

EAST TENNESSEE STATE UNIVERSITY
BUCCANEER ATHLETICS



WEAR. LIVE. THINK. DREAM.

BLUE



A TRADITION OF EXCELLENCE

Sport	Reg. Season Titles	Tournament Titles	NCAA Appearances
Baseball	1978, 1980, 1981	1980, 1981	
Men's Basketball	1968, 1990, 1991, 1992, 2001, 2002, 2003, 2004, 2007	1989, 1990, 1991, 1992, 2003, 2004, 2009, 2010	1968, 1989, 1990, 1991, 1992, 2003, 2004, 2009, 2010,
Women's Basketball	2008, 2010 2008,	2009, 2010	2008, 2009, 2010
Men's Cross Country	1970, 1971, 1972 1973, 1978, 1979 1980, 1981, 1982 1983, 1984, 1985 1988, 1989, 1990 1991, 1992, 1995 1996, 2008		1970, 1971, 1972 1973, 1974, 1975, 1976, 1977, 1978 1979, 1980, 1981 1982, 1983, 1991 1992
Women's Cross Country	1985, 1999		
Football	1962, 1969		
Men's Golf		1970, 1972, 1976 1979, 1980, 1981 1982, 1983, 1989 1990, 1991, 1992 1994, 1995, 1996 1998, 1999, 2000 2001, 2005, 2007 2010 2010	1975, 1976, 1980 1982, 1989, 1990 1992, 1994, 1995 1996, 1997, 1998 1999, 2000, 2001 2003, 2005, 2006 2007, 2008, 2009
Women's Golf		2008	2008, 2010
Men's Soccer		2010	2010
Women's Soccer	2011		
Men's Tennis	1978, 1992, 1995, 1996, 1999, 2000, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2011	1992, 1995, 1996, 1999, 2002, 2004, 2005, 2007, 2008, 2009, 2010, 2011	1999, 2002, 2004 2005, 2007, 2008 2010, 2011
Women's Tennis	2006, 2010, 2011	2006, 2009, 2011	2006, 2009, 2011
Men's Indoor Track		1980, 1998, 2006 2007, 2009, 2011	
Men's Outdoor Track		2007, 2009	
Women's Indoor Track		1995	

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HISTORIC OVERVIEW



HISTORY OF THE BUCS

East Tennessee State has a rich and proud tradition of intercollegiate athletics beginning with the inception of the East Tennessee Normal School in 1911, competing as the Normalites. Over the first 50 years as the school became the East Tennessee State College Teachers and then the East Tennessee State University Buccaneers, intercollegiate athletics evolved into an NCAA Division I program as a member of the Ohio Valley Conference from 1958 until 1977. In 1979 the University joined the Southern Conference and competed until 2005. Following the strategic business decision to discontinue the football program in 2003, ETSU transitioned into the Atlantic Sun Conference in 2005.



As a new Division I program, ETSU earned 10 conference championships in the OVC, highlighted by a 1968 basketball run to the NCAA Sweet Sixteen, a conference football championship and Grantland Rice Bowl Championship in 1969, numerous men's cross country and golf championships, and an NCAA Championship in Rifle.

During ETSU's 26 year membership in the Southern Conference, the Bucs captured 47 conference championships, enjoying a remarkable NCAA basketball run of four consecutive years punctuated by a first-round win over Arizona in 1992, numerous cross country and golf championships, and improving the tennis program to capture ETSU's first ten championships in that sport. Men's basketball returned to prominence in 2003 and 2004 as the Bucs won SoCon Tournament championships and returned to the NCAA's.

Since joining the Atlantic Sun Conference in 2005, the Bucs have won six straight Jesse Fletcher All-Sports Trophies for Men's Sports, one Sherman Day Trophy for Women's Sports, and five consecutive Bill Bibb Trophies for Combined Programs, based on winning 39 conference championships in thirteen different sports and points in each sport. ETSU has qualified for 22 NCAA Tournaments and earned numerous national rankings and quality RPI's while reaching the top 100 during two years of the Division I NACDA Learfield All-Sports Trophy. Men's and Women's Basketball have highlighted the department's success with the women capturing three consecutive titles and NCAA appearances (2008, 2009, 2010) and the men two consecutive (2009, 2010). Men's tennis has dominated the league, taking five straight regular season and tournament titles, and five NCAA tournament appearances, winning first round matches against Notre Dame in 2008 and Alabama in 2010. During this A-Sun period, Women's Tennis has won its first three championships, Women's Golf its first, and Women's Volleyball its first since the early '90's. Men's Cross Country and Track & Field has continued to win championships, claiming the triple crown of Cross Country, Indoor and Outdoor in 2008-09. Men's Golf has won 3 Championships and made four at-large NCAA appearances.

Having started a Men's Soccer program in 2007 with a club team, the Buccaneers claimed their first conference championship and NCAA appearance in 2010. Women's soccer, begun in 1997, rebounded from



HISTORIC OVERVIEW

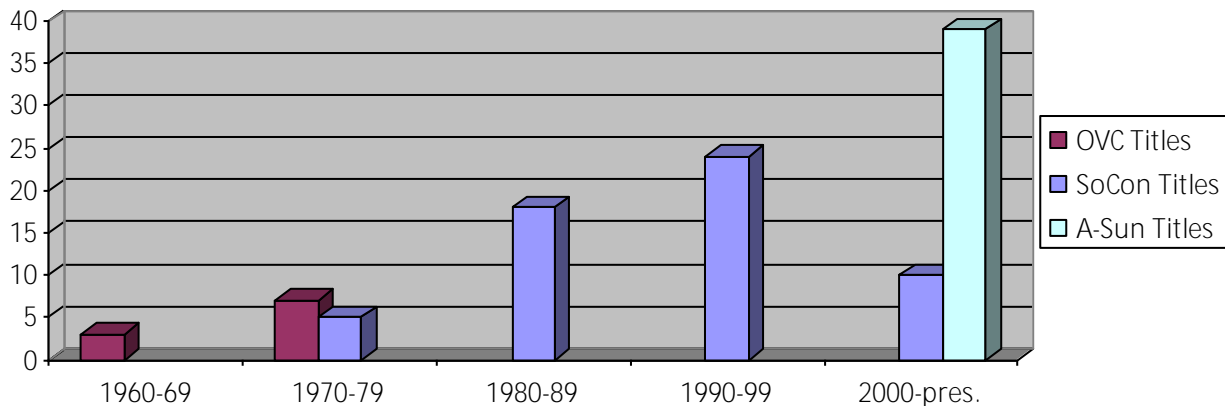
several marginally successful seasons under a new coach to share the A-Sun title as co-champs in 2011.

In addition to becoming what we believe is “the class” of the Atlantic Sun Conference competitively, ETSU student-athletes have distinguished themselves academically, moving from 10th to 2nd in the A-Sun Academic Trophy, qualifying numerous All-Academic Team members, raising individual, team, and department GPA’s to unprecedented standards—13/14 programs at 3.0+ in 2010-11, cumulative department GPA of 3.21—and compiling outstanding scores on the NCAA’s Annual Progress Report—13 of 17 teams scoring 1000 in 2010-11—and 71 on the Graduation Success Rate. Proving very successful with student-athletes, the department’s academic mentoring program has been adopted in the ETSU 5-year Strategic Plan for the TBR as a University strategy to improve retention for an identified population of ETSU students.

Taking great pride in the administrative performance of our department staff, ETSU has set the standard for conference tournament hosting and management, provided leadership in conference initiatives in sports medicine, the conference video streaming network and sports communications, game operations, marketing initiatives, and NCAA issues. Later sections of this paper detail many of the department’s unique support programs and campus partnerships that have attempted to fully integrate ETSU Athletics into the life of the campus and provide leadership and exposure for the University.



CONFERENCE CHAMPIONSHIPS BY DECADE



The following section recounts the significant events and watershed moments that have shaped the present state of ETSU Athletics and poised the department for a very positive future based on the strategic planning and priority given to ETSU Athletics by the University administration and campus community over the next decade.

HISTORIC OVERVIEW



EVENTS, PROCESSES, DECISIONS THAT HAVE SHAPED THE ATHLETICS DEPARTMENT DURING THE LAST 15 YEARS

1995-96

-First Cycle NCAA Division I Certification Self Study that identified 37 “Recommendations for Improvement” — most related to inadequacies in the Title IX Gender Equity Plan in:

- Staffing
- Scholarships
- Facilities
- Budgets for recruiting travel, equipment and operations
- Support systems for Student-Athletes—Academic Support, Compliance, Sports Medicine, Publicity/Sports Info
- Not only were most sports programs drastically underfunded, they were not equitably funded
- Like many schools, ETSU enrollment was 58% Female, 42% Male with Athletic Department expenditures at 30% Female, 70% Male
- Department was characterized by high turnover rate for both Administrative staff positions and Coaching positions because of low salaries and poor program funding
- **Very marginal sports program success except for Men’s Basketball, Men’s Golf, Men’s Cross Country and Men’s Tennis whose coaches developed sport-specific fundraising efforts to subsidize sport budgets**



1999

-Intercollegiate Athletics Advisory Task Force assembled to “provide guidance and feedback concerning the development of a long- term plan for intercollegiate athletics. The planning process was stimulated by a recent history of “deficit spending in intercollegiate athletics remedied by end-of-year infusion from University funds coupled with the need to make additional investments in women’s athletics to comply with federal government Title IX legislation.”

Conclusions:

- *ETSU should compete at the NCAA Division I level Approved the Gender Equity Plan*
 - *Recommended that Men’s and Women’s Basketball should be the top-level priorities for competitive success and funded as such*
 - *Supported efforts to retain Football and develop a new funding model to increase funding for football by incremental increases totaling \$1.5 million over 5 years by moving the Pirate Club from Advancement to the Athletic Department and giving significant attention to increasing current endowments from \$1.3 million to \$5 million*
- Endorsed budgeting all University funds for athletics within the athletics budget to easily identify and quantify University support for athletics and determine end-of-year fund balance*

2002

-Interim NCAA Certification Report with only seven (7) First Cycle recommendations having been accomplished due to inadequate funding:

- Continued underfunded and inequitably funded programs



HISTORIC OVERVIEW

- Continued annual athletics budget deficit of \$500,000 to \$1 million
- **Continued marginal success in Football and Women's programs**
- Continued instability of Administrative and Coaching positions
- Failure to meet special fundraising targets for Football endowments
- Inability to remedy facilities inadequacies due to budget shortfalls and lack of a sustainable plan
- Inadequate academic support resulting in marginal achievement

2003-04

- State of Tennessee reductions in appropriations to education that resulted in a series of state mandated ETSU budget reductions totaling 13%
- THEC resolution to reduce and eventually eliminate all state appropriations earmarked for collegiate athletics
- University Strategic Business Decision to discontinue the Football program and reallocate funding to other sports
- Developed new 10-year Strategic Plan for ETSU Athletics

Vision: To be recognized nationally as a program of Excellence through its broad-based athletic and academic success at the Division I level.

Implementation Plan: Men's and Women's Basketball should be the top priority sports and funded as such; a funding plan would be developed to incrementally improve each of 14 other programs to championship level; administrative services would be improved in compliance, academic support, sports medicine, strength and conditioning, game operations, sports information, marketing and development to provide outstanding support in order to enhance the student- athlete experience and success for coaches and Teams.

2003-05

- Second Cycle NCAA Division I Certification Self Study reporting on progress toward 37 original recommendations and establishing a new 10-year improvement plan for identified areas particularly for Gender Equity funding for all sports; the Self Study resulted in evidence that all original recommendations had been mediated or a sufficient plan was in place with necessary funding to remedy each recommendation within 5 years.
- TBR approval of dedicated student athletic fee with periodic increases in 2007 and 2010
- Major Renovation and Relocation of most administrative and sports offices in the Dome and major improvements to basketball arena set-up
- Creation of Bill G. Humphreys Academics Center
- Establishment of BUCSPORTS Athletic Medicine Center
- Creation and growth of ETSUBUCS.com athletics web site
- Creation and enhancement of the Buccaneer Sports Network with Mountain States Health Alliance as title sponsor
- Creation of Master Plan for Athletics Facilities (first athletics construction since 1976 - completion of the dome)
- Announcement of Athletics "Pathway to Excellence" Facilities Campaign as part of University's "Reaching Higher" Campaign**
- Dedication and first season in Warren-Green Golf Center

2005-06

- ETSU moved from the Southern Conference to the Atlantic Sun Conference
- President appointed a Football Task Force to study the feasibility of beginning a new varsity football program
- Established comprehensive Community Service Program

HISTORIC OVERVIEW



Conclusions and Recommendations: "be a competitive program...be considered as a total experience as an entertainment event...be played outdoors...not result in reductions in quality and funding of current academic or athletic programs...be competitive at the FCS level (it) would add value to the community and the University's stakeholders, but the following must be addressed and resolved: incremental increases to the student-athletics fee sufficient to cover projected expenditures for football and related administrative costs, support Title IX compliance costs and facilities costs instituted only upon positive recommendation from the students and approval by the TBR; raise funds to build or partner in building a state-of-the-art, modern (outdoor, on-campus) stadium (est. \$15-20 million) that can serve as an economic development tool for the region and constitute a positive component in fielding a competitive team"; an incrementally increased and sustainable budget to support football and added women's sports (app. \$4 million by year five when football and new women's sports would be fully implemented). President disbanded the Task Force following the students' rejecting a referendum to incrementally increase the student athletic fee over a four year period.

2006-07

-Consultant study resulted in reorganizing the Pirate Club into the Buccaneer Athletic Scholarship Association to more clearly define the mission of the athletic advancement program

-**Title IX Consultant Review resulted in the following summary conclusions:** "the addition of men's soccer combined with some moderate roster management adjustments to participation should allow ETSU to comply with the Title IX requirements for the three-part test and scholarships, without adding a team or additional scholarship dollars to the women's program; the addition of intercollegiate football would likely require ETSU to also add a minimum of three women's teams to comply with Title IX... the addition of football and three women's teams is likely to require an additional \$4,000,000 in annual costs for the University."



2007-08

-Completion and Dedication of Summers-Taylor Stadium for Soccer

-Athletic Department established a new Branding initiative by unifying numerous logos into the current BucHead logo and contracted with Nike to unify all uniforms and team gear except for a few previously contracted apparel deals

-Creation of Sports Performance Enhancement Consortium (SPEC) program as a multi-disciplined approach to sports performance training and monitoring which has grown into the Center of Excellence for Sports Science and Coaches Education with the recent approval of ETSU as an Olympic Regional Training Site in weightlifting and others in future

-Establishment and expansion of major corporate partnerships with Coca-Cola, Nike, MSHA, AT&T, JC Honda & others

2008

-Completion of Betty Basler Field for Softball



HISTORIC OVERVIEW

2009-10

-Naming rights for Memorial Center granted for Mountain States Health Alliance Athletics Center in recognition of approximately \$10,000,000 in cumulative support to the University

2009-11

-**Creation and expansion of “Wear. Live. Think. Dream. BLUE”** branding campaign

2010-11

-Complete Design and Groundbreaking for Baseball stadium



2009-11

-University Strategic Budget Task Force and then Standing Committee established to deal with University response to national and state economic crisis and strategic budget planning University Planning Committee established to formulate and plan for implementation of the TBR mandated 5-year ETSU

Strategic Plan—Athletics role in creating a stronger ETSU Identity, providing support for student recruitment, improving student success through replication of athletics academic mentoring model, engaging students in a positive college experience and affecting the “campus culture”

2010-11

-**Celebration of the ETSU Centennial: “Partnerships, Promise, and Hope”** with special Athletics events, promotions, murals and graphics displays, publications, presentations

2011-12

-Completion and Dedication of Thomas Stadium for baseball and private apartment complex University Edge which will serve as a major component of the State of Franklin Development Corridor linking ETSU to Downtown Johnson City



2012

-Retirement of Dr. Paul Stanton and inauguration of President Brian Noland
-Proposal for a comprehensive athletics strategic planning process to create a new 10-year plan for establishing ETSU Athletics as a vehicle to advance the vision, mission, and reputation of the University and to provide greater exposure and marketing to assist in recruiting potential students, creating a more engaged campus community, and generating greater support



MAJOR RESULTS OF THE 2003-04 ATHLETICS DEPARTMENT STRATEGIC PLAN AND IMPLEMENTATION PROCESS

- Increased University Funding (enrollment)
- Increased Student Funding (enrollment/athletic fee)
- Increased Departmental Funding: Corporate Partnerships; Private Contributions; Game Guarantees; Athletic Licensing; Conference Revenue Distribution
- Increased Ticket Sales in every ticketed sport
- Improved Budget Management Practices
- Competitive Success:
 - Conference Championships—continued success and first time
 - Automatic and At-Large NCAA Tournament Bids—first and multiple
 - **Improved RPI's**
 - National Rankings
 - Atlantic Sun All-Sports Trophies for Men, Women, Combined
 - NACDA Learfield Sports Directors Cup standings
 - Numerous awards for Coach of the Year, All-American, Player of Year
 - Tournament MVP, All-Conference, All-Freshman, Freshman of Year
 - NACDA AD of Year was recognition of the outstanding accomplishments of the entire department over several years
- Academic Successes:
 - Implemented an enhanced Academic Support System by building the Bill G. Humphreys Center and increasing the staffing, services, technology and support program.
 - Significant increases to student-**athlete, team and departmental GPA's**
 - Successful Annual Progress Rate reports to the NCAA with strong Scores and no potential penalty scenarios.
 - Improved annual Graduation Success Rates
- Organizational Change
 - Hire and retain more talented/qualified/experienced Administrative Staff and Head Coaches
 - Improve staffing profile and salaries for assistant coaches and entry level staff positions
 - Distinguished ourselves among peers for our Gender Equity Plan to provide both opportunity and support for all our programs with NCAA Equity and Diversity Award in 2008 (1 of 17 in DI)
 - Provide more effective Compliance and Student Services
 - Increase Scholarship Funding to NCAA Maximum
 - Improvements to recruiting, travel, operations funding





PROGRAM HISTORY

- Major Renovations to existing facilities
 - Completion of three new on-campus facilities and a fourth underway to be completed soon
 - Upgrade of departmental technology—computers, ticket and donor systems, sports network and media
 - Improvements to Equipment Room operations and services
 - Improvements to our Sports Medicine equipment, staffing, services
 - Planning for improvements to our Strength and Conditioning area
- Provide better customer service and game day experience for our fans
- Regular website re-designs to keep up with technology
- Expansion and improved quality of Buccaneer Sports Network
- Improved Ticket operations and technology
- Addition of in-game promotions for all sports, KidZone, FanZone,
- BASA data base and communications with donors
- Donor Recognition program and new donor wall

In Conclusion: Since our strategic planning and implementation process was implemented in 2003-04 the **department has tried to fulfill several principles explained and promoted in Jim Collins' book GOOD TO GREAT and become "a transformational organization" with "a culture of distinction".**

EIGHT PILLARS OF DISTINCTION

Upholding University Values
Demonstrating Personal Integrity
Reaching Competitive Success
Achieving Academic Excellence
Creating a Positive Professional Business Environment
Practicing Clear and Appropriate Communications
Providing Outstanding Customer Service
Helping Maintain Institutional control

PLANNING AND INSTITUTIONAL EFFECTIVENESS

As required by TBR, all institutions submit an annual Planning and Institutional Effectiveness ("PIE") Report.

This report maintains a historical record of how units within each institution assess achievement of its mission and uses what it learns to improve.

The four 'purposes' that the Department of Athletics use as its foundation for this report are as follows:

1. To provide an opportunity for highly skilled student-athletes to attend college and create an environment that will enhance their ability to earn a degree.
2. To produce highly successful competitive teams in order to create ETSU recognition/branding that gains positive regional and national exposure in the minds of our constituencies - current and prospective students, alumni, parents, corporate sponsors, faculty, and staff.
3. To create an opportunity for the University to generate campus pride and enhance university life/atmosphere for our stakeholders - students and student-athletes, faculty, staff, alumni, our fans, community, and corporate partners.
4. To create a positive environment which prepares student-athletes to be successful, contributing members of society by developing personal life-skills, community awareness, and leadership skills.

HALL OF FAME



Class of 2006

Kim Bird – Track & Field
 Amy Engle-Shulman – **Women's Basketball**
 Alan LeForce – **Men's Basketball Head Coach**
 Les Robinson – **Men's Basketball Head**
 Todd Wells – Football

Class of 2005

Deshawne Blocker - Basketball
 John Cathey - Sports Information
 Jennifer Garriga - Volleyball
 Herb Weaver - Basketball

Class of 2004

Greg Dennis - Basketball
 Nicole Hopson Riddle - **Women's Basketball**
 Kevin Johnson - Track/Cross Country
 Rex Kuramoto - Golf
 Gary Robinette - Baseball
 Yaser Zaatini - Tennis

Class of 2002

Jay Baumgardner - Basketball, Golf
 Jim Brown - Basketball, Baseball
 Donnie Cook - Football
 Mike Hulbert - Golf
 P.J. Leddy - Cross Country, Track & Field
 Dr. Willie Malone - Basketball
 Gloria Parmentier - Rifle
 Janice C. Shelton - Administrator
 Joe Shipley - Baseball Coach
 Jay Shoop - Athletic Trainer
 John W. Walton - Football

Class of 2000

Pierre Arnold - Tennis
 Richard Arnold - Basketball
 Marsha Barnes - Basketball
 Pat Carter - Football
 LeRoy Gray - Football
 Kimberly Harrell - Track & Field, Volleyball
 Doug Linebarger - Football
 Charley Matlock - Football, Tennis, Basketball
 Bobby Snyder - Basketball
 Brenda J. Waggoner - Basketball, Volleyball

Class of 1998

Angie Barker - Track & Field
 Charlie Bayless - Basketball, Football
 Gene Derrick - Basketball, Tennis
 Dr. Burgin Dossett, Jr. - Team Physician
 Thane Gash - Football
 Atlee Hammaker - Baseball, Basketball
 Mark Finucane - Cross Country
 Billy Pike – Tennis

Class of 1997

Willie Bush - Football
 Ray Flynn - Track & Field, Cross Country
 Mark Hutsell - Football
 Mike Kretzer - Basketball



TOM CHILTON

Adrian Leek - Track & Field, Cross Country
 Dr. Connie Mynatt-Axamethy - Administrator
 Bob Tranbarger - Football
 Dave Walker - Cross Country and Track & Field Coach
 Tommy Woods - Basketball
 Pete Zannis – Tennis

Class of 1987

Dr. Harold Stout - Baseball, Baseball Coach
 Gary McGinnis - Basketball
 John C. Oakes - Basketball, Tennis
 Dr. Roy Van Pangle - Basketball
 L.T. Roberts - Football Coach

Class of 1986

John Robert Bell - Football Coach
 Julian Crocker - Football and Track Coach
 Gene Quarles - Baseball, Basketball, Football
 Burleigh Davis - Baseball, Football
 Kent Osborne - Track & Field

Class of 1984

Gilbert "Buddy" Hartsell - Tennis, Tennis Coach
 Dr. Howell H. Sherrod - Tennis, Team Physician
 Earl Sams - Baseball, Basketball, Football
C.E. "Pete" Wilson - Football
Russell "Rusty" Woy – Basketball

Class of 1983

Mickey Banyas - Football
 Buddy Poole - Basketball, Football, Tennis
 Don R. Marshall - Football
 Jerry Robertson - Athletic Trainer

Class of 1982

James Goodson - Baseball
 Edward Leddy - Track & Field, Cross Country
 Larry Graham - Football

Harley "Skeeter" Swift - Basketball
 Robert Wadkins – Golf

Class of 1981

J. Madison Brooks - Basketball Coach
 Edward Painter - Football
 Ronald Quillen - Football
 Star Wood - Football Coach

Class of 1980

Ollan Cassell - Track & Field
 Tom Chilton - Basketball
Cornelius "Neil" Cusack - Track /Cross Country
 J.C. Snead – Golf

Class of 1979

A.R. "Cap" Isbell - Football, Basketball, Baseball
 Dr. Gene McMurray - Football Coach
Walter "Buck" Van Huss - HS Basketball Coach
 Diana Timberlake LeFrancois – Rifle

Class of 1978

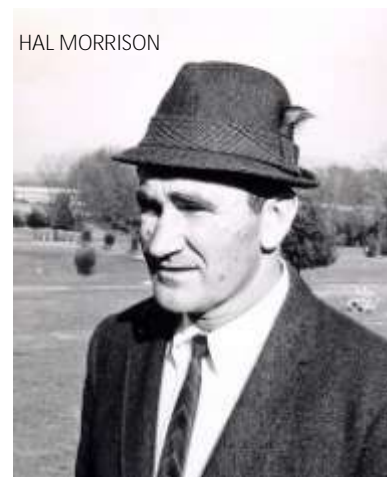
Jimmy "Wink" Baker - Football
 Charlie Fleming - Football
 Larry Hinson - Golf
 Kermit Quillen - Football, Basketball, Baseball
 Jack Vest – Football

Class of 1977

Patrick Hauser - Football, Track & Field
 Jim Mooney - Baseball, Baseball Coach
 Ron Overbay - Football
 Robert Rovere - Track & Field

Class of 1976

Dean Bailey - Football, Basketball
 Edwin Kennedy - Football, Basketball, Baseball
 Walter Massengill - Football
 Hal Morrison - Football, Basketball, Golf Coach
A.L. "John" Treadway - HS Basketball Coach



HAL MORRISON



FUTURE STRATEGIES

WHERE DO WE GO FROM HERE?

To build on the outstanding tradition and current success of ETSU Athletics and to determine the future direction of the University, a comprehensive strategic planning process should be implemented.

Although a recurring question to Presidential candidates has been, “What do you plan to do about ETSU Football?” the questions are actually much larger and more important than that one question. The only way to effectively and clearly answer that one question is in the context of a series of very strategic questions:

What do we want East Tennessee State University to “look like” in 10- to 20 years?

What role does ETSU Athletics play as a vehicle to help the University achieve that vision and lead the University to a higher level of national and regional prestige, visibility, campus pride, attractiveness to prospective students and support from alumni and friends?

What are the positive benefits of a dynamic Division I athletics program to the ETSU campus and community?

What are the options to achieve those desired benefits?

What are the financial commitments necessary to implement the strategic option?

What are the necessary steps to accomplish the strategic option?

How do we begin and sustain the plan?

During the current conference realignment environment, there may be short-term and long-term opportunities depending on the results of the strategic planning process. There have been ongoing conversations with the Atlantic Sun Conference about membership expansion and with the Southern Conference, Ohio Valley Conference and the Big South Conference about their membership plans. Discussion with the Colonial Athletic Association, the Sun Belt Conference, and the Atlantic 10 Conference would be appropriate if the strategic planning group believes those are viable membership options.

The strategic planning process should include ETSU Administrators, Athletic Department Staff and Head Coaches, ETSU Faculty and Staff Representatives, Student Representatives, Alumni and ETSU Foundation Representatives, BASA Representatives, Regional Business and Civic Representatives. The President, Athletic Director and key Administrators should determine the most effective and vested group of representatives who have an active interest in and commitment to the future of the University as it relates to Athletics.

Based on the strategic planning process, the institution should determine which of the following strategic options should be implemented:

OPTION ONE

Maintain current sports and membership in the Atlantic Sun Conference—continue to prioritize basketball and develop highly competitive Olympic sports.

Positives:

- ETSU is a leading member of the conference and has had strong competitive success.
- The A-Sun has improved its overall competitiveness across the board in the last four years and has achieved higher **conference RPI's than peer mid-major conferences** in many sports
- The A-Sun is making a major effort to expand its membership by adding new members that strengthen its





competitive results/reputation

- The attractiveness of competing and recruiting in major media markets and destination cities continues to be a positive for student-athletes, coaches and alumni/fans.
- ETSU has many alumni in the cities where A-Sun members are located, giving these fans an opportunity to attend games and connect to the University.

Negatives:

- Many of our fans do not recognize the strength of the A-Sun Conference and have not identified with our conference rivalries, partly due to name recognition, partly due to nostalgia for the Southern Conference, partly because they have not seen these growing campuses and have a preconceived notion **that they are “small schools” or do not have the history of ETSU as a Div. I program.**
- Because of the locations of member schools, many of our ETSU fans are not able to travel to away contests as they have been accustomed in the past.
- The A-Sun has had on-going membership changes, which gives the impression with many fans and media members that it is unstable.
- Travel costs have increased for our teams since joining the conference.

Budget implications:

ETSU has been successful in meeting the budget needs of competing successfully in the A-Sun; with continued enrollment increases which yield increased athletics revenue and the continued growth of departmental revenues, ETSU should be able to continue successful membership with modest and routine budget improvements.

Staffing needs:

Administrative staffing needs are adequate; continuing to enhance our assistant coaching positions and making salary improvements to head coaching positions as warranted will make our competitive success sustainable

Facilities/Capital needs:

Three facilities are still needed to complete the 10- year plan for new athletics facilities—a basketball arena, an indoor/outdoor tennis complex, an outdoor track stadium. Phase I of the soccer, softball, and baseball projects have been complete. The Master Plan includes a phase two for each of these facilities to include team locker rooms, coaches offices, recruiting areas, training, laundry, weight room areas, indoor hitting and throwing tunnels (est. soccer \$1.5M, softball \$1.5M, Baseball \$4.2M)

A new basketball arena continues to be a much-needed priority—except for Stetson, all A-Sun schools have built or are playing in new arenas built in the last 7 years. Continuing to play in a re-arranged football stadium is becoming a more serious recruiting liability, continues to decrease the efficiency and effectiveness of our team practices in a multi-use facility and does not present the most positive student-athlete and fan experience equal to the quality of our programs and the expectations of our loyal fans. Several options have been discussed:

1. Build a new on-campus arena (est. \$50-60M)
2. Partner with Johnson City and Washington County to build an off-campus arena/convention center with ETSU as a primary anchor user and attract outside concerts, conventions, other indoor sports leagues
3. **Complete a major renovation of the MSHA Center to build “an arena in the Dome” by building new concourses, seating, a grand lobby/hall of fame entrance, practice facility, added restrooms/ concessions, etc., video scoreboards, message and advertising boards, infrastructure expansion, etc.** (est.(\$25M)





FUTURE STRATEGIES

The relocation of our outdoor tennis courts as part of the parking garage project is a first step in providing a facility commensurate with the high level of achievement of the ETSU Tennis program. The University commitment to the relocation can hopefully help us leverage private support from the tennis community to **build an indoor “club” facility that can be used by our varsity programs and community members as well. An on-campus “club” has the potential to generate revenue to off-set the expenses of construction and operations** (est. \$3M for indoor in addition to the \$1.5M currently earmarked for the outdoor relocation)

Because of the increasing difficulty of using Johnson City outdoor track facilities, the necessity of building an on-campus track stadium has increased. With the long history of cross country and track success, the ETSU program needs and deserves a first-class outdoor track for training and competition. In addition to being used by students and faculty, the venue would make hosting collegiate, high school and youth possible (est. \$4M)

OPTION TWO

*Continue to prioritize basketball as the major sport which can bring national prominence to ETSU—**seek membership in a higher level “mid-major” conference that provides a higher level of competition and exposure: examples, an expanded Southern Conference with heavier emphasis on basketball, the Colonial Athletic Conference, or the Atlantic 10 Conference.***

Positives

- With the outstanding history of success and the loyal fan base developed **over the years, ETSU basketball has always been the “priority” sport.** Building on the current momentum, very successful and respected coaching staffs, the potential for significant increase in donor support given the right approach and motivation, ETSU could make a strategic decision to use basketball as the vehicle to move the University to a higher level of prestige, exposure, and national recognition.
- By affiliating with institutions that are recognized nationally, ETSU could position itself strategically to attract a larger and/or more select student body, gain greater financial support, and enhance the value of an ETSU degree.



Negatives

- Faculty/Community not understanding how this commitment could enhance the University and add value to our academic reputation.
- **The “growing pains” of this kind of commitment.**
- Budget implications (as follows)

Southern Conference — \$2-3 million in enhanced basketball expenditures for men’s and women’s basketball and other identified sports.

Colonial Athletic Conference—Average athletics budgets are \$19 million as opposed to our 2011-12 ETSU budget of approximately \$10 million, resulting from additional sports and increased travel, recruiting, salaries, and operations expenses.

Atlantic 10 Conference—an outstanding high “mid-major” basketball conference with budgets similar to



the Colonial Conference attributed largely to significant increases to men's and women's basketball salaries and budgets for travel, recruiting and operations.

Staffing needs

Additional staff in compliance, academic support, athletic development, sports medicine, and game operations.

Facilities/Capital needs:

Facilities needs are similar as those mentioned in option 1 above with new facilities also needed for any added sports like lacrosse, field hockey, swimming, etc. that might be required.

OPTION THREE

Maintain current sports to remain in the Atlantic Sun Conference and begin a new non-scholarship football program to compete in the Pioneer League as other A-Sun, Southern, OVC, etc. members are doing.



Positives:

- Responds to the request for a football program at ETSU by interested football fans, alumni and students without the **significant expenditures of a scholarship program and as a “proving ground” for interest and support for football** should the University want to take the next step to a scholarship program at some time in the future.
- Helps to enhance campus atmosphere with a major fall sport.
- Improves minority opportunities to attend ETSU.
- Creates interest in the local community for more local players/students
- Provides new marketing and fund raising opportunities for football
- Provides a football program with fewer Title IX demands

Negatives:

- In the current economic environment, campus constituencies like the faculty and staff and even student groups believing educational priorities should come first may offer strong opposition to spending significant resources on football before other issues like faculty salaries and instructional operating budgets are addressed.
- Diverts and dilutes the strategic objectives currently being implemented—because of financial demands it **is very difficult for a “mid-major” Division I program to excel in both basketball and football.**
- Unless sustainable revenue streams are clearly identified and implemented, adding football could incrementally impact other sports funding over time—a sound sustainable financing plan would be needed to insure the long-term stability of current programs.

Budget implications:

Most successful non-scholarship football programs are spending \$800,000 to \$1.5 million annually plus start-up costs (\$3M) and increased administrative and support staffing needs (\$350,000).

Staffing needs:

Additional staff in compliance, academic support, athletic development, athletic medicine, marketing, and game operations



FUTURE STRATEGIES

Facilities/Capital needs:

\$20 million for a new outdoor football stadium with locker rooms, offices and meeting rooms, training room, weight facility, laundry facilities, press box and media rooms, hospitality areas, etc. and at least one practice field.

OPTION FOUR

Maintain current sports and begin a new scholarship football program at the Football Championship Series (FCS) level—seek conference membership in an FCS conference like Southern, Big South, Colonial, etc.

Positives:

- The same positives as in option 3 with the added attraction of moving to an FCS conference for all sports.
- Scholarship football offers a higher level of recruiting and attraction to fans, alumni and the community.

Negatives:

- The same negatives as option 3 with Title IX demands for adding sports and new facilities being the greatest cost.

Budget implications:

The 2006 Football Task Force study and the Title IX consultant study both concluded that an estimated \$3M would be needed to begin a new scholarship football program and an additional \$2M would be needed to address Title IX issues. To maintain the emphasis on basketball, moving to a higher level conference would require some additional funding as mentioned in option 2 above.

Staffing needs:

In addition to football coaching staff, administrative staff in compliance, academic support, athletic development, athletic medicine, marketing and game operations would be necessary.

Facilities needs/Capital needs:

See options 1 and 3 above.

OPTION FIVE

Maintain current sports and begin a new scholarship football program at the Football Bowl Series (FBS) level—seek membership in an FBS conference like Sun Belt Conference, Mid-America Athletic Conference, Conference USA, etc.

Positives:

- Using MTSU as the model, move to a higher level athletic conference with football bowl potential.
- Align with schools considered higher in prestige, exposure, and reputation.
- Attract a higher level of opponent for football and basketball to our campus and national exposure rather than regional.
- **Potential to generate greater revenue from “guarantee” games, tv contracts, marketing revenue and donor support.**



Negatives:

Same as option 3 above.

Budget implications:

Football programs in these conferences spend \$4-8M on football, operate their basketball programs on \$2-3M more than our current ETSU basketball budget of \$1.3M and spend \$1-2M more on other sports due to increase travel, recruiting, and salaries.

Staffing needs:

See option 3 above.

Facilities/Capital needs:

See options 1 and 3 above. Because FBS football leagues have minimum attendance requirements, the football stadium would have to be expanded from a capacity of 5-7,000 to 17-20,000 at an additional cost of \$10M.

An effective comprehensive strategic planning process is vital to determining not only the direction of ETSU Athletics but the direction of the University for the future.







ATHLETIC SUCCESS

On the field of play, the ETSU Department of Intercollegiate Athletics has been a program of excellence in the past – and is certainly on its way to becoming a program of distinction in the future.

Since beginning its athletic program in the 1920s, the Buccaneers have won a combined 116 championships and made 66 trips to NCAA postseason play (see Appendix 1.1). More impressive, since the 2003-04 season, the Bucs have set new program records for championships in a season with nine titles in 2008-09, and also set a new record with five teams making NCAA postseason appearances that same season.

In all, since 2003-04 ETSU has captured 43 championships, meaning that 37 percent of the **program's total championships have been won in just the last eight years.** When it comes to NCAA Tournament appearances, the Bucs have reached this pinnacle a total of 24 times since 2003-04, meaning that **36 percent of the program's total NCAA appearances have come in the last several seasons.**

Beyond the championships, ETSU's programs have consistently ranked among the best programs in the country. In fact, men's basketball, women's basketball, baseball, men's soccer, men's tennis, women's tennis, men's golf and women's golf have all posted RPIs in the Top 100 over the last eight seasons, with program's such as men's tennis, men's golf, women's golf, baseball and men's soccer reaching the Top 30 in the past five years.

Going back further, the ETSU men's basketball team earned a No. 10 ranking in the Associated Press poll back in 1991, while men's golf was ranked No. 1 in the country in 1996.

MEN'S BASKETBALL

Considered ETSU's top priority program because it has enjoyed the most success and tradition on campus, the Buccaneers have made nine trips all-time to the NCAA Tournament, and recently were named by ESPN.com as one of the nation's top "Prestige" programs back in the summer of 2008. The Bucs were ranked nationally for much of the 1990-91 season, rising all the way to No. 10 in the rankings. During that stretch, ETSU made four straight trips to the NAAs (1989-92). The program has enjoyed NCAA victories in 1969 and 1992, while boasting the closest loss ever by a No. 16 seed against a No. 1 seed, losing by just one point to overall No. 1 Oklahoma in 1989.

The Bucs have collected four 20-win seasons in the past five years, including trips to the NAAs (2009, 2010), NIT (2007) and CIT (2011). In the last eight seasons, the Bucs have made four trips to the NAAs (2003, 2004, 2009 and 2010). Head coach Murry Bartow **currently boasts the program's best winning percentage all-time**, and was an conference coach of the year selection in 2004 and 2007.



WOMEN'S BASKETBALL

The ETSU women's basketball team has put together an impressive run over the last six years as the Lady Bucs have set a new standard of excellence on the hardwood. The Lady Bucs have made four consecutive trips to postseason play, including three straight trips to the NCAA Tournament from 2007-2010. In addition, the Blue and Gold have recorded a program-best six consecutive winning campaigns, as well as setting a school record with 23 wins in 2009-2010. In total, head coach Karen Kemp's squads have averaged 20 wins and 15 conference victories since the start of the 2005-2006 season, while also accounting for five Atlantic Sun Championships (three tournament titles and two regular season championships).

Much of the success has to deal with Coach Kemp's motto of "In order to be the best, you have to play the best." This vision has paid huge dividends as the Lady Bucs have defeated the likes of Mississippi State, Alabama, and Kentucky in three of the last six years, while also bringing Temple, Mississippi State, Georgetown, Vanderbilt, and LSU into the Dome for home games.

BASEBALL

The ETSU baseball program, which started back in 1946, earned back to back Southern Conference titles in 1980 and 1981. In 1980, the Bucs finished with a 39-7-1 overall record, including a 14-1 mark in SoCon play. In 1981, the squad finished with the most wins in program history, earning a 44-17 overall mark and 12-4 in the SoCon. The Bucs held a No. 22 national ranking in 1980 and a No. 17 national ranking in 1981, while earning a trip to the NCAA Tournament in both seasons.

ETSU has had 45 players taken in the Major League Baseball Draft, including 13 in the last five years. Two seasons ago, Buccaneer Paul Hoilman won the Inaugural College Home Run Derby, a nationally-televised event held in Omaha, Nebraska prior to the College World Series. The Bucs finished the 2011 season with a 36-21 record, earning its most victories since the storied 1981 season.





MEN'S GOLF

The men's golf program began a rich tradition of national success under head coach Hal Morrison throughout the late 1960s and 1970s. The program, however, was disbanded in the early 1980s, only to be reinstated in 1986, and has continued its tradition of being one of the most successful on the ETSU campus. Under head coach Fred Warren, the **ETSU men's golf program has compiled 44 tournament titles** and 21 NCAA Tournament appearances. In addition, 20 different individuals have earned All-American honors. Perhaps the most impressive accomplishment came in 1996 when the team earned the No. 1 national ranking, and ultimately finished No. 3 in the NCAA Championships.

The program has not only succeeded on the course, but it has also been outstanding academically. Following the 2008-09 season, the Bucs were named Academic National Champions by the Golf Coaches Association of America, for having the highest team GPA in the nation. ETSU also earned academic recognition by the GCAA in 2010 and 2011.

WOMEN'S GOLF

Since coming to the program in 2002, head coach Stefanie Shelton has taken the ETSU **women's golf team to new levels of success**. In fact, the program reached their first NCAA Championship and earned their first conference title in 2008. In the meantime, the team has consistently won individual tournament championships and set new program records (both team and individual marks).



In 2010, the team earned its first at-large berth in the NAAs, thanks primarily to reaching its highest ever national ranking at No. 45. The team has consistently ranked in the Top 60 nationally over the last five years, and as a team the Bucs have won nine tournament titles in the last nine seasons.



MEN'S SOCCER

The ETSU men's soccer program was reestablished in 2008 under head coach Scott Calabrese after a brief two-year stint from 1980-81. In his first season as head coach, Calabrese led the Buccaneers to a 6-10-1 overall record and earned the program's first win since reestablishment with a 2-0 shutout of Wofford (Aug. 31).

In 2010, ETSU went 15-6-0 en route to its first A-Sun Tournament Championship title, with a 1-0 overtime victory against Stetson, and first NCAA Tournament appearance. The Bucs' championship season saw them defeat Clemson on the road, enter the NSCAA South Region rankings for the first time at No. 8 the week of Sept. 27, earning its then-highest ever ranking the week of Nov. 2 at No. 6. The following season, in 2011, ETSU entered the NSCAA national rankings for the first time at No. 24 the week of Sept. 27, defeated its first nationally ranked opponent (UNC Greensboro, Aug. 31) en route to a 2-1-1 record against nationally ranked teams, defeated Virginia Tech inside Summers-Taylor Stadium, and went on to become the first sixth-seeded team in A-Sun history to reach the conference finals – falling 1-0 on a goal in the 89th minute of play.

WOMEN'S SOCCER

The ETSU women's soccer program was established in 1997 under head coach Anne Moore. Moore coached ETSU for two years until Heather Henson took over the program in 1999, coaching the Lady Bucs all the way through the 2010 season before Adam Sayers came to ETSU in the winter of 2011.

Under Sayers' new philosophy and tactics in 2011, the Lady Bucs won 12 games to tie the



program record for wins set in 2003, and went 7-1-1 in conference play on their way to the program's first regular season conference championship. ETSU's historic 2011 season also saw them set the program record for goals (43) and points (118) in a season, while also earning the conference's top honors of **Coach of the Year (Sayers)**, **Player of the Year (Genna Petersen)** and **Freshman of the Year (Jenna Caudle)**. It was the first time in ETSU history the program earned Coach or Player of the Year.



SOFTBALL

New Stadium. New Coach. New Attitude. That's the new tagline for ETSU softball.

The ETSU softball program, which was started in 2001, played in a city-owned park until the Bucs moved into Betty Basler Field to start the 2009 season. Now under the new direction of head coach Brad Irwin, who took over the reins in August of 2010, the Bucs hope to take advantage of their new home and start building a winning tradition.

In its brief history, ETSU has enjoyed success on the diamond as the Bucs were the runner-up at the 2003 SoCon Tournament Championship, while also setting a program record 30-win season in 2008. Overall, the Bucs made the conference tournament in nine consecutive seasons from 2001-09, and saw Janine Sprague receive SoCon Player of the Year honors in 2004-2005. ETSU softball has had a total of 13 players receive all-conference accolades, while the 2010 squad recorded the ninth highest GPA in NCAA Division I with a 3.495 GPA.





MEN'S TENNIS

Established in 1979, the ETSU men's tennis team has won 13 regular season championships and 12 conference tournament championships. Under current head coach and Director of ETSU Tennis Yaser Zaatini, the Bucs have won five-consecutive A-Sun Tournament titles.

Zaatini, a 1992 and 1993 All-American as a member of the ETSU tennis team, took the helm as head coach in 2003 before being named Director of Tennis in 2010. Under Zaatini, the ETSU men's tennis team has made seven trips to the NCAA Tournament and produced a second All-American as Enrique Olivares was selected in 2008. The team has consistently ranked in the Top 50 nationally over the last decade.



WOMEN'S TENNIS

The ETSU women's tennis program was established in 1984, and has won three regular season and three conference tournament championships. The Bucs' first title came in 2006, as ETSU went 6-0 in conference play to claim the regular season crown.

All six of the program's championships have come since 2006, as ETSU has won the regular season in 2006, '10 and '11, and the conference tournament in 2006, '09, and '11. Along with its three conference tournament titles, the Bucs have advanced to the NCAA Tournament three times.

TRACK & FIELD / CROSS COUNTRY

Coach David E. Walker is the man behind all the success of the Buccaneer cross country/ track & field programs as he has been at the helm since 1963.

Overall, Walker's cross country teams have made 16 NCAA National Championship appearances, while posting 11 top-10 finishes, but it was the finish in 1972 that Walker and the Bucs will remember the most. Walker coached Neil Cusack to the 1972 NCAA Cross Country National Championship title, while his famous "Irish Brigade" team was the national



runner-up the same year, finishing nine points behind in-state rival Tennessee (134 to 143). Furthermore, coach Walker and the Buccaneer cross country team made 14 consecutive NCAA National Championship appearances from 1970-1983, which was an NCAA record for a coach at the current time. In total, the **Blue and Gold have won 22 men's/women's Cross Country Championships**, ranging in three conferences (OVC, SoCon, A-Sun).

On the track, coach Walker helped guide the Buccaneers to 10 men's/women's Track & Field Conference Championships, including four of the last six in the Atlantic Sun Indoor season. Walker groomed three Olympians (for Ireland) as Ed Leddy and Neil Cusack competed in the 1972 and 1976 Olympics, while Ray Flynn then competed in the 1980 and 1984 Summer Olympics. These three athletes made up a list of 34 Buccaneer athletes who achieved All-American honors during their time competing in either track & field or cross country at ETSU.

Since 2003-04, the Buccaneer track and field program has reached new levels as they were able to enhance their recruiting and develop a full squad, which helped bring four Atlantic Sun Indoor Championships and two Outdoor Championships to **Johnson City. In addition, the men's program won its first-ever "Triple Crown" by winning the Cross Country, Indoor Track & Field, and Outdoor Track & Field A-Sun Championships in 2008-09.**

In Indoor and Outdoor Track & Field combined, the Bucs have had 68 conference champions and eight Athletes of the Year, while also sending 25 athletes to the NCAA Regional and two to the NCAA Championships, since joining the A-Sun in 2005-06.

VOLLEYBALL

The ETSU volleyball program has been very successful throughout the years; however, the last





ATHLETICS TODAY

five years has been some of the most productive years. In 2007, the program finished with a 25-7 overall record, including a perfect 9-0 record in the Atlantic Sun Conference to earn its first A-Sun regular season championship. The 2010 season also saw the program earn new highs as the squad finished with a 26-7 overall record. The 26 wins were the most by the program since the 1978 season. The Bucs also advanced to its first ever Atlantic Sun Conference Championship match.



When ETSU participated in the Southern Conference, the Buccaneer volleyball team earned regular season conference titles in 1987, 1988, 1989 and 1991. The squad won the SoCon Tournament in 1989 and 1992.

RECENT CONFERENCE ACCOLADES

Since the 2005-06 season, the Buccaneers have been honored with multiple individual awards by the Atlantic Sun Conference. In total, ETSU has garnered 18 coach of the year awards, 32 player of the year awards, and 12 freshman of the year honors. For a complete list, see below:

Men's Basketball

Coach of the Year – Murry Bartow (2007)

Player of the Year – Tim Smith (2006), Courtney Pigram (2007), Mike Smith (2011)

Women's Basketball

Coach of the Year – Karen Kemp (2008)

Player of the Year – Siarre Evans (2009, 2010)

Freshman of the Year – Siarre Evans (2007)

Men's Cross Country

Coach of the Year – Dave Walker (2008)

Runner of the Year – Kenneth Rotich (2008, 2009)

Freshman of the Year – Filip Jalovy (2011)

Men's Indoor Track & Field

Coach of the Year – Dave Walker (2006, 2007, 2009, 2011)

Most Valuable Performer – Duralon Monal (2010)

Most Valuable Performer – Michael Wright (2007)

Most Valuable Performer – James Rainer (2006)

Most Outstanding Track Performer – Duralon Monal (2010)

Most Outstanding Track Performer – Ben Ronoh (2009)

Most Outstanding Track Performer – Michael Wright (2007)

Most Outstanding Track Performer – James Rainer (2006)



Most Outstanding Field Performer – Jarrod Burton (2011)

Men's Outdoor Track & Field

Coach of the Year – Dave Walker (2007, 2009)
 Most Outstanding Track Performer – Duronal Monal (2010)
 Most Outstanding Track Performer – Ben Ronoh (2009, 2011)
 Most Outstanding Freshman Performer – Jarrod Burton (2007)

Women's Outdoor Track & Field

Most Outstanding Track Performer – Heidi Dahl (2009)
 Most Outstanding Freshman Performer – Zachlynn Blackburn (2007)

Men's Golf

Coach of the Year – Fred Warren (2007, 2009)
 Player of the Year – Rhys Davies (2006, 2007), Gareth Shaw (2008), Seamus Power (2009)
 Freshman of the Year – Seamus Power (2007), Rhys Enoch (2008), Michael Stewart (2009)

Women's Golf

Coach of the Year – Stefanie Shelton (2007, 2008)
 Freshman of the Year – Laura Jansone (2007), Sian Evans (2011)

Baseball

Player of the Year – Paul Hoilman (2010)

Men's Soccer

Coach of the Year – Scott Calabrese (2010)
 Freshman of the Year – Itode Fubara (2010)

Women's Soccer

Coach of the Year – Adam Sayers (2011)
 Player of the Year – Genna Petersen (2011)
 Freshman of the Year – Jenna Caude (2011), Jordan Monty (2006)

Men's Tennis

Coach of the Year – Yaser Zaatini (2008, 2009)
 Player of the Year – Enrique Olivares (2008, 2009), Sander Gille (2010)
 Freshman of the Year – Enrique Olivares (2006)

Women's Tennis

Coach of the Year – Steve Brooks (2006)
 Player of the Year – Masha Ilina (2006), Yevgeniya Stupak (2009)
 Freshman of the Year – Tara Byrne (2006)





ATHLETICS TODAY



ATHLETIC DISTINCTION

Each Year, the Atlantic Sun Conference recognizes its top athletic programs. The Bill Bibb Trophy combines men’s and women’s program athletic results for the best overall institution while the Jesse C. Fletcher Trophy (Men’s) and Sherman Day Trophy (Women’s) are awarded to the top men’s and women’s programs in the Atlantic Sun.

Since joining the Atlantic Sun in 2006-07, ETSU has won these honors for the following years:

BILL BIBB TROPHY
(Outstanding overall program)

2010-11
2009-10
2008-09
2007-08
2006-07

JESSE C. FLETCHER TROHY
(Outstanding men’s program)

2010-11
2009-10
2008-09
2007-08
2006-07

SHERMAN DAY TROPHY
(Outstanding women’s program)

2006-07

TITLE IX and GROWTH OF WOMEN’S SPORTS

Since the decision was made to discontinue the football program and we developed the Gender Equity Plan as part of the NCAA Certification process, we have seen a vast improvement in all of our women’s programs. Prior to the decision to discontinue football, **70% of scholarship dollars flowed to men’s teams and 30% of scholarship dollars were directed to women’s teams.** The percentage of female student athletes to male student athletes mirrors the percentage of undergraduate female enrollment to undergraduate male enrollment at ETSU which stands at 58% women and 42% men. After implementation of our Gender Equity Plan and a formal Title IX review of our program by noted Title IX expert, Valerie Bonnette, we have overcome the scholarship inequities that plagued ETSU for so long. A critical piece of the successful turnaround in gender equity in Athletics was support from senior level administrators of ETSU and the student fee for Athletics which was initiated for the first time in the University’s history.

We have seen tremendous improvement in our women’s teams as a direct result of increased, equitable scholarship funding for women. We currently field women’s teams in Volleyball, Soccer, Basketball, Tennis, Golf, Softball, Cross Country, and Indoor and Outdoor Track and Field. Since we implemented our Gender Equity Plan we have won multiple championships in Volleyball, Soccer,

GENDER EQUITY



Basketball, Tennis and Golf. Our Softball and Track teams are much improved and we expect them to be at a championship level soon. Our women's teams have made multiple NCAA Tournament appearances and in the case of Women's Basketball have been in the top 100 in the nation and in Women's Golf in the top 50 in the nation. The unprecedented success of our



women's teams compares to very limited success in the 1980's in Volleyball and only one Basketball championship in the 1990's. Since 2005 we have won 14 tournament and regular season championships in our women's programs. The success of our women's team has contributed significantly to the fact that as an Athletics Department we have won five consecutive Bill Bibb trophies as the overall most outstanding athletic program in the Atlantic Sun Conference. Our women's teams have gone from mediocre also rans to championship caliber teams due to the increased funding for our programs, hiring outstanding coaches and providing all the necessary support systems to achieve at such a high level.

As indicated by the vast improvement in of our women's programs our Gender Equity Plan is paying great dividends. We were forced to delay some of the planned upgrades to our women's teams due to difficult economic conditions in the state of Tennessee and nationally. It is time to return to our Gender Equity Plan and make further upgrades in the areas of recruiting, equipment, team travel and operations.

The following scholarship table shows the current financial aid awards that meet our goal of proportionality to meet Title IX requirements.

Sport	In-State		Out-of-State		Total Athletics Aid	Athletic Equivalency	Total Equivalency	Total ETSU Scholarship
	Amount	Equivalency	Amount	Equivalency				
Baseball	\$66,545	4.31	\$200,915	6.84	\$267,460	11.2	11.7	\$297,900
Men's Basketball	\$49,485	3.00	\$276,597	9.00	\$326,082	12.0	12.0	\$326,082
Men's Golf	\$0	0.00	\$139,521	4.50	\$139,521	4.5	4.5	\$153,759
Men's Soccer	\$29,393	1.93	\$210,910	6.99	\$240,303	8.9	8.9	\$301,933
Men's Tennis	\$0	0.00	\$105,817	3.65	\$105,817	3.7	3.9	\$185,685
Men's XC/Track	\$43,579	2.81	\$230,635	7.87	\$243,332	10.7	12.2	\$254,332
Softball	\$63,080	4.04	\$160,932	5.36	\$224,012	9.4	9.9	\$255,338
Volleyball	\$48,684	3.37	\$206,537	7.00	\$255,221	10.4	10.5	\$270,951
Women's Basketball	\$63,592	4.00	\$293,986	9.80	\$357,578	13.8	13.8	\$358,966
Women's Golf	\$0	0.00	\$170,847	5.69	\$170,847	5.7	5.6	\$185,085
Women's Soccer	\$37,714	2.60	\$259,819	9.06	\$297,533	11.7	12.0	\$410,146
Women's Tennis	\$0	0.00	\$152,225	5.00	\$152,225	5.0	5.0	\$153,571
Women's XC/Track	\$61,745	4.19	\$292,972	9.75	\$354,717	13.9	14.6	\$354,717
Total	\$463,817	30.25	\$2,701,713	90.51	\$3,134,648	120.8	124.6	\$3,508,465



ACADEMICS/COMPLIANCE

ACADEMIC SUPPORT SERVICES

We have assembled an outstanding Academic Support Services Team of dedicated, hard working and passionate people that are committed to helping our student athletes achieve academically to their highest potential. Four years ago we instituted an Academic Mentoring Program for academically at risk student athletes. This program involves our professional staff as well as numerous graduate students from the Higher Education program at ETSU. This combination of paid staff, interns, and volunteers work closely with between 50



and 60 student athletes we consider to be at risk academically. This support comes in the form of weekly and even twice weekly meetings between the student athlete and their assigned mentor. During these sessions, the mentors review syllabi, discuss assignments, lines up tutors, holds student athletes accountable and helps provide the support needed by these student athletes. This has been an extremely successful program that has helped with both retention and eligibility **components of our team's APR scores. Our student athletes receive instruction and support in areas as fundamental as note taking, test preparation, communicating with professors, and time management.**

We also offer a full range of tutors for our student athletes in a variety of subjects. We recruit, train, and evaluate our tutors to assure a high quality tutoring experience for our student athletes. We typically have a roster of 15 to 20 tutors in subjects ranging from Statistics to Chemistry. The student athletes request tutors and are assigned one to work with either one on one or small group settings. Our tutors take their responsibilities seriously and do their jobs in a professional and ethical manner which our student athletes benefit from greatly.



The outstanding results our student athletes have achieved is directly attributed to three things. First, our coaches are recruiting young men and women who can be academically successful. Second our student athletes take their academic responsibility and success very seriously. Third we have put in place a system of Academic Support Services that works extremely well. This combination of factors has led to the Academic success of our students have experienced as outlined by the following accomplishments:



- Overall cumulative student athlete GPA of 3.21 (non-athletes at ETSU – Spring 2011 GPA = 2.97)
- 61% of Student-Athletes earned Atlantic Sun Conference All Academic Honors
- 26 Student-Athletes in 4.0 Club
- 13/14 ETSU athletic programs earned team GPAs of 3.0 or higher for 2010-11
- 155 of 236 (65%) Student-Athletes earned Buccaneer Honor Roll
- 64 of 236 (27%) Student-Athletes earned Dean's List (minimum 3.7 GPA)

ACADEMIC PROGRESS

Academic Progress Rate is a measure of retention and eligibility of student athletes on a particular team. In 2010-11 thirteen of our seventeen programs scored a perfect 1000 APR. This is success on an unprecedented level and is attributable to many factors. Our coaches are recruiting student athletes with not only athletic talent but academic ability as well. Our student athletes are embracing responsibilities associated with being an intercollegiate athlete at ETSU. Our various units within the Athletics department, particularly our Academic Services staff, are comprised of people with outstanding work ethics, and a passion for helping our student athletes be successful in their march toward a degree. The unparalleled success demonstrated by our department wide APR scores is attributable to the culture of excellence we have established and work so hard everyday to maintain. It reflects coaches recruiting the right type of student athlete, the student athletes accepting responsibility for their academic success, our Academic Staff working tremendously hard to enable success and our Administrative staff having high expectations and holding everyone in the department accountable.

The APR scores will be released in February and it will be a very significant achievement to have **thirteen of our seventeen sports with a perfect score of 1000. All nine of our women's sports and four of our men's sports will be recognized nationally for attaining an APR in the top ten percent** among all the programs in the nation in that sport. This is an accomplishment everyone in Athletics, the University and our region can be very proud of.

ETSU Department of Intercollegiate Athletics - Academic Support Services

Semester	Fall 2006	Fall 2010
Overall cumulative GPA	2.97 (2.92 before Fall 2006)	3.30
# of students – 4.0 GPA	7	27
# of students – Dean's List (3.7 GPA or higher)	30 (17%)	75 (30%)
# of teams – team GPAs 3.0 or above	7/14	13/14
# of scholar-athletes – GPAs above 3.0	80 (47%)	185 (73%)
% of scholar-athletes – Atlantic Sun All-Academic Honors	61%	84%
Conference Ranking – Atlantic Sun Academic Trophy Race	Last place (10 th of 10)	First place (1 st of 11)

See Appendix D for additional Academic Reports and Information.



COMPLIANCE

NCAA COMPLIANCE

We have developed systems and protocols to assure institutional control in the area of Compliance. We have not had a single Level One infraction imposed since 2003 when our AD and SWA respectively entered their positions. We have taken a very proactive approach both educationally and from a monitoring standpoint. We have a compliance education program, for our coaches and administrative staff. We provide education as well to our BASA members and other donors. We do a monthly compliance newsletter for our staff and our student athletes. We provide programming for SAAC to keep the student athletes apprised of new legislation and key compliance issues. We have formed a Compliance Committee with members from various areas of campus to provide input from a campus wide perspective. We take great pride in our job of helping to maintain institutional control, proactively educating our coaches and staff and monitoring the activity of a vibrant Division I Athletics program. We are proud of the outstanding partnership we have built with other campus constituents such as Residence Life, Financial Aid, Bursar, International programs, etc. Our philosophy of Compliance focuses on a proactive, educational and collaborative approach and has been very successful for us for many years. We constantly assess our compliance system and approach so that the integrity of Athletics and the University at large is protected.

GIVING BACK TO THE COMMUNITY

In Athletics we work everyday to try to help our student athletes achieve three goals. We want them to win championships and compete in the NCAA Tournament. We want them to excel academically and graduate. We want them to become better people as a result of having been a student athlete here at ETSU. It is with the goal of helping our student athletes become better people that we completely revamped our Community Service program in 2003. Under the structure of the new program, Athletics has had the distinction of having 100% participation in community service work by our coaches, and student athletes for several years. We work with numerous organizations in the community including Second Harvest Food bank, Habitat for Humanity, Coalition for Kids, Boys and Girls Club, Salvation Army, Girls Inc., Ronald McDonald House, and Communities in Schools to name a few.



COMMUNITY CHAMPIONS



Our Community Service program has great buy in by the coaches and student athletes because they are provided information about the needs of several organizations then the coaches and student athletes select the organization and mission that appeals to them the most and build an ongoing relationship with that organization. Our student athletes are giving back to the community and becoming better people with an understanding of and commitment to serving others who are less fortunate than they are. Our student athletes graduate from ETSU and start careers in other areas of the country or internationally and take their commitment to Community Service with them for a lifetime of giving to those less fortunate in life.

EACH OF THESE CHARITABLE AND COMMUNITY ORGANIZATIONS/EVENTS WERE HELPED THIS YEAR BY ETSU ATHLETICS THROUGH COMMUNITY SERVICE WORK, FINANCIAL SUPPORT, MARKETING PARTNERSHIPS, OR CHARITBLE DONATIONS

ALL-STAR LUNCH
ALL-STAR READING DAY
AMERICAN CANCER SOCIETY
BIG BROTHERS, BIG SISTERS
BLUFF CITY ELEMENTARY
BOONE LAKE CLEANUP DAY
BOONES CREEK ELEMENTARY
BOONES CREEK MIDDLE SCHOOL
BOYS AND GIRLS CLUB
BRISTOL REGIONAL MEDICAL CENTER
CHILDREN'S ADVOCACY CENTER
CHILDREN'S HOSPITAL
COALITION 4 KIDS
DANCING WITH THE TRI-CITIES STARS
DEPARTMENT OF CHILDREN'S SERVICES
DIG FOR THE CURE
DR. SEUSS READING DAY
ELIZABETH CHAPEL UMC
EMMETT ELEMENTARY
ETSU ALUMNI ASSOCIATION
ETSU CHILD STUDIES
ETSU COLLEGE OF PHARMACY
FREE WILL BAPTIST MINISTRIES
GIRLS INCORPORATED
GIRL SCOUTS
GRACE FELLOWSHIP CHURCH
GRAY ELEMENTARY
HABITAT FOR HUMANITY
HANDS ON! MUSEUM
JC CHAMBER OF COMMERCE
JOHNSON CITY SENIOR CENTER
JOHNSIA BERRY TOY DRIVE
JUVENILE DIABETES RESEARCH FOUND.
KAY YOW FOUNDATION
MARCH MADNESS CHARITIES
MARCH OF DIMES
MARY HUGHES SCHOOL PTA
META CLINICS
MIGRANT EDUCATION PROGRAM
NATIONAL YOUNG READERS DAY
PARKS AND RECREATION DEPARTMENT
PINK ZONE
PROVIDENCE ACADEMY
RACE FOR THE CURE
RELAY FOR LIFE
RIDGEVIEW ELEMENTARY
ROTARY CLUB OF JOHNSON CITY
SALVATION ARMY
SECOND HARVEST FOOD BANK
SOUPER BOWL OF HUNGER
SPECIAL OLYMPICS
ST. ANNE CATHOLIC SCHOOL
ST. JUDE'S CHILDREN'S HOSPITAL
ST. MARY'S SCHOOL
STEPPEN STONE
SUSAN G. KOMEN FOUNDATION
3rd MARINES/5th DIVISION VETERANS
TOWN ACRES ELEMENTARY
TRI-CITIES CHRISTIAN SCHOOL
TRI-CITIES ECONOMIC DEV. SUMMIT
UNICOI CO. INTERMEDIATE SCHOOL
UPWARD ATHLETICS
VARIOUS ASSISTED LIVING FACILITIES
VICTORY CHURCH OF GOD
VIETNAM VETERANS OF AMERICA
WASHINGTON CO. HUMANE SOCIETY
WEAVER ELEMENTARY
WESLEY FOUNDATION
WESTVIEW ELEMENTARY
YWCA OF BRISTOL



FACILITIES

ETSU ATHLETIC FACILITIES MASTER PLAN (2004) UPDATE

Original ETSU Athletics facilities included Memorial Gymnasium (eventually Brooks Gymnasium, named after longtime basketball coach and athletic director Madison Brooks), Memorial Stadium for football, Mooney Field for baseball, and the Varsity Tennis Center, all built in the 1950's.



The Memorial Center, often referred to as **"The Mini-Dome"** and now named the **Mountain States Health Alliance Athletics Center**, was completed in 1976 on the site of Memorial Stadium as a state-of-the-art multi-use academic, athletics, and recreation center. It housed the Department of Physical Education on the East side of the indoor football stadium and the Athletic Department and Medical School offices and labs on the West side. Campus recreation used the facility at night and on weekends when there were no scheduled events. In addition to the astro-turf field, it converted to a basketball arena with two auxiliary courts, housed one of the first collegiate indoor tracks, six tennis courts, eight racquetball courts, a rifle range, and a gymnastics mezzanine. **"The Dome"** seated 12,000 for football, 10-12,000 for basketball depending on the configuration, was home to major track events, has housed over 100 offices and labs, four classrooms, locker rooms for athletics teams and physical education classes, the training room and sports medicine clinic, strength and conditioning area, the academic support center, the athletics Hall of Fame, and other miscellaneous areas. Mooney Field was home to **Buccaneer Baseball until it deteriorated in the mid 1990's and the Bucs moved to Johnson City's Cardinal Park**, home of the rookie league team competing in the Appalachian League.

Following demolition of the Varsity tennis courts and renovation of the Physical Education Courts, ETSU tennis moved its location to the current Buddy Hartsell Tennis Center. Because of a long-standing relationship with golf clubs in the area, the **Men's Golf program has had course privileges over the years while using the intramural fields as a practice area. With the inception of Women's Soccer and Softball as the initial steps in the Title IX Gender Equity Plan in 1996-97**, the University



contracted with Johnson City to compete at Liberty Bell Soccer Stadium and Metro-Kiwanis Little League **Softball Park. Women's Golf shared the same course privileges when that program began.**

In 2004, recognizing the inadequacy of ETSU's on-campus athletics facilities for a successful Division I program, encouraging the growth of campus recreation opportunities for the student body and faculty, and desiring to enhance the campus environment, President Paul Stanton commissioned Vice President/Chief Operating Officer Wayne



Andrews and Athletic Director Dave Mullins to develop an Athletics Facilities Master Plan as an addition to the Campus Master Plan to be implemented over a 10-year period. As a result of the year-long process, the “Pathway to Excellence” Athletic Capital Campaign was launched as part of the University’s “Reaching Higher” Campaign.

The Warren-Green Golf Center completed in fall 2004 at a cost of \$2.5 million, housing Men’s and Women’s Golf offices, dressing rooms, indoor hitting bays, golf Hall of Fame, practice range, target and putting greens, is one of the finest on-campus practice facilities in the country.



To bring soccer onto campus and meet Title IX objectives, the \$3.5 million Phase I of Summers-Taylor Stadium completed in 2008 boasts an immaculate stadium soccer field, one matching practice field, stadium seating for 1,000 with space for an additional 1,000 on the grass berm, press boxes and two hospitality suites, concessions, restrooms and ticket offices, scoreboard with digital led message center, and TV-quality lighting. Phase II will consist of a field house with offices and locker rooms, a satellite training room and strength area, and second practice field.

Basler Field became the campus home of ETSU Softball in 2009 at a cost of \$2.5 million, consisting of a natural turf field, an additional practice infield, batting cages, seating for 500, dugouts, gated entry with ticket booth, concessions and restrooms, TV-quality lighting and digital scoreboard. Phase II will consist of an indoor hitting and pitching building with offices, locker room, and satellite training and strength areas.

Brooks Gymnasium which houses ETSU Volleyball in addition to Physical Education classes, ROTC, the ETSU Bluegrass Program, and University High School Basketball, has undergone a much-needed and long-overdue facelift and renovation during the last two years, resulting in the installation of new windows, an air-conditioning system, upgrades to seating, lighting, and scoreboards, painting and graphics, and locker rooms.





FACILITIES

In Fall 2010, ETSU broke ground for Thomas Stadium and plans to open the 2012 baseball season in the new facility. The \$4.2 million Phase I of the stadium, easily accessible from campus and the community as well, consists of an artificial field-turf playing surface, a stadium plaza and gated entry building with ticket booths, press box and broadcast booths, lobby area with concessions, merchandise booth, restrooms, a hospitality suite, 400 chair back seats under a canopy, dugouts, TV-quality lighting, and state-of-the-art full video scoreboard and advertising screen. The grassed



concourse will provide additional informal and picnic seating. Phase II, estimated at \$4.2 million, will include an expanded canopy for 1,200 seats, additional restrooms, concessions, offices, and storage areas, a home team clubhouse with coaches offices, conference room, team meeting and recruiting room, locker room, training room, **umpire's dressing room, satellite training room, laundry room, storage room, and indoor hitting and pitching tunnels.** A proposed Phase III would include a mixed-use **"student-village"** adjacent to the stadium which would house businesses and services compatible with the campus community.

Thomas Stadium is located in what has come to be called The South State of Franklin Corridor, linking the ETSU Campus and the Medical Complex to Downtown Johnson City. ETSU has been part of the development of the Corridor and Revitalization efforts in the original Downtown. The University Edge private apartment complex adjacent to the stadium, the proposed Chamber of Commerce mixed-use office complex, Founders Park, walkways, bikeways, and waterways area all a part of the evolution of this economic development and livable communities initiative for South Johnson City.



Also included in the Athletics Master Plan is an Indoor-Outdoor Tennis Complex with 12 outdoor and 6 indoor courts with offices, locker rooms, and viewing area, estimated at \$4.5 million. The outdoor \$1.5 million first phase of this project is scheduled to be completed by Fall 2012 in order to free up surface parking space as part of the new Parking Garage project.



In addition the plan includes an Outdoor Track and Field Complex with synthetic 10-lane track, infield for multiple field events, stadium seating, and fieldhouse with offices, locker rooms, satellite training room and strength area shared with Soccer, estimated at \$4.5 million.

The major project of the facilities plan proposes a new basketball arena as the home of our two priority sports, Men's and Women's Basketball. Estimates for a stand-alone project range from \$40 to \$60 million depending on the ancillary offices, services, and amenities included. An interesting alternate proposal advanced by several interested supporters and a local architect presents a preliminary design for a major renovation of "the Dome" by building an "Arena inside the Dome," basically using the site, much of the current infrastructure, exterior walls, and roof with additions of an atrium foyer and entrance, reconfiguration of concourses and seating, additional offices, amenities and practice courts. A discussion of this proposal was conducted in Spring 2010 but has not proceeded past that point. Cursory estimates of this concept were \$20 to \$25 million.

A third option that has been informally discussed is a City-County-University partnership to build an Arena/Convention Center with ETSU Basketball as one anchor tenant with such things as minor league hockey, indoor soccer, arena football, concerts and conventions





EXTERNAL OPERATIONS

ATHLETIC DEVELOPMENT

At one time the private and corporate giving to Intercollegiate Athletics could be described as **comingled**. **Businesses that participated were a part of “Business Backs the Bucs” and private individuals were members of the Pirate Club.** In 1999, the marketing dollars were separated from private donations due in large part to the taxable nature of the advertisements, tickets and other promotional items given to the Business Backs the Bucs participants.

As this separation evolved, corporate marketing revenue was added to the Athletic Department’s state budget, while the private donations to the Pirate Club were channeled through the ETSU Foundation. When comparing the giving to the Pirate Club over the last twenty years, it is important to know that the corporate marketing was eliminated from the revenue stream.



THE BUCCANEER ATHLETIC SCHOLARSHIP ASSOCIATION

Scholarships are the single largest expenditure for our department, the goal of the Buccaneer Athletic Scholarship Association (BASA) is to increase donations to the general athletic scholarship fund eventually raising the entire amount. Annual tuition increases only serve to add to the amount of scholarship dollars that we need annually. In the last two years, donations have flattened due to the less than robust economy.

However, current trends for the 2011-2012 fiscal year are ahead of last year’s numbers year to date. It is recognized that as gifts to BASA improve more state appropriated dollars are freed to enhance all athletic programs and moreover the student athlete experience.

The Buccaneer Athletic Scholarship Association has as its core value that “No goal exceeds the mandate to educate and graduate the student-athlete”. The Association is led by a Board of Directors made up of community leaders who are the “face” of the scholarship fund in the region. The President of East Tennessee State University is a voting member of this group and he or his designee routinely attends the monthly meetings. BASA giving which includes gifts to endowments, sports specific gifts to scholarships and annual giving has grown from \$450,000 in 2010 to \$551,100 in 2011.

We also travel to athletic events, both in and out of conference, to promote alumni support for our teams and our scholarship fund. This is a great opportunity to grow alumni support in these areas and with the reorganization of our development staff we are better positioned to improve support in these areas.





Total revenue provided by all external sources related to ticket sales, network advertisements, corporate sponsorships, sports specific gifts and tax deductible donations to Buccaneer Athletic Scholarship Association (BASA) totaled in excess of 1.1 million dollars for fiscal year 2010-2011.

MARKETING AND THE BUCCANEER SPORTS NETWORK

In 2003 we began marketing our own Buccaneer Sports Network, and over time, revenues have grown and support from the Department of Communications has made this a great partnership for **the University. We also produce our own weekly "Coaches Show".**

Revenues exceed \$160,000 annually and it provides the opportunity for **our students to experience "real life" productions. It is an asset that has become invaluable.**

Our corporate support has continued to thrive over the last eight years and recently in spite of a poor overall economic climate we have continued to produce revenues in excess of \$450,000 in cash and over \$300,000 in kind support.



The major focus of our marketing staff has been to consistently promote our brand (logo) in all of our publications, merchandise and signage. Integral to this effort is a coordinated approach to improve communications with student organizations in order to increase attendance and overall school spirit. Efforts to communicate more effectively include: game day flags on campus, schedule posters in major student traffic areas, increased giveaways and opportunities to interact with players and coaches. Since the elimination of our football program, various attempts **to having a "Fall Festival" as our annual Homecoming was not well received by students or alumni.** In 2009 our department lobbied successfully to schedule Homecoming around athletic events; a major factor in improving student excitement and participation. In the last three years we have grown student attendance at all ticketed athletic events; this increase is a result of improved relationships with the student body and the completion of on campus facilities for softball and soccer. It is reasonable to assume that attendance at baseball will improve with the completion of **the new stadium in the spring of 2012. Men's basketball attracts over 1000 students at games held during the week.** There are still opportunities to improve weekend attendance.

Our expense related to on court (in game) promotions has increased, thus producing a high quality fan experience at each game. In partnerships with other departments we are able to showcase the best that ETSU has to offer, and at the same time provide our sponsors with real value in promoting their services, products and organizations.

In 2008, athletics initiated negotiations for a long term beverage contract which resulted in a ten year agreement with Coca Cola. This campus wide marketing partnership is valued in excess of five million dollars over the life of the contract. Special marketing funds are available via this agreement that provide promotional items and financial resources aimed to enhance the student experience



EXTERNAL OPERATIONS

and game day promotions. We have major sponsorship contracts with Johnson City Honda, AT&T, Mountain States Health Alliance, Wellmont and Hardees/Little Caesars.

The entire external athletic staff is committed to raising the bar daily, monthly and yearly. Whatever event, project or campaign we decide to undertake, we make certain that it is completed to the best of our ability. We are proud of our progress over the last several years, and look to continually improve corporate and private support within the region and beyond.

MEDIA RELATIONS

Over the last nine years, the ETSU Athletic Media Relations office has exponentially increased the visibility of the Buccaneer program, consistently utilizing new media outlets such as the official ETSUBucs.com website, live video streaming and social media.

These efforts have been made possible thanks to administrative support that has increased personnel and operational funding, while the current staff has vigorously searched for the best ways to **engage people in this “new media” generation.**

In 2002, the ETSU athletic media relations department consisted of just two full-time staff, along with two unpaid interns. At that time, the office simply produced press releases for traditional newspaper, radio and television outlets, while also updating a **very crude version of ETSUBucs.com.** The program’s radio and television ventures were contracted out to local media companies, and ETSU athletics would annually gross approximately \$3,000 to \$5,000 a year in broadcast revenues.

With a change in direction, organization, and operating budget, the athletic media relations staff has grown to include three full-time staff members, one paid intern, two graduate assistant positions, and a crew of intern/student help that ranges from 15 to 25 people per semester. The need for this increased support includes:

In 2003, ETSU athletics made the strategic decision to bring its radio and television production “in-house” and began the Buccaneer Sports Network. At the time, ETSU athletics simply broadcast men’s basketball and football games, and there were no plans for a weekly television show.

ETSU ATHLETICS CORPORATE PARTNERS

- AAA of East Tennessee
- ARAMARK
- AT&T
- Atmos Energy
- Barberitos
- Beef O’Brady’s
- Blue Cross-Blue Shield (Mindshare)
- Bojangles
- Bowman Jewelers
- Carnegie Hotel
- ETSU Campus Housing
- Chick-fil-A
- CiCi’s Pizza
- Coca-Cola
- Courtyard By Marriott
- Dex Phonebook
- Double Tree
- East Tenn Rent-Alls
- Eastman Credit Union
- Ferguson Enterprises
- Food City
- Firehouse Restaurant
- General Shale Brick
- Grogan Advisory Services
- Hardee’s
- Hampton Inn
- Holiday Inn Johnson City
- One 12 Downtown
- Johnson City Honda
- Johnson City Country Club
- Johnson City Power Board
- Jimmy John’s
- JC Tan Company
- Little Caesar’s
- Mahoney’s
- Mountain States Health Alliance
- Mullican Flooring
- Comfort Suites of Johnson City
- Johnson City Press
- Papa Johns Pizza
- Pizza Inn
- Ponder Auto Repair
- Rita’s Italian Ice Custard
- Roadrunner Markets/Dunkin Donuts
- RMG
- Roly Poly
- Sir Speedy
- Subway
- State Farm Insurance
- The Buntin Group-Tennessee Lottery
- Tire Barn
- Tri-City Air Conditioning
- Wendy’s
- Mountain Empire Oil
- University Edge Apartments
- Which Wich
- Wellmont Health System

EXTERNAL OPERATIONS



Since that time, the Buccaneer Sports Network – in conjunction with the ETSU Department of Communications – has developed a production schedule that includes live radio broadcasts of all ETSU men’s and women’s basketball games, as well as 20 selected baseball games; a live radio “coaches show” that airs weekly from October to April at the One12 Downtown Sports Bar; a weekly television coaches show call “Inside Buc Sports” that airs both locally and nationally courtesy of Fox College Sports Atlantic; a second weekly basketball coaches show called “ETSU Courtside” which airs in January and February on our local CBS affiliate 11 Connects; a schedule of 80 live video streamed broadcasts through ASun.TV that includes sports such as volleyball, women’s soccer, men’s soccer, men’s basketball, women’s basketball, softball and baseball once the new Thomas Stadium is completed; as well as many short, daily video clips that air on ETSUBucs.com.

In all, this work by the Buccaneer Sports Network has made ETSU athletics the premier “mid major” network in the country, and grosses over \$150,000 in revenue each year.

The athletic media relations office has also launched multiple website redesigns since 2002. In fact, there have been five redesigns in the last eight years, with each iteration adding more and more functionality and “user friendliness” to the site. For example, since 2002, the site has added a live audio stream, a live video stream, an on-line store for team gear, a social media interactive application, links to local business sponsors, schedule download applications, and a new video player that consists of highlight clips following most all home competitions.

All of these improvements have been made in the last nine years. Prior to 2002, the site simply posted daily news releases.

The athletic media relations department, through its efforts to improve the overall publicity of ETSU athletics and the institution as a whole, has often reached out to perform duties throughout campus.

The creation of the Buccaneer Sports Network was a true collaboration between athletics and communications, resulting in a unique, real world educational environment for ETSU students. But because of its revenue-generating capacity, the BSN has also resulted in increased funding for equipment purchases in both the athletic department and communications department, as well as major projects such as the completion of a fully mobile, live-production trailer, which is used for live video streaming of athletic events, as well as other educational projects on campus.

In addition, athletic media relations personnel instruct courses on sports broadcasting and sports writing in the communications department. The department also often works closely with the ETSU Department of Digital Media (specifically professor Marty Fitzgerald), to utilize and leverage campus resources to develop digital productions that are used on ETSUBucs.com, in department fund raising efforts for the Buccaneer Athletic Scholarship Association, and on the Buccaneer Sports Network.

As for other campus efforts, Associate Athletic Director for Communications Michael White was one of the four original members of the Campus Communication Team, a group that works hand-in-hand with the university president and other campus officials to address communication issues in times of crisis. White and his fellow CCT members began this



EXTERNAL OPERATIONS

initiative in 2006 and the group meets weekly to proactively – not reactively – address public relation issues that are at the forefront, as well as those that may be on the horizon.

In conclusion, these advances over the last nine years have made the athletic media relations office at ETSU one of the most efficient, forward-thinking departments of its kind. The entrepreneurial spirit of the Buccaneer Sports Network, the campus-wide vision of efforts such as the Campus Communication Team, the industry-leading launch of multiple social network sites, and the overall inter-relationship of the department with all areas of the program and campus, have made the athletic media relations office a true asset to the athletic department and the university as a whole.

NEW MEDIA VENTURES

The athletic media relations office has been driven by the goal of being on the cutting edge of technology and the use of new media outlets. It is our desire to be a program that beats our peer institutions to the newest tools and uses them in the most efficient manner. Below are examples of our efforts both with our current website, as well as use of social media. Click the links to go directly to these sites.

Website – www.etsubucs.com

Digital Media Guide -- <http://s3.amazonaws.com/etsubucs/index.html>

Video Content -- <http://www.youtube.com/bucsportsnetwork>

Facebook – <http://www.facebook.com/pages/ETSU-Buccaneer-Athletics/112922424715>

Twitter – <https://twitter.com/#!/search/etsuathletics>

ATHLETIC LICENSING AND BRANDING

ETSU's trademark licensing program protects, promotes and manages the use of its logos, names and marks. **Our mission is to ensure proper use and application of ETUS's trademarks to strengthen the trademarks through relationships with retailers, licensees, campus units, student organizations, alumni, and fans and, to generate revenue.**

In 2007-08, ETSU contracted with Strategic Marketing Affiliates (SMA) to be the University's licensing agent. In this agreement SMA assists the University in monitoring commercial use of its mark, and provides licensing representation and counsel. The Indianapolis-based SMA represents more than 200 colleges, universities, and athletic conferences

In 2010-11 trademark and licensing royalties generated \$52,000 – this is double from 2009-10, and four (4) times the yearly amount for the previous ten (10) years. We believe this increase is due in part to: 1) an increase in enrollment; 2) success of the Wear, Live, Think, Dream, BLUE campaign; 3) a more unified look in Athletics, with the use of one logo, the Buccaneer logo which has increased significantly in popularity; 4) and Athletic program successes.

With an increased branding focus, participation in the International Collegiate Licensing Association, and the partnership with CMA the increase in revenue trend should continue. We firmly believe in the power of branding and identity to transform the spirit and pride on campus and in the local community. Our goal is to grow the institutional licensing program and present the University in the finest light

Our Business Backs
ETSU
the BUCS
2011-2012

WEAR. LIVE. THINK. DREAM.
BLUE



SAVE BIG WITH...
BLUE
FAMILY PACKS ONLY \$20
MINI-SEASON PACKS FROM \$30
439-ETSU or ETSUBUCS.COM
GAMES/12047



We've got spirit yes we do... 

Text "SFTN" to 25866 for a chance to win a \$100 gift card and a signed ETSU Basketball!

Msg and data rates may apply. Alternate form of entry can be found at smsrules.com



ETSUBUCS.COM



EXTERNAL OPERATIONS

ATHLETIC TICKETING

The past five years have shown a significant improvement in our ticket sales and game day operations relating to ticketing. We have progressed from roll tickets and a cash-only setup to a modern point-of-sale computerized system which allows on-site printing and multiple sale options. The system is also integrated with our ticketing and donor database for faster and more accurate accounting and reconciliation procedures. The ticket office has strived to improve customer service and fan experience at our events. Despite an increased volume of traffic at games, wait time to purchase tickets at the gate has dropped. Tickets are also now available online through ETSUBucs.com, as well as in the arena ticket office. Fans have also expressed their pleasure with the new season ticket booklets for basketball which feature all games in chronological format with a different custom design each year. Last season, thanks to additional volume from the CIT Basketball Tournament and A-Sun Men's Soccer Tournament, the ticket office surpassed \$250,000 in sales for the first time.



ATHLETIC TRAINING

The history of ETSU athletic training goes back to 1966. Jerry Robertson was named the **school's first head athletic trainer** having returned to his alma mater after seeking a **master's degree in education** from Mississippi State. Throughout the next 15 years, Robertson would provide athletic training care to all ETSU student athletes as well as mentor student athletic trainers. These early athletic training students went on to be leaders in the field in sports

medicine through the internship/mentorship process. **If the early 1980's, Robertson began work with the College of Education to start the first NATA approved student athletic trainer curriculum in the State of Tennessee. This curriculum ran from the mid 1980's to 2000. Throughout that time there were up to 30 student athletic trainers, 6 graduate assistant athletic trainers and three full time athletic trainers working within the athletic training room. Multiple collaborations with Northside hospital provided a physical therapist in the athletic training room and coverage of 20 area high schools with certified graduate assistant athletic trainers. This community outreach program helped to promote the importance of athletic trainers in high schools and resulted in full time positions being created in Washington County, Sullivan County and Johnson City school systems.**

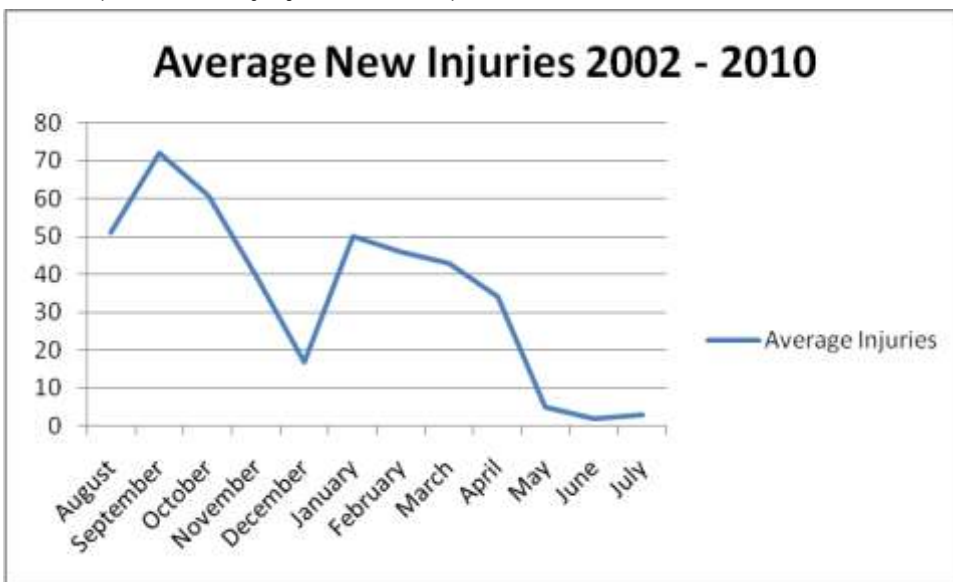
Robertson retired in 2003 and his replacement currently oversees the athletic department and clinical needs of ETSU and BucSports. After the elimination of football, the University President



and Athletic Director chose not to cut positions in the athletic training room and continued their support of providing the highest care possible to all student athletes. A staff of three full time athletic trainers and nine graduate assistant athletic trainers was maintained in 2004 and provides coverage for all ETSU athletic teams. The athletic training staff has seen minimal change over the **past 10 years. The addition of a graduate assistant athletic trainer for men's soccer and a split position for ROTC/Club Sports (ROTC, Campus Rec and BucSports) bring the total to 10 certified graduate assistant athletic trainers and two full time certified assistant athletic trainers.** The success of the graduate assistant program can be seen in the employment of the graduate assistants. 100% of graduate student athletic trainers have been hired in their chosen area within 6 months of graduating from ETSU. Many have chosen traditional settings such as Colleges/ Universities, High Schools or Clinics but some have also been employed in Major League Baseball, The United States Navy and several medical specialty programs (orthotist, prosthetics, etc.).

The 2002/2003 athletic year saw the beginning of computerized injury surveillance in the athletic training room. This software has progressed and is currently a web based program that can be accessed from any location with internet access through password protection. This basic form of electronic medical records allows the sports medicine staff to get an accurate view of usage, injury trends and treatment effectiveness along with accurate record keeping for all student athlete injury or illness.

An example of new injury evaluations per month can be seen .



THE JERRY ROBERTSON *BucSports* ATHLETIC MEDICINE CENTER

In the spring of 2001 a decision was made to develop an outpatient physician and physical therapy clinic within the athletic training room in the Department of Athletics. The purpose of this clinic was to provide care for student athletes, faculty and staff, general student population and the surrounding community. Support given from the Athletic Director, University President and team



ATHLETIC MEDICINE



physician group was necessary to make the clinic a success.

A major renovation project involving the existing athletic training room, former academic space and former office space transformed the athletic training room from approximately 2500 square feet to 7500 square feet. Within this new facility there were many items donated: all glass and etching of the hydrotherapy room, 17 treatment tables, all cabinets and counter tops as well as

various pieces of modality equipment. Major purchases such as lower extremity weight machines, Mini C-Arm fluoroscopy and two Hydroworx therapy pools (warm pool with underwater treadmill, multiple cameras and massage hoses; polar plunge) set the new sports medicine center apart from other physical therapy facilities in town and athletic training rooms across the nation.

The staff of the clinic would consist of a physician, orthopedic technologist, athletic trainer, physical therapist and office coordinator. The Clinic Director would also double as Head Athletic Trainer. The athletic training staff would consist of two full time assistant athletic trainers and eight graduate assistant athletic trainers. This staff model would be consistent for two years and then the addition of a part time physician who was primarily employed through ETSU Family Medicine was added in year three. By the end of year three there would only be one physician and the athletic trainer position through the clinic was eliminated.

Year five saw the split of the Head Athletic Trainer/Clinic Director position. This new configuration of a Clinic Director, Physician, two physical therapist and office coordinator would continue for 6 years. 2010 saw the merging of the head athletic trainer and clinic director roles as well as the planning of an additional physician.

Currently the staff configuration for the start of 2012 will be two physician, two physical therapists, and office coordinator.

BucSports VISION AND PURPOSE

The original vision and purpose of BucSports was to offer individuals of all ages comprehensive programs, information on prevention, evaluation, treatment and rehabilitation of recreational/wellness, industrial/corporate, geriatrics and sports related injuries. The BucSports Athletic Medicine Center would become the regional





leader in Sports Medicine Care complimenting the East Tennessee State University vision to become the best regional University. This would be accomplished in three ways: Education, Outreach and Research.

Over the evolution of BucSports, there have been many highs and many lows, but throughout these undulating times the underlying premise of education, outreach and research has not been forgotten.

Education

BucSports provides a sports medicine elective for medical students and residents in both family practice and internal medicine. The hands on knowledge and experience through BucSports opens new doors for future health care providers as well as exposes them to physical therapy and athletic training traditional and clinical settings. The focus on athletic injuries is no limited to adults, BucSports has also had the occasional pediatric resident wanting to further prepare for the onslaught of youth injuries seen by pediatricians as sport has become more widespread among children.

Undergraduate students majoring in exercise science who are pre-physical therapy mentor under our physical therapists and get the opportunity to see patients who are seen by the physician. This allows students to track those patients throughout the entire rehabilitative healing process. Those student needing to fulfill an internship are able to do so while gaining insight to a chosen field whether it be in physical therapy, athletic training or medicine and see firsthand the day to day routines of the profession.

Outreach

The BucSports physician, physical therapists and ETSU athletic trainers have all spoken to various outside organizations on various topics of interest in sports medicine as a representative of BucSports as well as appeared on television and in newspaper. Concussion testing and return to play monitoring for NCAA and TSSAA student athletes is performed through BucSports. This service is essential to both high school and collegiate athletes due to new protocols mandating a physician monitor and clear before returning to play. A Saturday morning injury clinic is available **for fall sport athletes to prevent long waits in the emergency room as well as “referral” visits to a primary care physician.**

Research

Countless research is currently being completed through the Center of Excellence in Coaches Education and Sport Science along with the help of BucSports. Research in bone mineral density, whole body vibration, C reactive protein, power output, rate of force development, injury rates vs. volume load, and heart rate during activity are a small sample of the type of research performed in a collaborative effort from BucSports, Athletics and the Center of Excellence. We recently have been in contact with two current medical students wishing to further their research interest through BucSports as well as interest from the Pharmacy School in a possible rotation.

BucSports is a priceless asset to the Department of Athletics. The services provided to the student athlete are second to none in providing the highest level of care possible. In a typical year, BucSports saves the Department of Athletics approximately \$18,000 in physician visits and other



ATHLETIC MEDICINE

miscellaneous medical costs. Head Coaches use BucSports as a tool when recruiting to reassure parents that their son/daughter will be taken care of when away from home.

The University benefits by having a sports medicine facility and physical therapy clinic on campus to **decrease time away from work for those faculty/staff that are injured. Workman's compensation** patients can now stay on campus instead of taking time off for driving time to and from rehab while decreasing the chance of miscommunication by having providers within walking distance from human resources.

A major change in the structure of BucSports occurred in the 2009/2010 fiscal year. When TennCare cut reimbursement rates by 30% beginning in 2010 both orthopedic groups in Johnson City decided to not participate as a provider. The result of that decision continues to be a blessing and curse to BucSports. All patients seen within 50 miles of ETSU with BlueCare/TennCare insurance are referred to BucSports if orthopedic care is needed. While we are a non-operative clinic, the volume of these patients is still fairly high. The reimbursement is still very low (.35 - .40 on the dollar) but still generate revenue.

In a negative way – we have to see high volume to see collection into the black. Many of the patients are not the most responsible people in town and many no-show for appointments without notice. This affects our ability to project revenue and anticipate patient loads.

Positively – these people have nowhere else to go. The kids that we see in our clinic have no other option. Many are playing sports at area high schools, injured just being a kid or need to be followed for a congenital orthopedic issue. We are providing a service at BucSports that is a positive representation of ETSU that is much appreciated by the countless families that do not have commercial insurance. Many of our patients have never been to campus and the treatment they receive is their only perception of East Tennessee State University.

BucSports is an asset to not only the department of athletics but to the University and surrounding community. The care provided exposes many families, faculty, staff and students to the world of athletics in a positive manner. The physicians and students that rotate through BucSports are educated in hands on procedures to better prepare them for encounters with athletes/patients in their chosen profession. The success of this clinic embodies the premise that ETSU cares about the community and strives to be the best regional University.



SPORTS PERFORMANCE ENHANCEMENT CONSORTIUM (SPEC)

In 2006, a very unique collaboration between the department of athletics and the Department of Kinesiology Leisure and Sport Science resulted in the formation of the Sports Performance Enhancement Consortium or SPEC. SPEC was created to monitor various athlete variables to provide



feedback to coaches in the quest for improved athletic performance. SPEC consisted of sport scientists, athletic trainers, strength/conditioning coaches and sport coaches. This was the first program in the United States dedicated to monitoring collegiate student athletes for the purpose of improved performance. Examples of student athlete monitoring are: hydration, body mass and composition, isometric peak force, rate of force development and heart rate during activity. Ultimately the SPEC program would lead to the creation of the Center of Excellence for Sport Science and Coaches Education and the first PhD in Sport Physiology and Sport Performance program in the nation. The relationship with the Department of Athletics and the Center of Excellence has improved performance on the field, increased strength, power and speed as well as decreased injury for all teams involved. Collaborations with the Department of Internal Medicine, Department of Endocrinology and the Department of Anatomy within the James H. Quillen College of Medicine have established strong relationships that continue to spawn relevant research critical to the success of the Center of Excellence. Each fall the Center of Excellence hosts a Coaches College in Johnson City. The purpose of this event is to promote the importance of sport performance, sport physiology and sport coaches education. This is a worldwide event with attendees from the United Kingdom, Japan, Australia, Europe and **the United States as well as speakers from the World's elite facilities: English Rugby League, Japan Institute of Sport, Australia Institute of Sport, Araba Sports Clinic – Basque Country Spain, Wimbledon and multiple Colleges and Universities across the United States.** During this event, the United Kingdom Strength Conditioning Association administers their UKSCA certification. This is the only opportunity for individuals to sit for this certification in the United States.



Numerous research papers from Professors, PhD students and master's level students are in publication or on the way to publication. ETSU athletics is displayed at sports medicine and strength conditioning symposiums across the world in poster presentations. Oral presentations at symposiums such as American College of Sports Medicine, National Athletic Training Association, National Strength Conditioning Association and the United Kingdom Strength Conditioning

Association are performed on an annual basis through the Center of Excellence in Sport Science and Coaches Education.



Currently a partnership with the United States Olympic Committee and USA Weightlifting is being developed with the Center of Excellence and East Tennessee State University. This partnership will result in a designated Olympic training site for USA Weightlifting. If/When this partnership is complete; a designated training site for USA Cycling and potentially USA Triathlon is anticipated.



PERSONNEL



ADMINISTRATION



Dave Mullins
Athletic Director



Barbie Breedlove
Sr. Assoc. AD & SWA



Kristi Smith
Administrative Aide



Barb Mason
Dir. of Special Projects



Candy Stieler
Receptionist



Dr. Susan Epps
Faculty Athletic Rep.

HEAD COACHES



Murry Bartow
Men's Basketball



Scott Calabrese
Men's Soccer



Lindsey Devine
Volleyball



Brad Irwin
Softball



Karen Kemp
Women's Basketball



Lee Morrow
Strength & Conditioning

HEAD COACHES



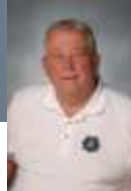
Dr. Adam Sayers
Women's Soccer



Stephanie Shelton
Women's Golf



Tony Skole
Baseball



Dave Walker
Track & Field



Fred Warren
Men's Golf



Yaser Zaatini
Tennis

PERSONNEL



ADVANCEMENT



JoAnne Paty
Assoc. AD - External Ops



Tom Scott
Asst. AD - Private Giving



Matt McGahey
BASA Coordinator

BUSINESS & TICKETS



Phillip Anderson
Assoc. AD - Finance



Brandon Hudson
Ticket Office Manager

COMPLIANCE & ACADEMICS



Stephanie Metz
Asst. AD - Compliance



Charvi Greer
Academic Coordinator

EQUIPMENT ROOM



Allen Haney
Equipment Manager



Roger Hammonds
Asst. Equipment Mgr.

FACILITIES



Tom Trent
Dir. of Athletics Facilities



Mike Rhea
Asst. Dir. of Facilities

MARKETING



Sara Hacker
Asst. AD - Corporate Development



Tyler McCann
Promotions Coordinator

MEDIA RELATIONS



Mike White
Assoc. AD - Communication



Kevin Brown
Asst. Dir. - Media Relations



Jay Sandos
Network Director



John Stevens
Network Assistant

SPORTS MEDICINE



Brian Johnston
Asst. AD - Sports Medicine



Brett Lewis
Head Men's Trainer



Lori Hill
Head Women's Trainer



Elizabeth Schoen
Asst. Women's Trainer



Dr. Ralph Mills
Team Physician

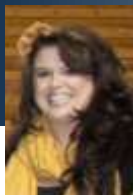


Dr. Bart McKinney
Team Physician

SPIRIT SQUADS



Tammy Bartow
Spirit Coordinator



Brittany Williams
Cheerleading



Anna ReSue
Dance Team



Kari Parkey
Dance Team



Bucky Buccaneer
Mascot



BUDGET REVIEW

INTERCOLLEGIATE ATHLETICS FISCAL 2011-12

DEPARTMENT	Payroll and Benefits	Team Travel	Pro&Recr Travel	Total Travel	Operations Expense	Scholar	Guarantees	Other Expense	Budgeted Total
ATH ADMINISTRATION	458,860.00	0.00	18,500.00	18,500.00	68,560.00	0.00	0.00	38,000.00	583,920.00
COMPLIANCE	78,270.00	0.00	1,200.00	1,200.00	4,400.00	0.00	0.00	0.00	83,870.00
ATH TRAINING ROOM	230,280.00	0.00	2,000.00	2,000.00	42,000.00	0.00	0.00	0.00	274,280.00
INSURANCE	0.00	0.00	0.00	0.00	56,260.00	0.00	0.00	0.00	56,260.00
MEDICAL EXPENSE	0.00	0.00	0.00	0.00	15,000.00	0.00	0.00	0.00	15,000.00
STRENGTH & COND.	69,180.00	0.00	0.00	0.00	9,980.00	0.00	0.00	0.00	79,160.00
ATHLETIC EQUIPMENT	71,640.00	0.00	0.00	0.00	10,150.00	0.00	0.00	0.00	81,790.00
COMMUNITY RELATIONS	12,000.00	0.00	1,500.00	1,500.00	13,200.00	0.00	0.00	0.00	26,700.00
BUC SPORTS NETWORK	8,000.00	0.00	2,000.00	2,000.00	52,870.00	0.00	0.00	0.00	62,870.00
MARKETING & PROMO	116,560.00	0.00	1,000.00	1,000.00	53,630.00	0.00	0.00	0.00	171,190.00
SPORTS INFORMATION	180,180.00	0.00	2,500.00	2,500.00	32,150.00	0.00	0.00	0.00	214,830.00
BUSINESS & TICKETING	122,730.00	0.00	1,000.00	1,000.00	30,000.00	0.00	0.00	0.00	153,730.00
MERCHANDISE	0.00	0.00	0.00	0.00	5,500.00	0.00	0.00	0.00	5,500.00
ACADEMIC SERVICES	140,950.00	0.00	800.00	800.00	10,400.00	0.00	0.00	0.00	152,150.00
GENERAL / MISC.	0.00	0.00	0.00	0.00	409,842.00	134,000.00	0.00	0.00	543,842.00
ADMINISTRATIVE TOTAL	1,488,650.00	0.00	30,500.00	30,500.00	813,942.00	134,000.00	0.00	38,000.00	2,505,092.00
MEN'S BASKETBALL	623,670.00	145,000.00	55,000.00	200,000.00	135,100.00	340,000.00	13,400.00	0.00	1,312,170.00
MEN'S BASEBALL	187,830.00	68,500.00	10,000.00	78,500.00	39,680.00	215,000.00	0.00	0.00	521,010.00
MEN'S TRACK	26,350.00	46,000.00	4,000.00	50,000.00	14,820.00	280,100.00	0.00	0.00	371,270.00
MEN'S GOLF	147,000.00	37,760.00	8,780.00	46,540.00	24,200.00	126,000.00	0.00	0.00	343,740.00
MEN'S TENNIS	99,060.00	37,200.00	4,000.00	41,200.00	21,080.00	126,000.00	0.00	0.00	287,340.00
MEN'S SOCCER	127,650.00	50,000.00	25,000.00	75,000.00	30,000.00	247,000.00	0.00	0.00	479,650.00
WOMEN'S BASKETBALL	372,010.00	100,000.00	12,000.00	112,000.00	55,000.00	376,000.00	3,000.00	0.00	918,010.00
WOMEN'S SOFTBALL	115,420.00	65,060.00	10,040.00	75,100.00	26,750.00	270,000.00	0.00	0.00	487,270.00
WOMEN'S SOCCER	131,310.00	60,000.00	15,000.00	75,000.00	21,890.00	315,000.00	0.00	0.00	543,200.00
WOMEN'S TENNIS	49,890.00	39,000.00	3,000.00	42,000.00	22,000.00	225,000.00	0.00	0.00	338,890.00
WOMEN'S TRACK	125,340.00	45,000.00	5,000.00	50,000.00	14,620.00	250,000.00	0.00	0.00	439,960.00
WOMEN'S VOLLEYBALL	124,620.00	50,000.00	10,000.00	60,000.00	22,020.00	250,000.00	0.00	0.00	456,640.00
WOMEN'S GOLF	85,620.00	30,000.00	4,000.00	34,000.00	22,810.00	169,000.00	0.00	0.00	311,430.00
SPORTS TOTAL	2,215,770.00	773,520.00	165,820.00	939,340.00	449,970.00	3,189,100.00	16,400.00	0.00	6,810,580.00
BUDGET TOTAL	3,704,420.00	773,520.00	196,320.00	969,840.00	1,263,912.00	3,323,100.00	16,400.00	38,000.00	9,315,672.00
MEN \$	1,211,560.00	384,460.00	106,780.00	491,240.00	264,880.00	1,334,100.00			3,315,180.00
WOMEN \$	1,004,210.00	389,060.00	59,040.00	448,100.00	185,090.00	1,855,000.00			3,495,400.00
MEN %	54.68%	49.70%	64.40%	52.30%	58.87%	41.83%			48.68%
WOMEN %	45.32%	50.30%	35.60%	47.70%	41.13%	58.17%			51.32%
OTHER EXPENSES									
BASA E-110001	221,868.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	221,868.00
CHEERLEADERS	10,000.00	6,000.00	0.00	6,000.00	4,000.00	0.00	0.00	0.00	20,000.00
OTHER EXPENSES TOTAL	\$ 231,868.00	\$ 6,000.00	\$ -	\$ 6,000.00	\$ 4,000.00	\$ -	\$ -	\$ -	\$ 241,868.00

BUDGET REVIEW



October Revision 2011-12

<u>Organ</u>	<u>Organization Description</u>	<u>Account</u>	<u>Account Description</u>	<u>Prog</u>	<u>October Budget</u>
16001	Student Fees Athletics	58349	Student Athletic Fees	100	\$ 3,650,000.00
16002	Game Rects Intra Univ	58050	Game Event Nontaxable Ticket Sales	100	\$ 87,500.00
16003	Conference Income	58150	Conference Distributions	100	\$ 46,000.00
16004	NCAA Income	58150	Conference Distributions	100	\$ 196,430.00
16051	Bucs Sports Network	58253	Advertisements Sponsorships	100	\$ 170,000.00
16072	Advertising and Sponsorship	58253	Advertisements Sponsorships	100	\$ 290,000.00
16101	Athletic Licensing	58252	Novelties and Licensing	100	\$ 30,000.00
16121	Game Rects Mens Basketball	58000	Game Event Taxable Ticket Sales	100	\$ 165,000.00
16122	Game Guar Mens Basketball	58100	Game Guarantees	100	\$ 300,000.00
16124	Concessions Basketball	58251	Concessions	100	\$ 5,000.00
16131	Game Rects Mens Baseball	58000	Game Event Taxable Ticket Sales	100	\$ 12,000.00
16162	Game Rects Mens Soccer	58000	Game Event Taxable Ticket Sales	100	\$ 10,000.00
16163	Game Guar Mens Soccer	58100	Game Guarantees	100	\$ 5,500.00
16171	Game Rects Womens Basketball	58000	Game Event Taxable Ticket Sales	100	\$ 13,000.00
16172	Game Guarantees Womens Basketball	58100	Game Guarantees	100	\$ 40,000.00
16181	Game Rects Womens Softball	58000	Game Event Taxable Ticket Sales	100	\$ 3,000.00
16191	Game Rects Womens Soccer	58000	Game Event Taxable Ticket Sales	100	\$ 4,500.00
16221	Game Rects Womens Volleyball	58000	Game Event Taxable Ticket Sales	100	\$ 4,080.00
16222	Game Guar Womens Volleyball	58000	Game Guarantees	100	\$ 1,000.00
16261	Game Rects Handling Fee	58000	Game Event Taxable Ticket Sales	100	\$ 1,330.00
16263	Concessions Other	58251	Concessions	100	\$ 5,800.00
16264	Athletics Special Events	58254	Other Athletics	100	\$ 2,150.00
	General Fund Support				\$ 4,515,250.00
	Revenue				\$ 5,042,290.00
	Total Revenue				\$ 9,557,540.00

FOUNDATION ATHLETIC ENDOWMENTS		
BALANCES AS OF 11/30/2011		
INDEX	DESCRIPTION	BALANCE
657000	Maltsberger Basil M Memorial	30,735.80
657010	Brooks Madison J	107,202.10
657020	Coca Cola Scholar Athlete	70,059.11
657030	Lester Edsel H for Athletics	84,128.65
657040	Boyle Weigel Athletic Scholarship	9,606.80
657050	Harber Walter and Becky FB	14,628.05
657060	Brooks Dan H Scholarship FB	38,815.71
657070	Smith George and Mary Scholarship FB	20,201.01
657080	Cox Harrison Scholarship	15,423.17
657100	Plummer Family Athletic Scholarship	19,837.44
657110	Reynolds Inez and George Memorial Schol.	22,917.01
657120	Miller Wayne Mem. Athletics Schol.	22,649.41
657130	Wellmont Health System Scholarship	20,999.62
657200	Allen Family Basketball Scholarship	105,697.71
657210	Diehl John Richard Jr MB Scholarship	59,008.95
657220	Gibson James and Dorothy MB Scholarship	75,677.61
657230	Carter James R Sr Scholarship	10,865.92
657240	Diehl John Richard Sr MB Scholarship	52,285.93
657250	Derrick Eugene H Basketball Scholarship	33,728.37
657260	Ross Family Mens Basketball Excellence	12,793.66
657270	Diehl Family Athletics Excellence	66,569.48
657280	Wood Stuart E Jr Family MB Scholarship	9,868.64
657290	Butler CL and Wanda MB Scholarship	13,524.78
657300	Warren Fred Mens Golf Excellence	111,551.49
657310	Hulbert Mike Mens Golf Excellence	37,719.67
657320	Swartz J D Mens Golf Excellence	17,258.60
657330	Fontaine Harry E Jr Mens Golf Excellence	12,281.34
657340	Baumgardner Jay Mens Golf Scholarship	16,184.95
657350	Mayfield Scott and Muriel Scholarship	27,946.90
657360	Broyles Warren and Carolyn MG Excellence	10,457.20
657370	Marshall C C and Alice Scholarship	106,299.11
657380	Simonds Mens Golf Margin of Excellence	11,769.80
657390	Holland Mens Golf Coach Excellence	19,297.46
657400	Manahan Family Golf Coach Excellence	9,801.98
657410	Morrison Hal Memorial Mens Golf Scholarship	10,350.37
657420	Gibson James and Dorothy Mens Golf	11,000.00
658500	Powell Sandra G Scholarship	132,409.04
658510	Mynatt Connie Scholarship	76,260.62
658600	Simonds Kenneth and Sarah WG Scholarship	9,857.70
659800	Sutton Larry Scholarship	91,928.67
659810	Robertson Jerry Scholarship	76,257.61
		1,705,857.44

FOUNDATION RESTRICTED ATHLETIC ACCOUNTS		
BALANCES AS OF 11/30/2011		
INDEX	DESCRIPTION	AMOUNT
208000	Director of Athletics	\$ 126
208010	Athletics Administration	\$ 845
208020	Pirate Club Special Projects	\$ 5,956
208030	Pirate Club Contingency	\$ 232,339
208040	Argabrite Henry Academic Award	\$ 1,504
208050	BUC Alcohol Awareness Task Force	\$ 86
208060	Cathey John Memorial	\$ 595
208070	Letterwinners Club	\$ 4,038
208080	Cheerleaders	\$ 13,180
208090	Tennis Facility Enhancement Program	\$ 7,134
208100	Weight Room	\$ 1,655
208110	ETSU Dance Team	\$ 5,904
208120	Humphreys Center for Student Athletes	\$ 9,635
208200	Baseball	\$ 27,670
208250	Hoops Club	\$ 44,404
208300	Mens Golf	\$ 104,636
208310	Heritage Club for Golf	\$ 51,635
208350	Little Caesars Tennis	\$ 2,395
208400	Mens Track	\$ 1,717
208500	Mens Soccer	\$ 5,202
209450	Womens Basketball	\$ 5,356
209500	Womens Golf	\$ 6,443
209550	Womens Soccer	\$ 17,586
209600	BUC Softball	\$ 3,455
209650	Womens Tennis	\$ 6,881
209700	Womens Track	\$ 666
209750	Volleyball	\$ 4,055
209800	BucSports Professional Development	\$ 317
209810	Athletic Training Services	\$ 2,532
209820	BucSports Athletic Medicine Enrichment	\$ 481
210000	Burke Katie Memorial Scholarship	\$ 2,602
210010	Emory David L Scholarship	\$ 1,401
210100	Walker David E Track Scholarship	\$ 3,557
210200	ETSU Golf Classic Scholarship	\$ 17,640
210300	Hartsell Buddy Memorial Tennis Schol.	\$ 1,841
210310	Zannis Pete Tennis Scholarship	\$ 4
210410	Coy Seth Memorial Scholarship	\$ 6,520
		601,990.94

APPENDIX C: BASA 3-Year Membership Trends

Buccaneer Athletic Scholarship Association Three (3) Year Membership Breakdown			
<u>Levels</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Diamond ≥ \$15,000	6	2	5
<i>Grandfathered Diamond</i>	2	2	4
Treasure ≥ \$10,000	1	3	6
<i>Grandfathered Treasure</i>	3	5	5
Scholarship ≥ 7,500	1	1	0
<i>Grandfathered Scholarship</i>			
Admiralty ≥ \$5,000	3	1	8
<i>Grandfathered Admiralty</i>	2	2	4
Flagship ≥ \$3,000	11	20	22
<i>Grandfathered Flagship</i>	4	1	1
Grand ≥ \$1,500	58	45	78
<i>Grandfathered Grand</i>	14	35	29
Golden ≥ \$500	64	37	51
<i>Grandfathered Golden</i>	5	13	7
Blue ≥ \$250	101	121	135
<i>Grandfathered Blue</i>	8	13	13
Buc ≥ \$100	258	287	211
<i>Grandfathered Buc</i>	2	17	9
Business Backs the Bucs \$50			0
Business Backs the Bucs \$500			5
Business Backs the Bucs \$1000			2
	543	605	595

Graduation Success Rate Report

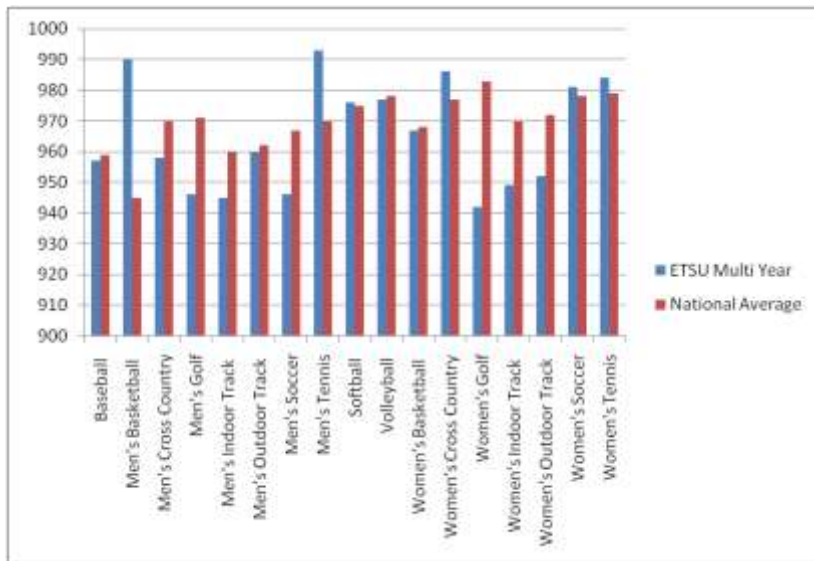
2001 - 2004 Cohorts: East Tennessee State University

Men's Sports			Women's Sports		
Sport	GSR	Fed Rate	Sport	GSR	Fed Rate
Baseball	82	57	Basketball	85	53
Basketball	77	46	Bowling	-	-
CC/Track	57	50	CC/Track	70	55
Fencing	-	-	Crew/Rowing	-	-
Football	-	9	Fencing	-	-
Golf	100	86	Field Hockey	-	-
Gymnastics	-	-	Golf	89	80
Ice Hockey	-	-	Gymnastics	-	-
Lacrosse	-	-	W. Ice Hockey	-	-
Mixed Rifle	-	-	Lacrosse	-	-
Skating	-	-	Skating	-	-
Soccer	-	-	Soccer	56	43
Swimming	-	-	Softball	86	58
Tennis	89	100	Swimming	-	-
Volleyball	-	-	Tennis	100	67
Water Polo	-	-	Volleyball	100	50
Wrestling	-	-	Water Polo	-	-
Men's Non-NCAA Sponsor Sports	-	-	Women's Non-NCAA Sponsor Sports	-	-

2009-2010 APR			
Sport	Multi Year	ETSU Single Year APR	National Average
Baseball	957	963	959
Men's Basketball	990	1000	945
Men's Cross Country	958	1000	970
Men's Golf	946	964	971
Men's Indoor Track	945	937	960
Men's Outdoor Track	960	960	962
Men's Soccer	946	923	967
Men's Tennis	993	971	970
Softball	976	986	975
Volleyball	977	1000	978
Women's Basketball	967	964	968
Women's Cross Country	986	1000	977
Women's Golf	942	972	983
Women's Indoor Track	949	974	970
Women's Outdoor Track	962	972	972
Women's Soccer	981	1000	978
Women's Tennis	984	967	979

2010-2011 APR			
Sport	Multi Year	ETSU Single Year APR	National Average
Baseball	970	989	not reported yet
Men's Basketball	1000	1000	not reported yet
Men's Cross Country	976	1000	not reported yet
Men's Golf	982	1000	not reported yet
Men's Indoor Track	958	965	not reported yet
Men's Outdoor Track	970	963	not reported yet
Men's Soccer	945	943	not reported yet
Men's Tennis	993	1000	not reported yet
Softball	986	1000	not reported yet
Volleyball	989	1000	not reported yet
Women's Basketball	976	1000	not reported yet
Women's Cross Country	1000	1000	not reported yet
Women's Golf	949	1000	not reported yet
Women's Indoor Track	980	1000	not reported yet
Women's Outdoor Track	979	1000	not reported yet
Women's Soccer	997	1000	not reported yet
Women's Tennis	984	1000	not reported yet

2009-10 APR National Comparison





WEAR. LIVE. THINK. DREAM.

BLUE