Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)
Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by March 15, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “Second Level Review.” For example: SOEST – Second Level Review.

Department/School/College: Athletics Department

The department would fall under which of the following Vice Chancellor’s offices?

______  Academic Affairs
______  Research and Graduate Education
______  Student Services
______  Administration, Finance, and Operations
X  Other – Chancellor’s Office

Advisory Committee Members (list names and titles):

Carl Clapp, Associate Athletics Director for Administrative Services
Marilyn Moniz-Koho’ohanohano, Associate Athletics Director for Student-Athlete Support
John McNamara, Associate Athletics Director for External Affairs
Teri Chang, Assistant Athletics Director for Facilities and Events
### Administrative Unit (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms and Optional Guides in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials, to ovcafo@hawaii.edu for posting on the Prioritization Process webpage by March 15th for the next level of review to take place.

<table>
<thead>
<tr>
<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/Restructure/Merge/Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student-Athlete Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>External Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Women’s Sports</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Men’s Sports</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Brief Summary (no more than 2 pages)

Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

### Summary of Program Priorities

**Administration-Maintenance**

Our strategic plan calls for a more coordinated and focused effort to fulfill our mission: “To prepare our student-athletes to become successful in LIFE.” Our focus is on the primacy of the student-athlete experience academically and athletically, providing great customer service, improving our facilities, enhancing revenue and adding to our winning tradition. The NCAA Athletics Certification requires a strong administration in terms of an organizational plan and functions that ensure an excellent experience for the student-athletes. We plan to complete a department reorganization plan. The goal of the reorganization plan is to more accurately reflect what assignments each administrator has today, while at the same time having each senior administrator supervise at least one sport. The reorganization plan has not been submitted because of budget concerns – i.e. if we cannot make progress towards solving our budget deficit and we have to eliminate at least one senior administrative position. If the budget situation does not improve over the next year or two, then this area may become a reorganize/restructure/merge/consolidate issue, if we have to eliminate one administrative position. If the budget situation does improve, then we are probably right-sized as an administrative staff.
**Student-Athlete Services-Maintenance**

This unit provides a number of important and highly visible services to student-athletes. Student-Athlete Services through the Office of Compliance and Eligibility maintains the integrity of the institution, its Athletics Department, and student-athletes by implementing, maintaining, and monitoring a complex compliance system mandated by the NCAA. It covers the areas of ethical conduct, athletics personnel, amateurism, recruiting, eligibility, financial aid, awards, benefits, expenses, and playing and practice seasons. Responsibilities of the unit include assisting with the admission process and establishing the eligibility of all student-athletes for participation in intercollegiate athletics and to represent the institution.

The Federal Government, NCAA, and Office of Civil Rights have implemented a number of ways to measure our success all of which are available to the public. The NCAA’s Academic Progress Rate (APR) measures both retention of student-athletes and progress towards degree. The NCAA’s Graduation Success Rate (GSR) measures our ability to graduate student-athletes over a four and six year periods. The Federal Student-Right to Know Act also measures graduation success rates over a four and six year period. Title IX and Gender Equiity is evaluated annually by the Equity in Athletics Disclosure Act and the NCAA Gender Equity Survey. The NCAA also conducts an Athletics Certification Program which examines Institutional Control, Rules Compliance, Academic Standards, Academic Support, Gender Issues, Diversity Issues, and Student-Athlete Well-Being. The Western Athletic Conference (WAC) conducts an annual compliance review. Missteps in this area can impact the entire institution. This area of the department has been a top priority the past ten years and as demands are placed on the student-athlete to excel academically as well as meeting NCAA requirements as to academic performance we must maintain our commitment.

The admissions and recruiting processes are the responsibility of this program and essential to our competitive success. We directly serve the student-athlete in various ways including their development as a whole person in our development program called Champs/Life Skills which is mandated by the NCAA. These commitments must be maintained to make sure we are in compliance and we are able to support both men’s sports and the growth of women’s sports.

**External Affairs-Maintenance**

External Affairs is an important revenue-generating arm of the department and is responsible for projecting a positive image of our student-athletes and Athletics Department. Approximately 85 percent of our revenue is self generated. This unit is directly responsible for more than $5,500,000 annually in revenue from corporate sponsorships, television, radio, and licensing. Additionally the unit generates more than $500,000 annually in trade and promotes ticket sales and other areas that create more than $6,000,000 in additional revenue. The unit is also responsible for maintaining our web site as our primary contact with all of our external constituencies. Finally the External Affairs unit is also responsible for providing an energized, fun and exciting game environment that is crucial in keeping and increasing our fan base.

This unit creatively maximizes its limited resources in terms of staff, budget and equipment. We must maintain the edge we have gained in marketing and media and support this unit with continued staffing and a reasonable operating budget. The unit currently has one position vacant with no plan to hire (director of corporate sales) as an effort to contain costs.

**Support Services-Maintenance**

The necessary components of providing an outstanding academic and NCAA Division I-A athletic experience for our student-athletes include facilities, events management, practice areas and competitive sports venues as well as services such as strength and conditioning, athletic training and equipment services programs. We must maintain our current level of staffing and financial support for these important activities. Should our budget situation improve over the next couple of years we can evaluate opportunities to strategically improve staffing and enhance operational funding to maintain and operate the facilities on a daily basis and administer both
capital projects and major maintenance needs. With the addition of five women’s sports and 100 student-
athletes during the past fifteen years this unit has not been provided the staff resources necessary (event
managers, maintenance and grounds crews, custodians/janitors, and score table staff) to meet the increased
demands for event support. We have been able to increase our athletic training staff from four to six full-time
individuals and this growth must be sustained. A developing priority involves providing sports performance
staff to student-athletes to include sports nutrition, sports psychology/counseling, physical therapy, and massage
therapy. We have not been able to address these areas with full-time personnel.

**Men’s Sports-Maintenance**
The men’s sports program is the cornerstone of the Athletics Department and spans a century of providing
opportunities for male student-athletes to participate in sports and represent the University and the State of
Hawaii in intercollegiate competition at local, national, and international levels. Our islands are located in
strategically geographical location in the middle of the Pacific Rim and the role UH sports plays connects us in
ways that create bonds and relationships that benefit the State and the University. About 15% of student-
athletes are from other nations and they lend a wonderful perspective and cultural exchange to our University
and community. This program is provided by all of our peer institution and we must maintain our commitment
to its success. Men’s Sports have long been the connection and point of contact with our community and
provide entertainment and a source of pride for the State. It is essential that the men’s program be maintained
and remains competitive with mainland university athletics programs.

**Women’s Sports-Target for Growth and Investment**
The women’s sports program was initiated in 1972 and has developed over the past 37 years to become a source
of pride for the University and the State. The program competes nationally having won several national team
and individual championships. It consists of 12 sports of which five were recently introduced over the past 14
years in order to enhance our compliance with Title IX (Patsy T Mink Act). The approved UH Gender Equity
Plan 2007-2012 documents what is necessary to further enhance our compliance. Compliance in this area is
measured annually by the Equity in Athletics Disclosure Act and by the NCAA. We must continue to be
leaders in gender equity compliance and opportunities for women. The University has long held a commitment
to diversity in all of it’s expressions as a core value and gender equity in athletics is simply the right thing to do.

Supporting Documents available:

1. A 21st Century Strategy for Enhancing our Winning Tradition: UH Mānoa Athletics Strategic Plan
2. NCAA Athletics Certification documents
3. Compliance Review completed by the Western Athletic Conference
4. 2007-08 NCAA Academic Progress Rate Report
5. 2007-08 NCAA Graduation Success Rate Report
6. 2007-08 Student Right to Know Act Graduation Report
7. 2007-08 Equity in Athletics Disclosure Act Report
8. 2007-08 NCAA Audited Financial Report
9. FY 2008 Audit Materials
10. 2008-09 NCAA Division I Manual
11. 2008-09 Western Athletic Conference Manual
12. 2007-1012 UH Mānoa Gender Equity Plan: Believe It, Achieve It
13. WAC Strategic Plan