

Please select and apply Resources and Expenditures: include Inside/Outside Venue Mechanisms, as well as the Reducing a Risky Business Terms to the following scenario:

Resources & Expenditures

Inside the Venue

Outside the Venue

Reducing a Risky Business

Directions are on page 3

Examination II
Applying Change Essay Prompt
ESS 160

Case Study IV

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Back Story

The University of California, Santa Barbara is a public research institution that currently ranks in the top ten of public universities in the United States, as well as 34th among U.S. National Universities (both public and private colleges and universities) - *according to the U.S. News & World Report*. Moreover, the university's reputation has extended to a global presence in being ranked 52 and 48 respectively by *Times Higher Education World Universities* and *Academic Ranking of World Universities*.

Beyond its strong academic reputation, UCSB also has had some achievements in athletics that includes several conference championships, appearances in NCAA championship events, in addition to three national titles in men's water polo (1979), men's soccer (2006), and men's swimming and diving (1962 - Div. II). Interestingly a big part of UCSB's athletic history is heavily tied to a forgotten history of the university's involvement in a football program - *Notes from John Zant - Santa Barbara Independent* -

1921-71: BIRTH OF THE GAUCHOS

- Santa Barbara State Teachers College fielded its first football team in 1921. The Roadrunners, as they were called, played their home games on a dirt field at Pershing Park. The freshly minted Gauchos put together the best football record in school history, 9-1, in the 1936 season.
- La Playa Stadium, now home of the SBCC Vaqueros, was originally built for the State College by the Works Progress Administration. The Gauchos made their debut in the seaside stadium on October 15, 1938. It was a scenic success, but they lost by a score of 6-3 to Willamette University from Oregon.
- The third home of the Gauchos would become the stadium built on the campus in 1966. It is named Harder Stadium in honor of their first winning football coach.

1963-71: END OF THE GAUCHOES

- Harder Stadium opened with a 64-3 Gaucho victory over Cal Western in November of 1966. At Curtice's invitation, Vince Lombardi brought the Green Bay Packers to practice on the field before their Super Bowl I victory in 1967.
- Curtice hoped the stadium would become a home of big-time football when he retired as coach in 1970 and turned the Gauchos over to his capable assistant, Andy Everest.
- But social currents and the economics of the sport dictated otherwise. UCSB suffered lopsided road defeats to Washington (65-7) and Tennessee (48-7) at the start of the 1971 season, and flagging home attendance signaled the death knell of the program.

1983-91: REVIVAL AND REPEAL

- UCSB students Brad Tisdale and Gary Rhodes spearheaded a movement to bring intercollegiate football back to the school. They got a club team going, and in the 1985 student election, a referendum was passed to fund a non-scholarship, Division III football program. Former Gaucho linebacker Mike Warren, a successful coach at Lompoc High, took over as head coach.
- From 1987-1991, the Gauchos went 33-15 under Warren and his successor, Rick Candaele. They beat Cal Lutheran five times. They were 3-1 against San Diego and 4-1 against Azusa Pacific, a top NAIA school.
- But in 1992, the NCAA legislated that Division I colleges (as UCSB was in other sports) must play at the Division I level in all sports. That leap would have required a huge increase in the expense of the program, and once again UCSB dropped football.

Since 1992, there have been loose discussions that UCSB has had an interest in rebuilding a football program, but to no avail. However, based on a recent meeting from the Board of Trustees and the Executive Vice Chancellor's Office, talks have resumed to see if a formalized strategy can be presented that can get the NCAA, State of California, boosters, campus community, etc. on board. This in part to the level of funding that will be needed in relation to the amount supplied through state funding.

The **State** of California currently (2018-2019) spends over \$3 billion on the **UC** system, **funding** approximately 43.3% of the system. In 1980, the **state funded** 86.8% of the **UC** budget.

Currently, UCSB is housed in the NCAA Big West Conference and competes in 20 sports that includes 269 male student-athletes and 267 female student-athletes. The university's related break-even analysis is as follows:

Total Sports Related Revenues	\$14,863,011
Total Sports Related Expenses	\$14,862,353
Net	\$658

The Problem

Partial Article Segment from Michael Mersel - The Bottom Line UCSB -

More than 20 years after the last football game was played in Harder Stadium, and Gaucho football is all but a distant memory. Information on the team is hard to come by, as even the UCSB Athletics website barely mentions the teams aside from a few entries in the Hall of Fame. With a huge prospective market of students and the chance to make a fresh start on the football field, it's easy to wonder why there isn't more of a push to get a new program installed here on campus. However, there is an easy way to explain this: money.

College football programs are expensive. There are millions and millions of dollars that go into sustaining a team every year, and it is difficult to turn a net profit. For example, in 2018 the USC Trojans were valued at about \$326 million, while UCLA Bruins were estimated at \$302 million, according to Chris Trevino of Wall Street Journal. That's a high price of entry for a school that would need to start a team almost from scratch. As Cork Gaines from Business Insider estimates, it takes around \$100,000 (9thousands) just to dress a team to play.

Also, while the more valued programs can generate quite a bit of revenue (Alabama's athletic department reported a net profit of \$15.7 million to remain one of the country's most profitable programs, thanks in large part to the \$45.96 million profit brought in by its national championship-winning football program, which was actually down 3½ percent from the \$47.7 million it made in 2015-16.), this is an anomaly. As stated in the Revenues and Expenses Report for the 2017-2018 NCAA Division I-AA football teams, "Only two percent of football programs... reported net generated revenues (surpluses) for 2018, which is consistent over recent years." The Division I-A teams almost always turn a profit, but it is unlikely that UCSB would immediately be able to play among the top school immediately after founding a program. And with the constant budget concerns that the University of California system has been experiencing, it is doubtful that so much money would ever be risked on a football team.

You are a hired consultant to formalize a strategy that will lay out a plan for gathering resources and detailing expenditures in building a Division I football program at UCSB. This details funding opportunities through Reducing a Risky Business, plus engagement tactics for the campus community through Inside/Outside Venue tactics.

DIRECTIONS

Please select and apply Resources and Expenditures: include Inside/Outside Venue Mechanisms, as well as the Reducing a Risky Business Terms to the following scenario:

- What would you do to change the direction of UCSB athletic programming to incorporate, engage and finance a Division I football program (make sure you understand all the inner linings of the situation):
 - ➔ Ensuring funding opportunities
 - ➔ Lower operational costs (cut of existing programming?)
 - ➔ Main points to address lobbying for a program
 - ➔ Make this a engaging entity (*how does this impact the campus community*)

THINGS TO KNOW:

Men's Sports

University of California - Santa Barbara spent \$6,050,479 on men's teams and received \$6,050,479 in revenue. On average, University of California - Santa Barbara gave male athletes \$7,049 in sports related student aid.

There are 10 head coaches for men's teams. On average they make \$79,119. They are supported by 16 assistant coaches who earn \$38,536 on average.

Women's Sports

University of California - Santa Barbara spent \$4,716,366 on women's teams and received \$4,716,366 in revenue. On average, University of California - Santa Barbara gave female athletes \$7,049 in sports related student aid.

There are 10 head coaches for women's teams. They make, on average, \$61,631. They are supported by 19 assistant coaches who earn, on average, \$24,310.

Sport Team National Rankings -

- | | |
|-----------------------------------|-------------------------------------|
| • Men's Soccer - 45 of 189 | • Women's Soccer 83 of 307 |
| • Men's Baseball - 129 of 272 | • Women's Softball - 86 of 274 |
| • Men's Basketball - 226 of 325 | • Women's Basketball - 110 of 325 |
| • Men's Golf | • Women's Swimming & Diving |
| • Men's Swimming & Diving | • Women's Tennis |
| • Men's Tennis | • Women's Track & Field - Indoor |
| • Men's Track & Field - Outdoor | • Women's Track & Field - Outdoor |
| • Men's Track & Field - X-Country | • Women's Track & Field - X-Country |
| • Men's Volleyball | • Women's Volleyball |
| • Men's Water Polo | • Women's Water Polo |

Please note that there is NO one correct answer

You will be evaluated on the following criteria:

- Addresses the Prompt
- Quality & Clarity of Thought
- Organization & Development of Ideas
- Grammar
- Appropriate Application of the Selected Resources & Expenditures, Reducing a Risky Business & Inside/Outside Venue Mechanism Terms

Due by 3:15pm - Tuesday, November 21st



Transportation & Parking Services UNIVERSITY OF CALIFORNIA, SANTA BARBARA MAP & DIRECTORY

UCSB parking permit must be displayed on vehicle at all times. Permit dispensers throughout campus sell short-term permits at all times. The Parking Sales Office in Building 381 off Stadium Road sells permits during business hours. Payment by credit card (Visa or MasterCard), cash or campus Access card is accepted.

A short-term permit entitles you to Visitor parking status. Please ensure that you park in a space or lot allowed by your permit type as parking violations are subject to citation. Do not park in spaces marked "RESTRICTED at All Times", "Reserved" or "Restricted" without an appropriate permit.

What do the lot colors mean?

- Yellow** Visitor and student parking allowed at all times.
- Green** No visitor or student parking Monday to Friday between 7:30 AM and 5:00 PM. Visitor and student parking allowed at other times. Individual spaces within lots may have restrictions.
- Blue/White Stripes** No staff, visitor or student parking in 15 Parking Monday to Friday between 7:30 AM and 5:00 PM.
- Violet** No visitor or student parking (except Disabled) at any time.
- Orange** Residence Hall student parking at all times. Each location requires its own H permit.



- ### PARKING DESIGNATIONS
- Permit required at all times.
- C Commuting Student & Visitor
 - H2 Housing Student
 - H22 Housing Student
 - H23 Housing Student
 - H38 Housing Student
 - Bus Stop
 - Coastal Access Pathway
 - Coastal Access Point
 - Coastal Visitor Parking
 - Disabled Parking
 - EV Charging Station
 - Motorcycles
 - Parking
 - Parking Meters (available to general public)
 - Permit Dispensers
 - University Housing
 - Traffic Light
 - UCSB Boundary

Please Observe Posted Speed Limits

Where would you place the program?