase Boards	\$2,500	\$2,500	\$0
	<u>\$17,000</u>	<u>\$16,500</u>	<u>\$18,500</u>
Advertising			
Cornell Daily Sun	\$10,000	\$12,000	\$15,000
Quartercards	\$4,500	\$4,500	\$5,000
Dining Hall (table tents/painting)	\$1,000	\$1,000	\$1,000
Posters and Flyers	\$2,500	\$2,000	\$2,000
Z95/Halftime Promos	\$2,500	\$2,000	\$2,000
Email Marketing (push provider)	\$5,000	\$5,000	\$5,000
Online Promo Videos	\$1,000	\$1,000	\$1,000
	<u>\$26,500</u>	<u>\$27,500</u>	<u>\$31,000</u>
Total Expenditures	<u>\$74,500</u>	<u>\$72,750</u>	<u>\$79,000</u>
<b>Total Funding</b>			
SA Per Student Funding	\$10.00	\$10.00	\$10.00
SA Total Funding	\$137,096	\$138,221	\$135,000

**Table 3 - Financial Projection - 2015/16 through 2017/18**

	<u>2015/16 Projected</u>	<u>2016/17 Requested</u>	<u>2017/18 Requested</u>
<b>Big Red Sports Pass</b>			
SA Per Student Funding	\$7.00	\$8.00	\$8.00
SA Total Funding	\$94,500	\$108,000	\$108,000
Passes Issued	6,000	6,000	6,000
<b>Marketing and Promotion</b>			
SA Per Student Funding	\$3.00	\$3.00	\$3.00
SA Total Funding	\$40,500	\$40,500	\$40,500
Expenditures			
T-Shirts	\$29,500	\$29,500	\$29,500
Giveaways	\$18,500	\$18,500	\$18,500
Advertising	\$31,000	\$31,000	\$31,000
Total Expenditures	<u>\$79,000</u>	<u>\$79,000</u>	<u>\$79,000</u>
<b>Total Funding</b>			
SA Per Student Funding	\$10.00	\$11.00	\$11.00
SA Total Funding	\$135,000	\$148,500	\$148,500

## **Department of Athletics and Physical Education**

### **Financial Analysis – Reduced Funding of 10%, 25%, or 35%**

As Attachment 1 makes clear, the potential value accruing to every student is significant compared to the current fee of \$10 per student and the requested fee of \$11 per student. A&PE is pleased to provide this benefit to undergraduate students and appreciates the strong support provided for our student-athletes. We believe strongly that our longstanding relationship with the Student Assembly benefits both parties under the terms of a fair and reasonable arrangement. The department does have compelling financial challenges, however, and we are not in a position to provide current benefit levels should the SA funding be reduced. The amount we have requested is the amount we believe is needed to maintain current benefit levels. Should funding be reduced by a significant amount, A&PE would need to opt out of the funding model and the benefits provided to undergraduate students would cease. The impact of such a change includes:

- Undergraduate students would be required to purchase the BRSP at a cost of \$50 in order to gain free admission to football, lacrosse, basketball, soccer, and wrestling games and matches.
- Undergraduate students without a BRSP would be charged \$5 for admission to football, lacrosse, basketball, soccer, and wrestling games and matches.
- The cost of undergraduate student men's ice hockey season tickets would increase by approximately \$5 per game to equal the general public price. Assuming 16 home games, the student season ticket price would increase by \$80.
- Student marketing and promotion activities would be significantly reduced, if not eliminated.

A&PE understands that the student funds are limited, but we believe we provide extraordinary value to undergraduate students in return for the SA funding allocated to the department. We look forward to continuing this mutually-beneficial relationship for the foreseeable future.

## Department of Athletics and Physical Education

### Attachment 1

#### SA Funding - Value to Students

	<u>Number of Games</u>	<u>Admission Cost Per Game</u>		<u>Total Admission Cost</u>	
		<u>with SA Funding</u>	<u>without SA Funding</u>	<u>with SA Funding</u>	<u>without SA Funding</u>
Football	5	\$0.00	\$5.00	\$0.00	\$25.00
Men's Basketball	12	\$0.00	\$5.00	\$0.00	\$60.00
Men's Lacrosse	5	\$0.00	\$5.00	\$0.00	\$25.00
Men's Ice Hockey	16	\$13.00	\$18.00	\$208.00	\$288.00
				<hr/> \$208.00	<hr/> \$398.00
Potential Value					<hr/> <hr/> \$190.00

Note: Additional value would be derived from free admission to other ticketed sports (wrestling, w basketball, w ice hockey, m/w indoor track, m soccer)