

NATIONAL ASSOCIATION OF
ATHLETIC DEVELOPMENT
DIRECTORS

NAADD Membership Survey: Best Practices and Peer Comparison Analysis



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Executive Summary

Purpose

The purpose of conducting the survey was to identify best practices within collegiate athletic development offices. Secondary goals include conducting a peer comparison analysis for these offices. With these goals in mind, a comprehensive assessment of NAADD membership was conducted. The survey was broken down into five distinct focus areas: General Institution Information, Development Revenue, Best Practices, Staffing Information, and NAADD Information.

Method

The survey was created in part by graduate Sports Administration students at Ohio University in conjunction with NACDA Consulting and the NAADD Executive Committee. Once constructed, the survey was distributed via email to all NAADD members. The survey was also made available to all non-members on NAADD's homepage. Quantitative research was compiled via an internet-based instrument, while the qualitative research was compiled through 30 personal phone interviews.

Results

At the completion of the data collection period, there were a total of 200 completed surveys that were analyzed. There are four findings of particular importance that should be discussed in further detail.

The first finding of importance is the usage of volunteers to assist in fundraising initiatives. DI-FCS appears to be taking the greatest advantage of volunteers as they average just over two more employees than the next highest division, FBS and employs an average of 12 more volunteers than FBS. Additionally, a lack of diversity was revealed within athletic development offices.

The second key finding was that 50 percent of institutions are currently involved in capital campaign. Bonus structures were employed at four of the five responding divisions, with 10 percent of institutions at DI-FBS, DI-FCS, DII, and DIII having bonus structures, with a maximum amount at the DI-FCS level at 26 percent.

The third important finding is that, if given the opportunity, development offices would decrease the number of low revenue generating events. Additionally, if given the proper resources, development offices would add referral, volunteer/representative, and varsity letterwinner programs.

The fourth key finding is that DI-FBS and DI-FCS development offices generally report through the athletic department or operate as their own 501(C3), while the smaller division institutions more often report to institutional development.

Conclusion

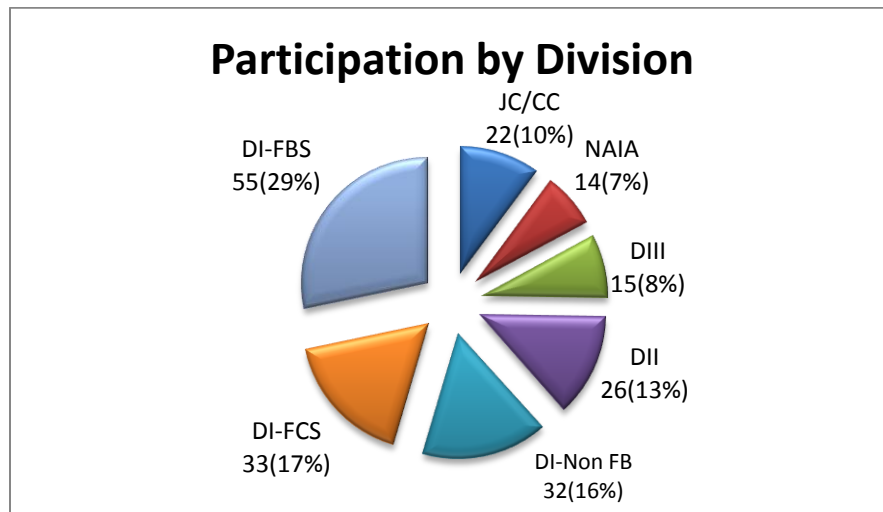
Athletic development is unique to each respective institution. The initiatives and practices of one institution will likely be different than other institutions. Overall, it is expected that NAADD member institutions, as a result of the findings, will have the ability to create measurable improvements in their development endeavors.

General Institution Information

General institutional information was required in order for the research findings to add value to collegiate athletic development offices and to provide a baseline from which institutions can compare its current activities and initiatives to other survey respondents. Below, participants answered questions regarding their division affiliation, whether they are a public or private institution, the size of their undergraduate population, the average number of sports offered at their institution, and where athletic development is housed at their institution.

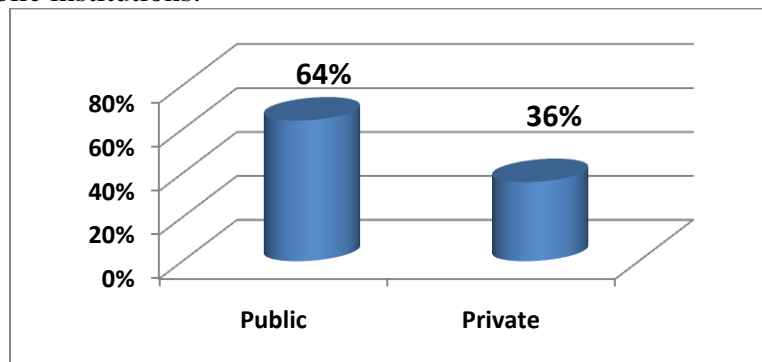
Participation by Division

The *Participation by Division* chart reveals the percentage of response from each division. As illustrated, DI- FBS institutions represented 29 percent of the total respondents. The remaining divisions were represented evenly across DI-FCS (17 %), DI-Non FB (16%), DII (13%), DIII (8%), NAIA (7%) and Junior College/ Community College (10%). NAIA institutions composed the smallest segment of the response pool at 7 percent.



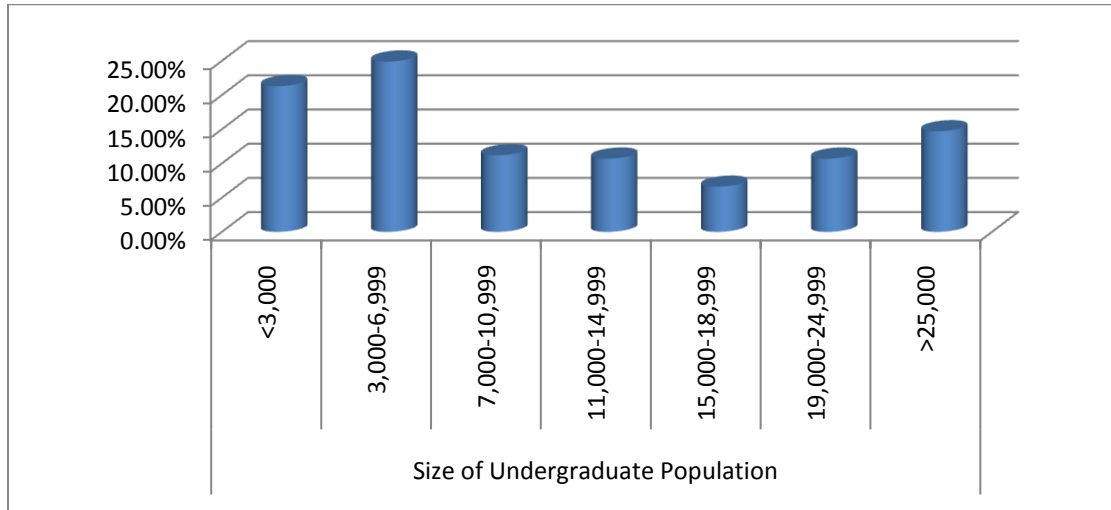
Public/Private

To best compare peer institutions, the public/private designation is very important due to many factors including differing institutional values, goals, and resources. Of all survey respondents, 64 percent were public, while 36 percent were private. One trend showed a larger percentage of DI-Non FB and DIII survey participants were private institutions, while all other divisions were predominantly public institutions.



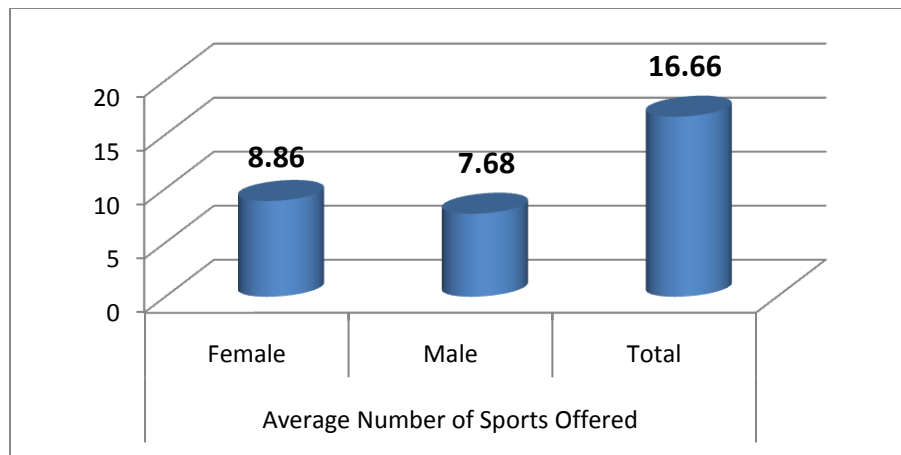
Size of Undergraduate Population

The size of the undergraduate population at different institutions can greatly impact development offices' functions, opportunities, and resources. The chart below shows the greatest representation came from schools with undergraduate populations of 3,000-6,999, at around 24 percent. The next greatest representation came from institutions with less than 3,000 students, at around 20 percent.



Average Number of Sports Offered

The average number of sports offered was consistent across all survey participants. The average number of female and male sports offered is 8.86 and 7.68 respectively, amounting to an average total of 16.66. The average total amount ranged from 9 to 21 as DI-FBS schools averaged 21 total sports and Junior College/Community College schools averaged nine.



Where Athletic Development is Housed

The placement of athletic development in the institutional organizational chart can greatly affect the office's daily operations. Development offices either operate completely separate from institutional development and have their own 501(C3) (10%), report through part of the institution's development and are not considered a separate entity (50%), or report through the athletic department but do not have their own 501(C3) (40%).

This evidence reveals that most athletic development offices either report directly to institutional development or the athletic department (90%). Also, at many institutions the development office reports to both the athletic department as well as institutional development.

Analyzing this question from each division reveals a few important facts. Evidence shows that the smaller the division (DII, DIII, NAIA, and JC/CC) the less likely the development office will be separate from institutional development *with its own 501(C3)* (max 46.9% - FBS). Additionally, there are fewer development offices that report through part of the institution's development and are not considered a separate entity at the FBS level than there are at any other level. There is an increase in this percentage until a maximum of 73.3% at DIII as you move down in divisions (FBS → JC/CC). Lastly, other than FCS, FCS Non-Football, and DIII which are at around 20%, all other divisions reported that around 50% of their athletic development offices report through the athletic department but *do not have their own 501(C3)*.

Where Athletic Development is housed at your institution	Percentage
Is completely separate from Institutional Development and has its own 501(C3)	10%
Reports through part of the Institution's Development and is not considered a separate entity.	50%
Reports through the Athletic Department but does not have its own 501(C3)	40%

Development Revenue

The primary purpose of this question was to gain insight into the percentage change from the first year (FY 06-07) to the second year (FY 07-08) in each of the seven different fundraising areas. A secondary purpose was to create averages of the amount of money raised in each of the areas across all participating schools.

The table below reveals position endowments increased significantly (50.67%) as personnel costs continue to rise and development offices place an emphasis on perpetual sources of financial support. Overall, *non-athletic* institutional fund raising also grew by a significant amount, nearly 30 percent. Annual funds showed small increases (8.41%) while capital campaigns and scholarship endowments both decreased by 15 percent. The struggling economy cannot be understated with capital campaigns or endowments due to the relatively large size of gifts to each of these areas. Additionally, the negative 6 percent change in total raised for athletics reveals an overall drop in philanthropic support. The “other” category included responses from only 4 schools, possibly skewing the percentage change from year to year. In addition to the aggregate averages in the table below, each division’s average for the six areas is outlined in tables below.

Aggregate

Areas	2006-2007	2007-2008	Change Between Years (%)
Institution Fundraising (non-athletic)	\$47,356,447	\$61,471,341	29.8%
Athletic Annual Fund	\$2,658,377	\$2,881,930	8.4%
Capital Campaigns for Athletics	\$4,696,890	\$3,983,988	-15.2%
Scholarship Endowment	\$1,642,954	\$1,388,585	-15.5%
Position Endowment	\$137,574	\$207,288	50.7%
Other	\$989,727	\$542,041	-45.2%
Total Raised for Athletics	\$7,365,700	\$6,920,201	-6.1%

By Division

DI FBS

Areas	2006-2007	2007-2008	Change Between Years (%)
Institutional Fund Raising	\$91,246,864	\$128,510,491	40.8%
Athletic Annual Fund	\$7,441,438	\$8,300,388	11.5%
Capital Campaigns for Athletics	\$9,784,440	\$7,405,832	-24.3%
Scholarship Endowment	\$1,853,418	\$1,659,229	-10.5%
Position Endowment	\$1,439,788	\$1,230,951	-14.5%
Other	\$3,824,590	\$2,013,436	-47.4%
Total Raised for Athletics	\$19,925,351	\$17,952,513	-9.90%

DI-FCS

Areas	2006-2007	2007-2008	Change Between Years (%)
Institutional Fund Raising	\$44,125,000	\$44,215,235	0.20%
Athletic Annual Fund	\$1,312,682	\$1,439,662	9.67%
Capital Campaigns for Athletics	\$5,789,367	\$5,734,115	-0.1%
Scholarship Endowment	\$2,745,907	\$990,860	-63.9%
Position Endowment	\$284,600	\$150,000	-94.7%
Other	\$455,468	\$511,207	12.23%
Total Raised for Athletics	\$3,173,817	\$4,802,932	51.3%

DI-Non FB

Areas	2006-2007	2007-2008	Change Between Years (%)
Institutional Fund Raising	\$24,418,402	\$24,864,159	1.83%
Athletic Annual Fund	\$741,310	\$625,127	-15.7%
Capital Campaigns for Athletics	\$2,896,577	\$2,813,333	-2.87%
Scholarship Endowment	\$391,607	\$284,720	-27.9%
Position Endowment	\$500,000	\$25,000	-95.0%
Other	\$379,381	\$316,553	-16.6%
Total Raised for Athletics	\$2,168,481	\$2,977,711	37.3%

DII

Areas	2006-2007	2007-2008	Change Between Years (%)
Institutional Fund Raising	\$4,556,752	\$4,766,788	4.61%
Athletic Annual Fund	\$226,971	\$255,638	12.6%
Capital Campaigns for Athletics	\$818,106	\$716,591	-12.4%
Scholarship Endowment	\$612,813	\$675,625	10.2%
Position Endowment	\$100,000	\$219,817	119.8%
Other	\$211,532	\$198,000	-6.39%
Total Raised for Athletics	\$821,225	\$693,504	-15.5%

DIII

Areas	2006-2007	2007-2008	Change Between Years (%)
Institutional Fund Raising	\$52,918,333	\$69,485,000	31.3%
Athletic Annual Fund	\$154,000	\$206,125	33.8%
Capital Campaigns for Athletics	\$78,333	\$2,522,500	3,120%
Scholarship Endowment	\$0	\$0	0%
Position Endowment	\$0	\$0	0%
Other	\$150,000	\$60,000	-60%
Total Raised for Athletics	\$173,375	\$205,571	18.6%

NAIA

Areas	2006-2007	2007-2008	Change Between Years (%)
Institutional Fund Raising	\$4,049,054	\$2,452,304	-39.4%
Athletic Annual Fund	\$24,637	\$35,445	43.9%
Capital Campaigns for Athletics	\$5,000	\$5,000	0%
Scholarship Endowment	\$14,206,494	\$21,355,000	50.3%
Position Endowment	\$0	\$0	0%
Other	\$30,000	\$25,000	-16.7%
Total Raised for Athletics	\$63,200	\$52,300	-17.2%

JC/CC

Areas	2006-2007	2007-2008	Change Between Years (%)
Institutional Fund Raising	\$3,520,833	\$8,667,208	146%
Athletic Annual Fund	\$119,190	\$126,704	6.3%
Capital Campaigns for Athletics	\$220,000	\$288,333	31.1%
Scholarship Endowment	\$240,333	\$24,300	-89.8%
Position Endowment	\$32,500	\$706,250	2,073%
Other	\$3,000	\$3,000	0%
Total Raised for Athletics	\$171,706	\$222,424	29.5%

Current Analysis on Development Techniques: Best Practices

Number of Gift Methods Accepted

The survey aimed to discover the most utilized methods offered to donors for making gifts. It is important to note matching gifts in partnerships with corporations was the most common method of giving offered. On-line donation methods are common among all DI levels, but not nearly as prominent in the remaining divisions. It is also important to note, many of the responding institutions indicated gifts are also accepted at special events such as golf tournaments or auction events.

Gift Methods	DI, FBS	DI, FCS	DI, NON FB	DII	DIII	NAIA	JC/CC
On-line Donations	93%	91%	91%	76%	79%	57%	44%
Matching Gifts in Partnership with Corporations	100%	97%	100%	92%	100%	59%	63%
Deferred/Planned Giving	98%	94%	91%	76%	79%	43%	31%
Gifts in Kind	93%	100%	97%	96%	93%	86%	81%
Real Estate	82%	82%	56%	44%	57%	36%	25%
Estate Bequests	96%	85%	81%	56%	64%	14%	19%
Stock Transfers	96%	94%	94%	56%	79%	36%	19%
Phone-a-Thon	64%	85%	72%	52%	58%	21%	19%

Benefits Provided to Donors

Gathering data on benefits provided to donors will allow athletic development offices to be more effective and financially responsible in their annual giving efforts. The data collected for benefits associated with annual giving revealed that among DI-FBS institutions, parking and media guides are the two most common benefits. Interestingly, tickets proved to be most common at the NAIA level with 90 percent of respondents providing tickets. Additionally, at the DI- FBS level, the benefit of post season tickets is offered by nearly 80 percent of the responding institutions.

Both the top and bottom three most used benefits across all divisions are shown below.

Top Three Most Used Benefits	Percentage Used
Tickets	76%
Media Guide	72%
Game day Hospitality	66%

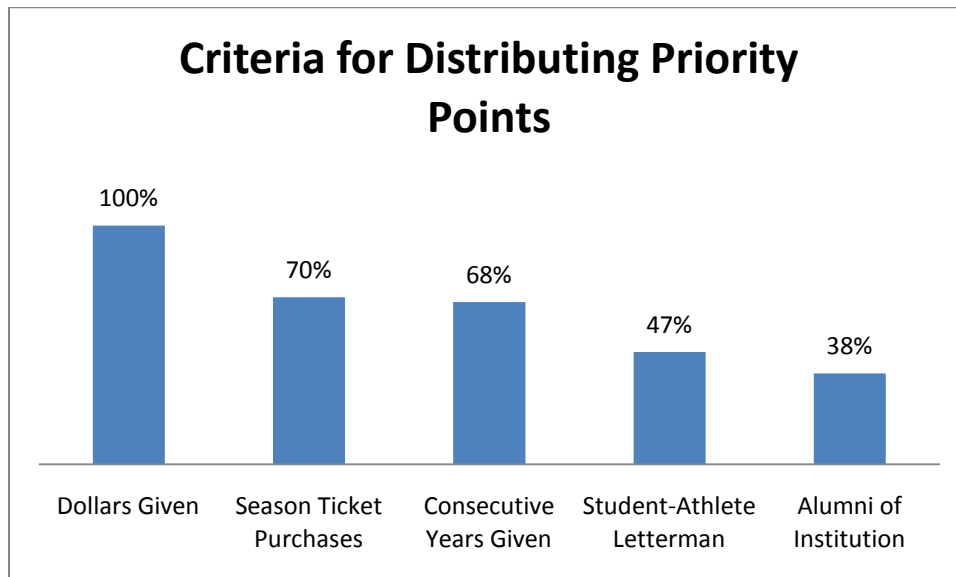
Bottom Three Least Used Benefits	Percentage Used
On-line Video Streaming Subscription	7%
Away Game Tickets	22%
Plaques	26%

Priority Point System

The data revealed that DI- FBS is the only division in which priority points are utilized by the majority of institutions (86%). FCS is second highest at 48.5 percent. Additionally, data showed that when a priority point system is in place, 97 percent of schools rank point levels on an annual basis.

Criteria Used for Distributing Priority Points- Division I FBS

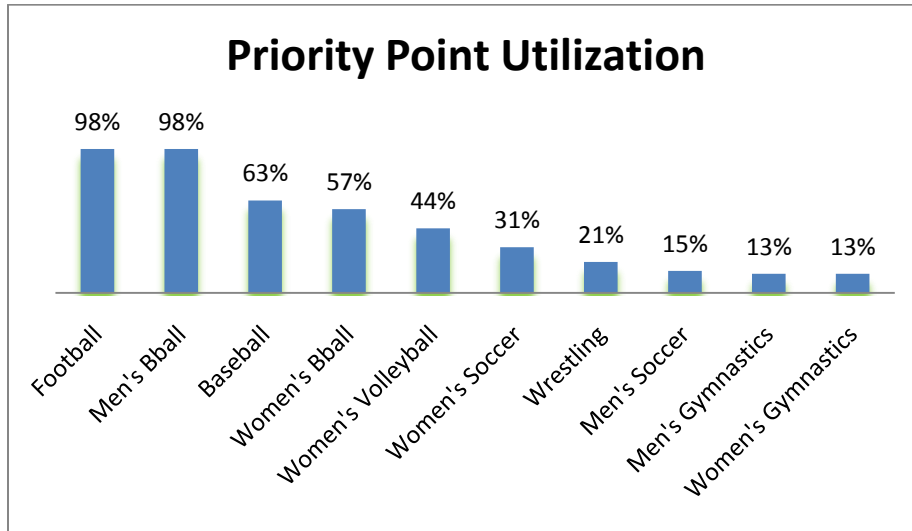
As illustrated below, the most common characteristics for awarding priority points include dollars given, season ticket purchases, consecutive years given, former student-athlete letterman and alumni of institution.



Institutions also indicated that alumni association membership, faculty/staff status and gifts to other units on campus are also utilized in distributing priority points.

Sports Involved in Priority Point System

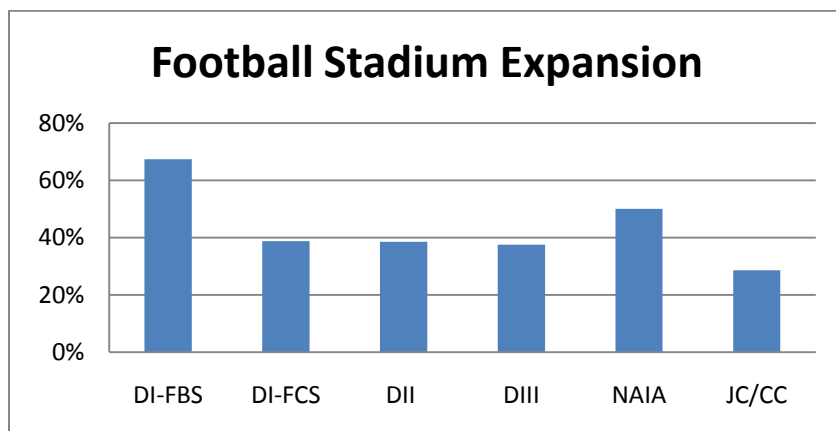
At the DI- FBS level, priority points are most commonly used for football, men’s basketball, baseball and women’s basketball. It is interesting to note that of the top ten sports included in the question, the use of priority points is equally split between male and female. The most common female sport to utilize priority points is women’s basketball (57%).



Football Stadium Expansion

At all levels other than DI-FCS and DI- Non FB, football plays a significant role in athletic development efforts. Magnified at DI-FBS institutions, football can greatly impact the amount of revenue generated each year. From ticket revenue to annual seat donations and sponsorships, the economic impact of football is staggering.

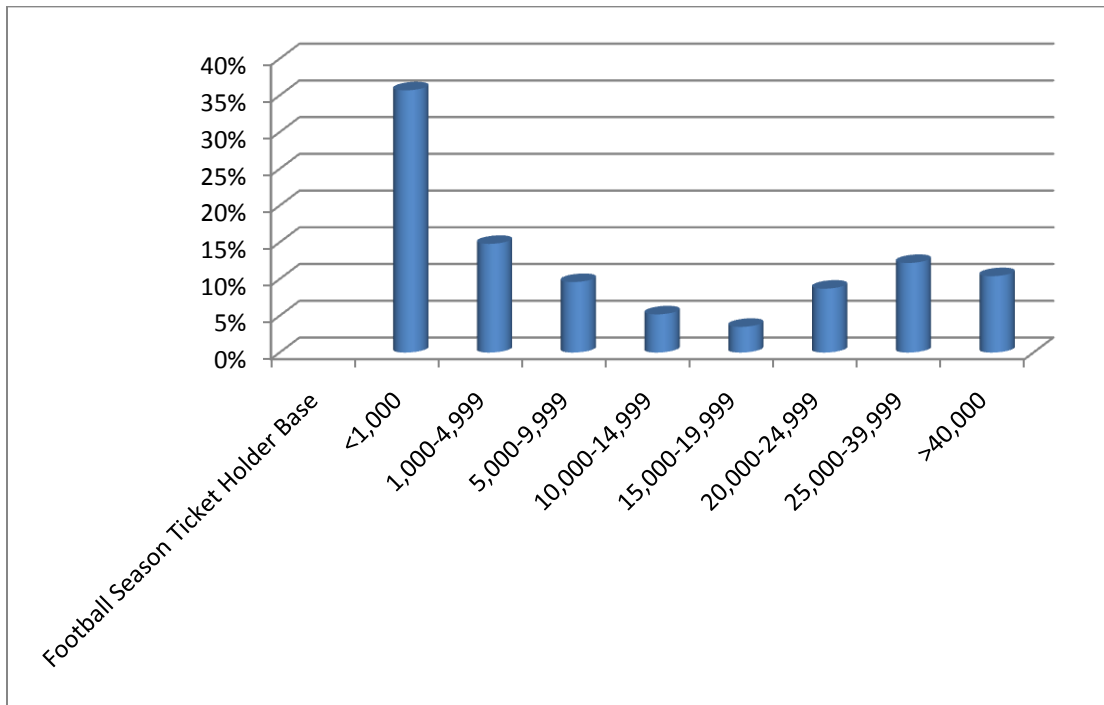
Regarding stadium expansion, the data suggested, as expected, that the majority of stadium expansion occurs at the DI-FBS level, and is comprised of the addition of premium seating (suites and club level). Of the FBS institutions that expanded, 87 percent added stadium suites and 84 percent added a club level. Among the remaining divisions, bleacher additions were the overwhelming majority.



Football Season Ticket Holders

The survey also analyzed the number of football season ticket holders for each respondent other than those in the DI-Non FB division. The season ticket holder base is an important piece of annual giving and priority points because of how they tie into donor giving levels and stadium seating.

As shown in the chart below, the largest percentage of institutions fell into the category of having less than 1,000 football season ticket holders (35%). After a sharp decline moving from lower to higher numbers of season ticket holders, season ticket holders above 20,000 amounted to approximately 37 percent of institutions, representing much of the DI-FBS division.

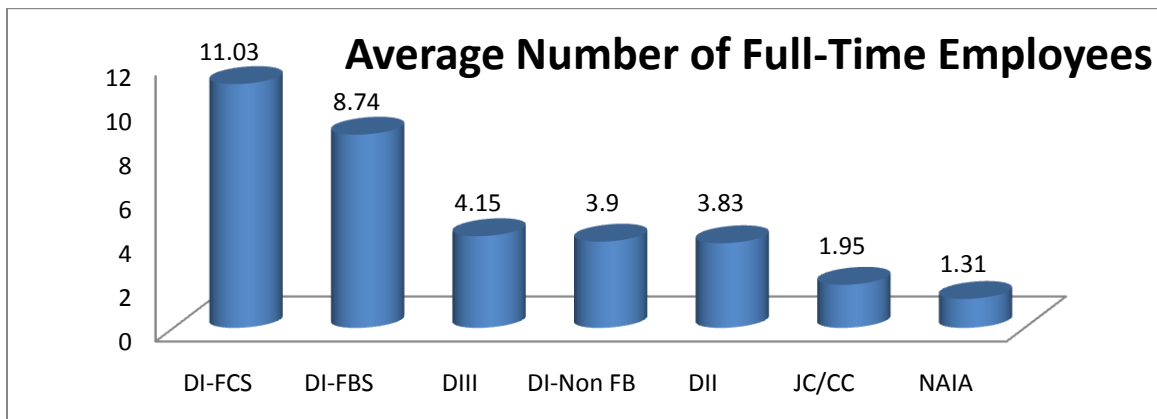


In the table below, the greatest percentage of season ticket holders in each division is highlighted. As shown, all levels other than DI FBS and JC/CC have football season ticket holder bases less than 1,000. 50 percent of DI FBS institutions surveyed have season ticket holder bases above 25,000.

Division	Season Ticket Holder Base
DI FBS	55.4% <i>greater than 25,000+</i>
DI FCS	53.1% <i>less than 1,000</i>
DII	100% <i>less than 1,000</i>
DIII	100% <i>less than 1,000</i>
NAIA	75% <i>less than 1,000</i>
JC/CC	66.7% <i>from 1,000-4,999</i>

Current Analysis on Development Staffing

The purpose of this section of the survey was to determine the average size of collegiate development offices and to understand how other development offices choose to utilize their employees. As university support dwindles and the economy continues to affect higher education in an unprecedented manner, employing revenue generating positions becomes increasingly important. For this section, development offices' workforces were divided into six separate categories: Development Officers, Support Staff, Graduate Assistants/Interns, Volunteers, Accountants and Gift-processing personnel.



An interesting note, explaining the large difference in average employees for DI-FCS and DI-FBS, is on average DI-FCS utilizes the assistance of 14 volunteers. The average FBS institution utilizes only 2 volunteers. In addition, the data revealed average DI-FBS development offices are composed of 4.70 females and 4.38 males. Of the six divisions, the only other division that had a greater number of females than males, on average, was the Junior College/Community College division. On average, all other divisions fit to a near 1 to 1 ratio of female to male.

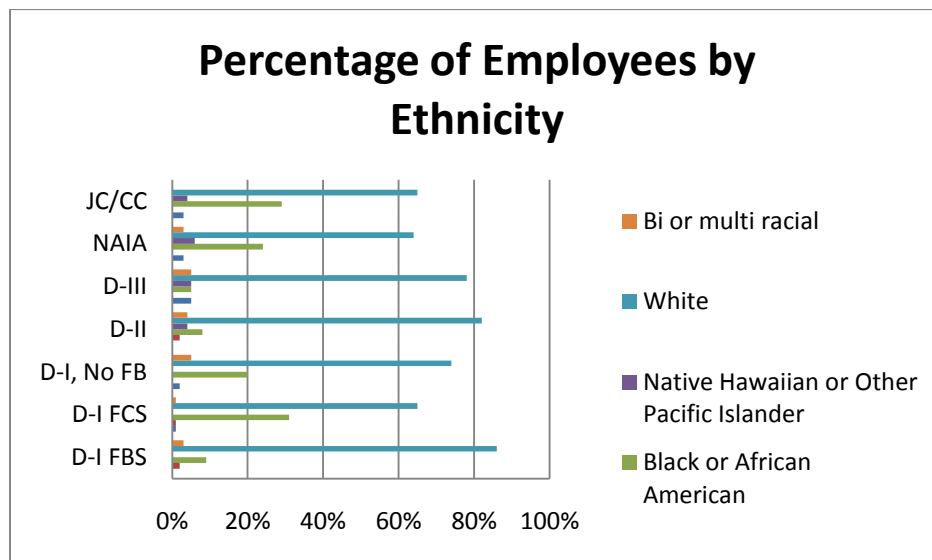
Composition of Average Development Offices

It was also revealed that, on average, the number of *Development Officers* was positively correlated with the *Total Raised in Athletics* of overall development revenue. While this is true, no one position had a significantly strong relationship with *Total Raised* other than *Development Officers*. Lastly, upon analyzing the longevity of the top ranking development official, it became apparent that this individual’s longevity did not correlate with the *Total Raised* or their *Annual Fund Total*.

Staff Members	DI-FBS	DI-FCS	DI, NON FB	DII	DIII	NAIA	JC/CC
Development Officers	5	2	2	0	1	0	1
Support Staff	3	2	1	1	0	0	1
Graduate Assistant/Intern	1	2	1	1	0	0	1
Volunteers	2	14	2	1	5	2	2
Accountants	0	0	0	0	0	0	0
Gift-Processing	0	1	0	0	0	0	0

Ethnicity Representation in Average Development Offices

The data reveals the overwhelming majority of employees within development offices are white. In each division the average number of white employees more than doubles that of the second most represented ethnicity, black or African American. The largest minority presence is seen at the DI- FCS level with 31 percent of employees being African American. The lowest minority presence occurs at the D-III level at 5 percent bi or multi racial, African American, and Native Hawaiian.



Average Compensation for Development Staff Members

In order to determine the average compensation rate for employees, development offices were segmented into eleven separate positions. Illustrated below is the average compensation of each position at the respective levels. The data reveals compensation at the DIII level is equal to or greater than that at the DII and DI-Non FB levels at many positions. As anticipated, DI- FBS pay scale was on average consistently higher at ten of the eleven positions (Director of Development being the lone exception). It is important to note that salaries for development positions will range significantly based on a few key attributes including location, department size, job responsibilities, and experience.

Title	DI, FBS	DI, FCS	DI, NON FB	DII	DIII	NAIA	JC/CC
Senior Associate AD	\$ 101,848	\$ 42,183	\$ 35,503	\$ 41,333	\$ 55,000	\$ 30,833	\$ 59,625
Associate AD	\$ 89,291	\$ 86,692	\$ 68,900	\$ 44,250	\$ 53,333	\$ 6,600	\$ 27,000
Assistant AD	\$ 60,695	\$ 43,912	\$ 38,000	\$ 39,625	\$ 35,000	\$ 11,200	\$ 27,400
Executive Director	\$ 59,533	\$ 37,401	\$ 27,000	\$ 33,000	N/A	N/A	N/A
Director of Development	\$ 54,638	\$ 64,432	\$ 49,615	\$ 40,571	\$ 73,000	N/A	N/A
Director of Annual Giving	\$ 49,365	\$ 38,166	\$ 27,142	\$ 10,000	N/A	N/A	N/A
Director of Capital Giving/Major Gifts	\$ 69,452	\$ 37,073	\$ 53,400	N/A	N/A	N/A	N/A
Director of Finance/Administration	\$ 21,000	\$ 53,458	\$ 9,250	\$ 11,333	N/A	N/A	N/A
Assoc./Assistant Director of Development	\$ 45,051	\$ 46,916	\$ 26,888	N/A	\$ 38,333	N/A	N/A
Manager of Development	\$ 32,250	\$ 15,416	\$ 10,000	N/A	N/A	N/A	N/A
Development Coordinator	\$ 27,200	\$ 22,954	\$ 24,650	\$ 7,125	\$ 40,250	N/A	N/A

Average Number of Years at Current Institution

The purpose of this question was to determine the average longevity of employees at the 11 different positions within athletic development. Development has been branded as a successful path to become an athletic director, incorporating a great deal of turnover in many development positions. The table below reveals averages within division for each of the 11 positions surveyed.

Title	DI, FBS	DI, FCS	DI, NON FB	DII	DIII	NAIA	JC/CC
Senior Associate AD	6	5	11	7	8	6	8
Associate AD	7	10	6	6	4	3	2
Assistant AD	4	3	5	3	9	2	1
Executive Director	5	2	1	2	1	0	0
Director of Development	4	5	5	2	4	1	0
Director of Annual Giving	3	2	2	1	3	3	0
Director of Capital Giving/Major Gifts	5	2	1	0	3	1	0
Director of Finance/Administration	3	5	6	4	9	2	5
Assoc./Assistant Director of Development	5	2	2	1	0	4	0
Manager of Development	3	0	0	0	0	2	0
Development Coordinator	2	1	1	1	2	0	0

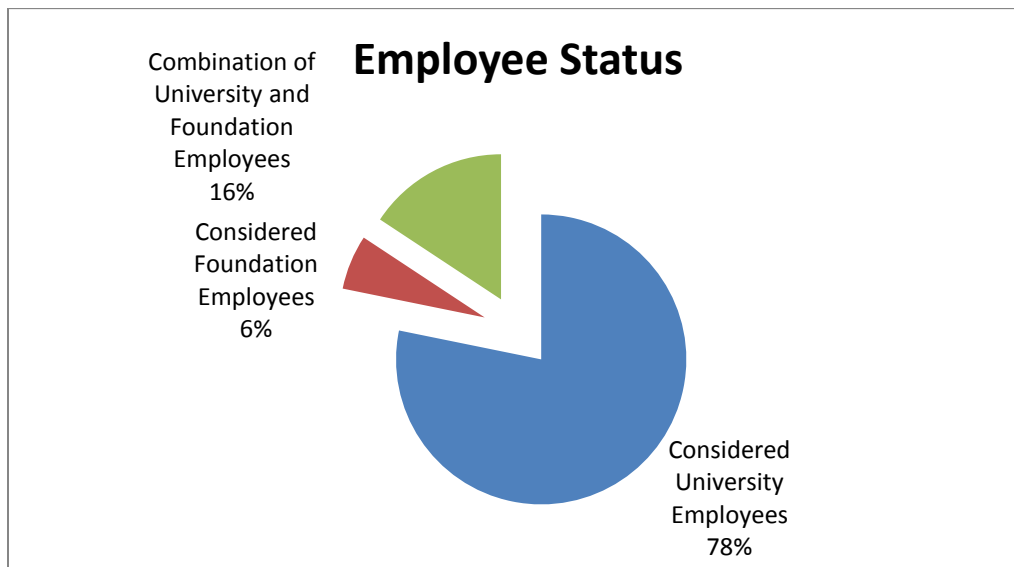
Employee Status at Institution - By Division

Institutions choose to construct their own organizational charts in many different ways, leading to a wide variety of places athletic development, and its employees, will work within the entire university setting. This question determined averages for each division regarding where athletic development employees reported and who they were considered an employee of.

As the table and chart both show below, across all divisions, the largest percentage of employees are considered *University Employees*. DII saw the greatest number of *combination of university and foundation employees* at 27 percent, evidencing a shared responsibility between athletics and university development.

	DI, FBS	DI, FCS	DI, NON FB	DII	DIII	NAIA	JC/CC
University Employees	74%	75%	90%	66%	86%	100%	78%
Foundation Employees	10%	10%	3%	9%	0%	0%	6%
Combination of University and Foundation Employee	16%	15%	7%	27%	14%	0%	17%

Employee Status at Institution - Aggregate



Current Analysis on Capital Campaigns

The proliferation of capital campaigns, centered primarily on upgrading current and constructing new athletic facilities, has been staggering. The “arms race” in collegiate athletics has led to a significant amount of institutions undergoing long term capital campaigns in order to remain in a competitive position in their conference and on a national scale.

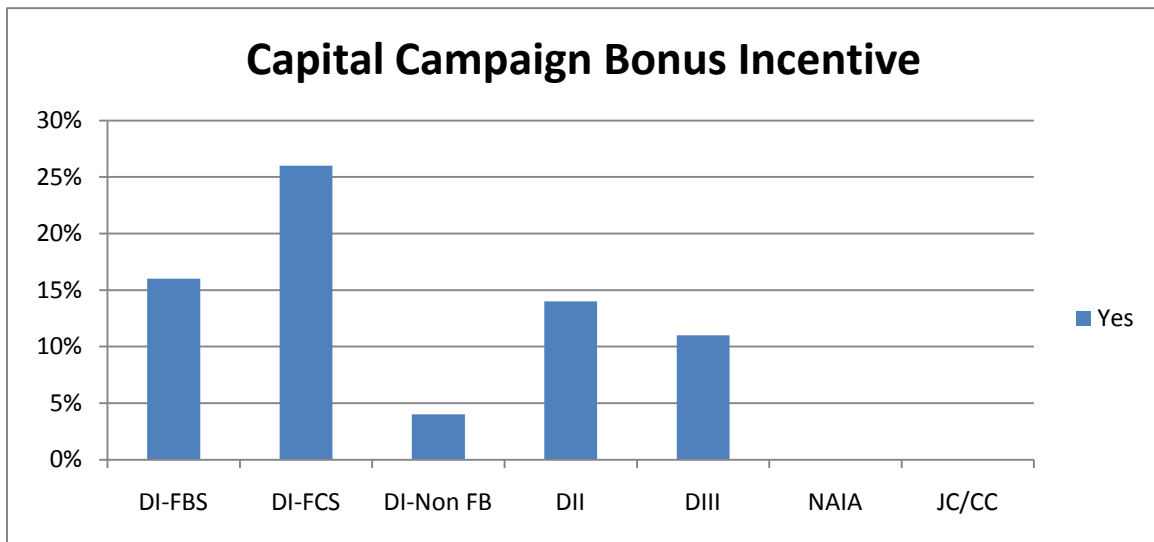
Capital Campaign Involvement and Goal/Size of Campaign

The data revealed 50 percent of the institutions that completed the survey are currently involved in a capital campaign. The table below indicates the average size of the campaigns for each of the respective levels.

	D-I FBS	D-I FCS	D-I, NON FB	D-II	D-III	NAIA	JC/CC
Average Size of Capital Campaigns	\$104,513,593	\$42,084,545	\$83,928,571	\$8,162,500	\$13,333,383	10,000,000	\$3,700,000

Bonus or Incentive Structure in Place

The chart below illustrates the percentage of schools within each level that currently have a bonus or incentive structure in place with a capital campaign. The data indicates institutions, specifically at the DI- FCS level (26%), offer monetary incentives for development officers to attain the campaign goal.



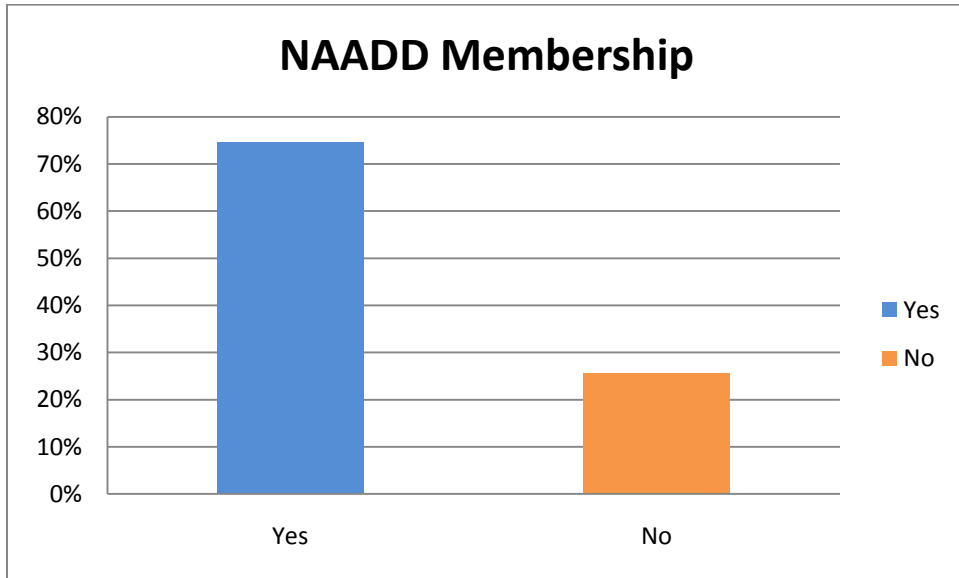
Bonus or Incentive Structure Examples

Below you will find examples of two universities who currently have bonus or incentive structures in place.

	University X	University Y
Basic Description	<ul style="list-style-type: none"> • Critical Success Factors Scale (20-40 Annual Goals – 10-12 Capital) • Goals reviewed monthly • Evaluated at Year-End 	<ul style="list-style-type: none"> • 4 Potential Goals to Achieve Bonus (Individual, Athletic Department, Campus, University)
Who is Eligible	<ul style="list-style-type: none"> • Administrative Assistants to Associate AD 	<ul style="list-style-type: none"> • All Foundation Employees (1 Goal) • All Front-Line Fundraisers (All Goals)
How Long has it Been in Place	<ul style="list-style-type: none"> • 3 Years 	<ul style="list-style-type: none"> • 2 Years
Size of Bonus	<ul style="list-style-type: none"> • % of Salary 	<ul style="list-style-type: none"> • 1-6%
Has is Been Successful	<ul style="list-style-type: none"> • Yes – increased accountability 	<ul style="list-style-type: none"> • Yes
Caveats	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Employees Must Have Satisfactory Year-End Evaluation • Foundation Endowment Must Have Ability to Fulfill

NAADD Membership

Data revealed that 98 percent of Division-I FBS institutions that completed the survey are active NAADD members. The graph below reveals the aggregate membership data across all divisions.



Qualitative Research

Collecting primary data from collegiate athletic offices' development practices is a comprehensive process. Athletic development incorporates activities and efforts that are both qualitative and quantitative in nature. For this reason, it is essential to measure best practices in collegiate athletic development from each of these perspectives.

For the purposes of this section, each question will be analyzed and common themes among the respondents will be revealed. For the intention of comparing peer institutions, smaller schools (DI-Non FB, DII, DIII, NAIA, and JC/CC) were separated from bigger schools (DI-FBS and DI-FCS). Lastly, questions 1, 2, 3, and 5 reveal a "Best Idea" that are considered both innovative and unique at this time.

Development and Ticket Office Relationship

Regardless of school size, the most common response to our question of what the development office's relationship is with the ticket office was that the ticket office and development staff worked very closely together. There were a number of different methods described regarding who selects the priority seating for donors, who maintains donor Priority Point information, and what communication takes place between the two offices. Responses ranged from the following:

- Development seats all donors
- Ticket office seats all donors
- Development seats all donors in the top number or percentage of Priority Point rankings of all donors (e.g. Top 100) while the ticket office seats all other donors.
- *Smaller schools* – the ticket office reports directly to the athletic director who manages the process with the development staff
- Development and ticket office select together (e.g. War Room – see below)

The **Best Idea** came from an institution that selected each priority seat with input from both the development and ticket offices. The **War Room**, is essentially a boardroom meeting with all development and ticket staff involved in stadium/arena seating where each donor is placed in their seat after discussion and debate from all individuals. The information used not only incorporates Priority Points and previous seat location, but most importantly *potential gifts*, determined by the development staff.

Add or Eliminate One Initiative

There are a number of initiatives/activities/events that would be added or eliminated, if the institutions surveyed had the ability to quickly change their current state. Among those that would be added at the bigger schools are:

- Referral Program
- Volunteer/representative Program
- Varsity Letterwinners program
- Smaller schools – introduction of preferred seating of most popular sports

Initiatives to be eliminated:

- Events (such as golf tournaments and coaches appearances), in large part due to the current economy
- Smaller schools – sports specific booster clubs

The **Best Idea** came as an alternative to cutting events in these tough economic times. Instead of completely eliminating the budget for these events, one institution revealed they have begun to focus events at more strategically targeting the few donors that will give back. The purpose is to blend those who have already given back with the top prospects at the time, in hopes of creating a sense of security in your prospects. This select group will make the time and money spent on special events worth it. A major trip (e.g. to The Masters) with these individuals will yield high returns in the long run.

Lowest Giving Level

The size of the institution did not affect their lowest giving level. Across the board, the lowest giving level ranged from \$50-\$100. This giving level was based on the first level that donor benefits were associated with.

The **Best Idea** that many institutions have begun to use is a *Young Alumni Club* where recent alumni (1-2 years out of school) can gain the benefits of a first level donor with a gift of \$25-\$50. The logic of doing this is to condition to giving as well as to engage these recent alums at a low cost and to have them experience and enjoy the benefits of being a donor. Once the *Young Alumni Club* membership is discontinued after 1 to 2 years, these alumni will hopefully become donors.

Employee Turnover

The responses regarding employee turnover revealed an important difference between bigger (DI-FBS & DI-FCS) and smaller (DII, DIII, JC/CC, and NAIA) schools. Among DI schools, Mid-Majors understand the reality of being a “farm system” of development officers for BCS schools. Although this natural and healthy turnover does occur, the average response to this question uncovered that *most institutions do not have a turnover problem*.

The primary reasons associated with this response were:

- Hiring alumni
- Location of institution being a desirable place to live - Attributes of living such as great schools, relationship between the athletic department and the community, and a favorable cost of living.
- Competitive salary

Strategic Step(s) in Response to Current Economy

The current economic environment is causing many athletic development offices to strategically adjust their efforts and activities. This question was assessed from both an internal and external perspective.

Internally, the following activities were most commonly noted across institutions of all sizes:

- Staff cuts
- Hiring freeze
- Cut non-essential travel/events/Fed-Ex
- Pay-cuts

Externally, smaller schools and bigger schools differ slightly in their approach. Smaller schools are setting aside their capital campaigns and focusing more attention on their annual giving. Secondly, there are increasing incentives, namely public recognition, for each of their giving levels. Close to smaller schools’ approach, bigger schools are also being cautious about asking for major gifts. Additionally, they are focusing on retention of current donors instead of growing the base of donors; schools are focusing more on cultivation than the “ask.”

There are two **Best Ideas** that were determined. The first is to create an up-scale annual report that tells every donor exactly where the money in the athletic department, and specifically within the development office, is being spent. This transparency is highly valued in these tough economic times and elicits positive responses from donors. The second is to set a specific donor level (e.g. \$1,000 donors) of which every donor at or above the given level receives a personal meeting. This focused attention on retaining the higher-end donors will pay long run dividends.

Exhibit A (The Survey)

National Association of Athletic Development Directors (NAADD) Survey Bank of Questions

Opening Page:

Welcome to the National Association of Athletic Development Directors survey. This survey aims to determine how many different ways institutions structure their intercollegiate athletics development offices and identify the best practices among each surveyed institutions' development office. The Information obtained from this survey will be shared by NAADD with its membership.

We ask that only one individual from your institution completes this survey. If you encounter questions that you are unable to answer, please skip to the next question. The results of this survey will be presented at the NAADD Convention on June 20, 2009. The final results will also be posted on the NAADD website after the Convention. Only aggregate information will be revealed, participants names or institutions will be kept confidential.

If you wish to see the results of the survey, please supply your contact information at the completion of the survey. This will allow us to forward a final copy of the report to you via e-mail and also to reach out to some respondents regarding best practices. Thank you for your participation as we look to identify areas of improvement for development departments at colleges and universities.

General Institution Information

1. Please select the option that most closely represents your institution.

[Multiple choice, one answer]

Public
Private
Other

2. Please select the category which most closely represents the size of your undergraduate student population.

<3,000
3,000-6,999
7,000-10,999
11,000-14,999
15,000-18,999
19,000-24,999
>25,000

3. Please indicate which Division or collegiate athletic association that the majority of your sports participate in. [Multiple choice, one answer]

- NCAA Division I-FBS
- NCAA Division I-FCS
- NCAA Division I (Without Football)
- NCAA Division II
- NCAA Division III
- NAIA
- JC/CC

4. Please specify your institution’s conference affiliation. [Text Box]

5. Please indicate the total number of sports your institution offers. [Numerical Text Box]

- Male
- Female
- Total

6. Please select the option which most closely represents where athletic development is housed at your institution. [Multiple choice, one answer]

- Athletic Development is completely separate from Institutional Development and has its own 501(C3)
- Athletic Development reports through part of the Institution’s Development and is not considered a separate entity.
- Athletic Development reports through the Athletic Department but does not have its own 501(C3)
- Other, please specify

Development Revenue

7. Please estimate, to the best of your ability, the dollar amount (to the nearest thousand) raised in each of the following areas as they pertained to your institution in the last two completed 12 month fiscal totals. This number should represent cash in hand, not cash pledges: [Numerical Text Box]

	2006-2007	2007-2008
Institution Fundraising (Non-Athletic, if known)		
Athletic Annual Fund:		
Capital Campaigns for Athletics:		
Scholarship Endowment		
Position Endowment		
Other		
Total Raised for Athletics:		

Best Practices

8. Please select all applicable methods with which your office accepts donations to athletics. (Multiple choice, check all that apply)

Online Donations
Matching Gifts in partnership with corporations
Deferred/Planned Gifts
Gifts in Kind
Real Estate
Estate Bequests
Stock Transfers
Phone-a-thon
Other, please specify

9. Does your office presently have a priority points system in place for donors to receive additional benefits and priority for items such as tickets, parking, and post season tickets? If no, please proceed to question 13.

Yes
No
Other

10. What criteria do you use for distributing priority points? (multiple choice, check all that apply)

Dollars Given
Season Ticket Purchases
Consecutive Years Given
Student-Athlete Letterman
Alumni of institution
Other Please Specify

11. Please select the response which most closely represents how often you rank priority points. (multiple choice)

Never
Annually
Every 2 years
Every 3-4 years
Every 5 years
Other

12. Please select all sports by gender with which priority points are in place.

Matrix

	Men	Women	N/A
Baseball			
Basketball			
Football			
Gymnastics			
Hockey			
Soccer			
Volleyball			
Wrestling			
Other			

**13. Please select all types of benefits that your institution presently provides to donors.
(Multiple choice, check all that apply)**

Apparel
Media Guide
Tickets
Pre-season or post season banquet or gala
Parking
Plaques
Game Day Hospitality
Online Video Streaming Subscription
Away Game Tickets
Post Season Tickets
Other, please specify

14. If your institution has football, please select the category which most closely represents the size of your football season ticket holder base. If your institution does not have football, please proceed to question 17.

<1,000
1,000-4,999
5,000-9,999
10,000-14,999
15,000-19,999
20,000-24,999
25,000-39,999
>40,000

15. Have you expanded your football stadium in the last three years or are you planning to expand in the next three years? If no, proceed to question 17.

Yes
No

16. If you have expanded your stadium in the last three years or are pursuing to expand in the next three years, what areas does the expansion encompass? [Multiple choice, check all that apply]

Stadium Suites
Club level
Bleacher Seating
Other

17. If your institution has men's basketball, please select the category which most closely represents the size of your men's basketball season ticket holder base.

<500
500-1,999
2,000-2,499
2,500-3,499
3,500-4,499
4,500-5,499
6000-9,999
10,000-19,999
>20,000

Staffing Information

18. Please select the response which most closely represents the employee status of your office. [Multiple choice, one answer]

- Development staff are all considered University employees
- Development staff are all considered Foundation employees
- Development staff are a combination of University and Foundation Employees
- Other, Please specify

19. Please indicate the number of staff members that work exclusively in athletic development. [Numerical text box]

Answer Categories:

- Total Full Time Staff
- Development Officers
- Support Staff
- Graduate Assistants/Interns
- Volunteers
- Accountants
- Gift-processing

20. Please provide the number of athletic development department full-time employees by gender. (If there are no employees within a specific category, please enter a “0” for that category.) [Numerical text box]

Answer Options:

- Male
- Female

21. Please provide the number of full-time employees by ethnicity. (If there are no employees within a specific ethnic category, please enter a “0” for that category.) [Numerical text box]

Answer Categories:

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White
- Bi or multi racial
- Other

22. For each position applicable, please provide the number of years the person has worked with your institution. If there are multiple people at your institution with the same title, please provide the average for that position. If you do not have access to this information for all development staff, please provide only your number of years for the appropriate position. [Numerical text box]

Answer Categories:

Senior Associate AD

Associate AD

Assistant AD

Executive Director

Director of Development

Director of Annual Giving

Director of Capital Giving/Major Gifts

Director of Finance/Administration

Associate/Assistant Director of Development

Manager of Development

Development Coordinator

Other Please Specify

23. Please provide the salary information for all applicable positions within Athletics Development. (If there are multiple people at your institution with the same title, please provide the salary average for that position. If you do not have access to salary information for all development staff, please provide only your salary for the appropriate position and leave all others blank.) [Numerical text box]

Answer Categories:

Senior Associate AD

Associate AD

Assistant AD

Executive Director

Director of Development

Director of Annual Giving

Director of Capital Giving/Major Gifts

Director of Finance/Administration

Associate/Assistant Director of Development

Manager of Development

Development Coordinator

Other Please Specify

24. If your institution is currently undergoing an athletic capital campaign or if you will initiate one by 2010, is there a monetary bonus/incentive structure in place for development staff for completion of the campaign goal?

Yes

No

If yes, please specify

25. If you are currently involved or are starting a capital campaign by 2010 please specify the goal/ size of the campaign.

NAADD Information

26. Are you or your institution presently a NAADD member? [Multiple choice, one answer]

Answer Options:

Yes

No

27. If not, why? [Multiple choice]

Answer Options:

Not familiar with NAADD

Membership too expensive

Development handled by university

Other, (Please Specify _____)

28. If you or your institution is not presently a NAADD member, would you like to receive additional information about NAADD?

Answer Options:

Yes, please e-mail me additional information

No, I would not like additional information at this time

29. Please enter your contact information below if you would like to receive the results electronically following the release at the NAADD Convention. In addition, some survey respondents may be contacted to gain additional insights about best practices at respective institutions. Again, all information will remain confidential and answers can not be linked to individuals.

Institution:

Title:

First Name:

Last Name:

Email Address:

Phone Number:

Exhibit B (Qualitative Research – Phone Interview Participation)

The insight gained from conversations with athletic development directors was essential to the success of our research. For this reason, we are indebted to this group for their transparency and willingness to share valuable insight on issues surrounding best practices of development offices today.

- Alan Thomas – Associate Athletic Director, University of Georgia
- Amy Piland – Director of Annual Giving, University of North Carolina – Chapel Hill
- Andrew Carter - Vice President of Intercollegiate Athletics/AD, Newberry College
- Bianca Whitworth – Assistant Director – Athletic Development Operations, Boston College University
- Blake Johnson – Associate Director of Donor Services, University of Tennessee
- Brian Kegler – Associate Athletic Director/Director of Development, University of Tulsa
- David Crum –Associate Athletic Director of Development, University of Minnesota
- Chris Delisio - Associate Athletic Director for Program Advancement/Executive Director of Ohio Bobcat Club, Ohio University
- Davis Babb – Associate Athletics Director for Development, Texas Christian University
- Don Brubacher - Director of Athletics, Hillsdale College
- Doug Knuth - Associate Athletic Director of External Operations, The University of Utah
- Eric Neuburger – Associate Director/Finance & Administration, Indiana University
- Jason Roundy – Director of Annual Giving, Northern Arizona University
- Jimmy Bass – Senior Associate Director of Athletics for External Operations, East Carolina University
- Jim Senter – Associate Athletic Director of Development, University of Colorado
- John Morris - Associate Director for Athletic Development, Benedictine University
- Jude Killy – Associate Athletic Director-Director of Development, Miami University
- Kelly J. Higgins, Ed.D - Director of Athletics, Fort Lewis College
- Ken Cutler – Director of Development, Pennsylvania State University
- Lindsey Williams – Associate Athletic Director of Development, University of Miami
- Matt Donovan – Associate Athletic Director of Development, University of Indianapolis
- Patrick Ransdell – Assistant Athletic Director of Major Gifts, Coastal Carolina University
- Rebecca M. Masteller - Assistant Director of the Moravian Fund Athletics/Assistant Field Hockey Coach, Moravian College
- Steve Angelucci – Senior Associate Athletics Director for External Affairs, University of Central Florida
- Steve Uryasz – Senior Associate Athletic Director, Texas Tech University
- Tim McMurray- Senior Associate Director of Athletics, Northern Illinois University
- Tom Coffman - Assoc. Director of Athletics/Development & Planning, Duke University
- Tony Romano - Assistant Director of Development, University of Wisconsin-Stevens Point
- Vince Volpe – Executive Director of Development, University of Missouri
- William Villa - Director of Athletics, Chaminade University of Honolulu