BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM Gordon Dining and Event Center– 2nd floor, 770 W. Dayton Street, Madison, Wisconsin Friday, December 5, 2014

II. 9:00 a.m. All Regents – Symphony Room

- 1. Calling of the roll
- 2. Approval of the minutes of the November 6, 2014 meeting
- 3. Report of the President of the Board
 - a. Higher Educational Aids Board, Hospital Authority Board and Wisconsin Technical College System Board reports
 - b. Status update chancellor searches
 - c. Additional items that the President may report to the Board
- 4. Report of the President of the System
 - a. Thoughts on transforming the way the UW does business
 - b. News from around the UW System
 - c. Student spotlight
- 5. Report and approval of actions taken by the Business and Finance Committee
- 6. Report and approval of actions taken by the Capital Planning and Budget Committee
- 7. Report and approval of actions taken by the Education Committee
- 8. Report and approval of actions taken by the Audit Committee
- 9. Report and approval of actions taken by the Research, Economic Development, and Innovation Committee
- 10. *Presentation*: Next in a series of presentations on chancellors' strategic goals UW-Superior Chancellor Renée Wachter
- 11. Presentation: Annual NCAA Division I Athletics Report: UW-Green Bay
- 12. Regent communications, petitions, and memorials
- 13. Closed session

Move into closed session: (1) to consider personal histories, related to the naming of a facility at UW-Madison, as permitted by s.19.85(1)(f), *Wis. Stats*; (2) to consider a UW-Stevens Point honorary degree nomination, as permitted by s. 19.85(1)(f), *Wis. Stats*.; (3) to consider a UW-Milwaukee honorary degree nomination, as permitted by s. 19.85(1)(f), *Wis. Stats*.; and (4) to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), Wis. Stats.

December 5, 2014 Agenda Item II.11.

UW-GREEN BAY NCAA DIVISION I ATHLETICS 2014 ANNUAL REPORT

EXECUTIVE SUMMARY

BACKGROUND

Collegiate athletics are high-profile activities that exist for the betterment of the student body, student-athletes, and the university. As some of the most visible programs at higher education institutions, athletics provide valuable experiences for student athletes, opportunities to engage the broader community and, often, a public face for the institution. This visibility, along with the number of student-athlete participants, the members of the public attending athletic events and the substantial compliance requirements, necessitates a high level of oversight and scrutiny by both administrators and governing bodies.

A recent study by the Association of Governing Boards of Colleges and Universities (AGB), "Trust, Accountability, and Integrity: Board Responsibilities for Intercollegiate Athletics (2012) included three recommendations:

- The governing board is ultimately accountable for athletic policy and oversight and should fulfill this fiduciary responsibility.
- The board shall act decisively to uphold the integrity of the athletics program and its alignment with the academic mission of the institution.
- The board must educate itself about its policy role and oversight of intercollegiate athletics.

The UW System has three institutions with Division I NCAA athletics programs (UW-Green Bay, Madison, and Milwaukee); one institution with a Division II athletics program (UW-Parkside); and nine institutions with Division III athletics programs (UW-Eau Claire, La Crosse, Oshkosh, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater).

In November 2012, the Board of Regents established a reporting framework for UW institutions that participate in NCAA Division I athletics. Under this framework, institutions annually provide information to the Board regarding academic, fiscal and compliance matters related to NCAA Division I intercollegiate athletics.

The framework requires each of the UW institutions with an NCAA Division I athletics program to submit a written annual report to the Board of Regents, which is the basis for annual presentations to the Board by the Chancellor and Athletic Director. The report and presentation are designed to assist the Board in ensuring that the institutions are: 1) adhering to any performance standards implemented by an institution or its athletic board; 2) safeguarding the welfare of all students; 3) maintaining NCAA compliance; and 4) assuring fiscal integrity.

REQUESTED ACTION

This item is for discussion purposes only.

DISCUSSION

UW-Green Bay has submitted its second annual athletics report to the Board of Regents for discussion at the Board's December 2014 meeting. An overview of significant items in the report follows.

I. Athletics

UW-Green Bay Athletics Department's 2013-14 report to the Board of Regents states that the department sponsors 16 sports programs supporting approximately 260 student-athletes in men's and women's basketball, men's and women's cross country, men's and women's golf, men's and women's nordic skiing, men's and women's soccer, women's softball, men's and women's swimming and diving, men's and women's tennis, and women's volleyball. The men's and women's programs, known as the Phoenix, have been members of the Horizon League, or its predecessors, since 1994-95.

The report highlights the following athletic accomplishments:

- The women's and men's basketball team, the softball team, and the men's tennis team captured the Horizon League regular season championship.
- The softball team and men's tennis team captured the Horizon League tournament championship.
- The softball team, men's tennis team, men's basketball team, and women's basketball team made postseason appearances.
- Four students received the Horizon League Player of the Year Awards.
- Sixteen students were included in the All-Horizon League selections.
- Four coaches were named Horizon League Coach of the Year.

II. Academics

UW-Green Bay Athletics Department's 2013-14 report to the Board of Regents identifies three measures used to monitor academic progress of student-athletes — grade point average (GPA), the graduation success rate (GSR), and the academic progress rate (APR). The department established benchmarks for each.

The department's benchmark for GPA is to maintain a GPA of 3.0 or greater each semester. Twelve of the 16 teams had a GPA of 3.0 or higher for both the 2013-14 fall and spring semesters. The overall GPA for the department was 3.20. Spring 2014 became the twenty-ninth consecutive semester that the combined GPA of UW-Green Bay's student athletes exceeded 3.0.

The department establishes three benchmarks for GSR and provides information on one of these three benchmarks in the 2013-14 report to the Regents. This benchmark is to maintain a student-athlete graduation rate that is higher than the UW-Green Bay general student body. The GSR for student-athletes in 2013-14 was 66%. This was lower than the GSR for 2012-13 (83%). However, the rate was still higher than the rate for the UW-Green Bay general student body (46%).

The department's benchmark for APR is to maintain APR that are higher than the NCAA minimum for each sport. The NCAA's minimum APR is 900 (multiyear) or 930 (two most recent years). The report highlights that the 2013-14 APR for all 16 programs exceeded the NCAA minimum and the multiyear APR for all 16 programs also exceeded the NCAA minimum.

The report also highlights other academic accomplishments:

- Four teams received an NCAA Public Recognition Award. This award is given to teams that had an Academic Progress Rate in the top ten percent of all squads in their respective sports.
- One hundred fifty-three student-athletes had a GPA of 3.0 or higher.
- The department received six Horizon League All-Academic team selections.

III. Financial Situation

UW-Green Bay Athletics Department's report to the Regents includes the department's budget, actual revenues, actual expenses, balances, debt balances and payments, and endowments for Fiscal Year 2013-14. In the 2013 annual report, the department reported a deficit of \$97,755 for FY 2012-13. The 2013-14 report notes an operating surplus of \$53,568 for FY 2013-14. The report indicates that the department had collected more revenues from ticket sales than budgeted. Also, the three fundraising events the department conducted had a recordbreaking year in dollars raised. The report also identifies an unrestricted fund balance of \$532,050 at the end of FY 2012-13, or approximately 7.1% of FY 2013-14 expenditures.

IV. Compliance

The report to the Regents identifies five self-reported NCAA violations. The report includes a certification that there are no investigations or reviews of the Athletic Department or personnel by the institution, NCAA, or law enforcement underway at this time.

The report also includes the most recent Horizon League Compliance Review, dated November 8-10, 2010. This same Review was also included in the department's report to the Regents in December 2013. The Review highlights the institutional commitment to rules compliance by all personnel and the emphasis placed on adherence to NCAA rules. The Review also makes some voluntary recommendations for improvements. The two areas the Review highlighted for attention are hiring an additional staff member in the area of compliance to help further monitor all sports and reorganizing the equipment issuance and retrieval process.

The 2013-14 Annual Report to the Board of Regents notes actions taken by the Athletics Department to implement one of the areas highlighted in the Review. The department has created a position of Director of Compliance and Student Services and has appointed the

Director. The department has also promoted a head coach to be Assistant Athletic Director for Compliance and Student Welfare.

RELATED REGENT POLICIES

Regent Policy Document 10-1: Endorsement of the Statement of Principles from the Knight Foundation Commission on Intercollegiate Athletics



University of Wisconsin-Green Bay

Intercollegiate Athletics Department Summary

Drafted for the Board of Regents, November 2014

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1. INTRODUCTION

The intent of this executive summary is to provide annual information of intercollegiate athletics to the Wisconsin Board of Regents. Information is provided about the Intercollegiate Athletics Department, the NCAA, and the Horizon League. The second section will outline specific information addressing academics, fiscal responsibility and compliance regulation.

A. Mission of Green Bay Intercollegiate Athletics

The Intercollegiate Athletics Department is intended to be an integral component of the educational mission of the University. The Athletics Department is managed consistent with the mission and focus of the University. The University mission offers a context for how the program prepares students to develop critical thinking and problem-solving skills, to practice learning as a life-long activity, to be engaged and contributing citizens, and to enhance the position and image of the University locally, regionally, and nationally.

The program will be administered in a manner to ensure the amateur nature of athletics by responsibly, honestly and effectively recognizing and communicating that student-athletes are, first and foremost, students who possess academic abilities and attain personal growth objectives. The student shall be accorded due respect as a person and is expected to reflect the high academic and behavioral standards of the University. Intercollegiate athletics strives for success in competition while continuing to attract and retain students who succeed academically and athletically and whose careers after graduation are a tribute to them, UW-Green Bay and society.

The Intercollegiate Athletics Department embraces the Horizon League principles of sportsmanship and ethical conduct; is committed to the concept of equitable opportunity for all students and staff regardless of gender or ethnicity; and is administered to substantiate compliance with the University of Wisconsin System, UW-Green Bay, the National Collegiate Athletic Association and the Horizon League rules and regulations, which ensure institutional control and integrity.

Given the impact of a Division I athletics program on a university, community and region, the Director of Athletics serves on the Chancellor's Cabinet and is a direct report to the Chancellor.

B. History of Green Bay Intercollegiate Athletics

The establishment of athletics at UW-Green Bay occurred in September of 1969 with men's soccer followed by men's basketball in the same year, four years after the University of Wisconsin-Green Bay was founded. In November of 1969, the University applied for membership in the National Association of Intercollegiate Athletics (NAIA). In May of 1970, the Phoenix became the mascot and the official name of UW-Green Bay athletic teams. In December 1973, the women's basketball team made its intercollegiate debut. Prior to the 1973-74 season, the men's basketball team and men's soccer team moved to the NCAA Division II ranks. UW-Green Bay requested to enter NCAA Division I athletics in September 1979 and was granted that status beginning Fall of 1981. In 1982, the University joined seven more schools to form the Mid-Continent Conference (MCC) to compete in NCAA Division I athletics. Women's programs transitioned from the NAIA to Division I in 1987-1988 when they joined the North Star Conference. In 1994-1995, the men's and women's programs joined the Midwestern Collegiate Conference which changed its name to the Horizon League in 2001.

C. National Collegiate Athletic Association (NCAA) Classification

Currently, UW-Green Bay sponsors 16 sports programs supporting approximately 260 student-athletes in the sports of men's and women's basketball, men's and women's cross-country, men's and women's golf, men's and women's nordic skiing, men's and women's soccer, women's softball, men's and women's swimming and diving, men's and women's tennis, and women's volleyball. UW-Green Bay has enjoyed successes with NCAA tournament

appearances in men's basketball, women's basketball, men's soccer, softball, men's tennis and volleyball, as well as individual appearances in men's golf, and men's and women's nordic skiing. The University has had three conference affiliations while participating in Division I NCAA athletics: the men's programs participated in the Mid-Continent Conference, the women in the North Star Conference, and both joined the Midwestern Collegiate Conference/Horizon League.

D. Horizon League

In its 36th season of operation in the 2014-2015 academic year, the Horizon League continues to aspire toward its goal of being one of the nation's leading athletics conferences while being recognized as a leader in the development of student-athletes as leaders and role models.

The Horizon League membership features nine public and private institutions that have impressive academic reputations and a storied tradition of broad-based athletic programs. Membership includes Cleveland State University, the University of Detroit Mercy, the University of Illinois at Chicago, Oakland University, Valparaiso University, the University of Wisconsin-Green Bay, the University of Wisconsin-Milwaukee, Wright State University, and Youngstown State University.

The Horizon League's primary focus is to add value to the educational experience through its four platforms: athletic performance, academic achievement, community outreach, personal responsibility and accountability. It is the League's belief that athletics is a powerful and visible resource tool that can be used to enhance student-athletes' collegiate experience. The Horizon League's goals are to enhance the holistic university experience for the student-athlete, to create an affiliation of institutions with similar athletic goals, and to adhere to the principles of integrity, diversity, excellence, and growth. The Horizon League sponsors competition in 19 sports — nine for men (baseball, basketball, cross country, golf, soccer, swimming and diving, indoor track and field, outdoor track and field, outdoor track and field, tennis and volleyball).

The League receives automatic bids to NCAA championships in baseball, men's and women's basketball, men's and women's golf, men's and women's soccer, softball, men's and women's tennis, and women's volleyball. The Horizon League is headquartered in Indianapolis, the "Amateur Sports Capital of the World," with offices in the Pan American Plaza (201. S. Capitol Avenue), located a block from Lucas Oil Stadium and just minutes from the Bankers Life Fieldhouse, the State Capitol Building, Victory Field (home of the Indianapolis Indians) and the NCAA national office.

Jonathan B. (Jon) LeCrone is in his 23rd year as Commissioner of the Horizon League, having been named to the position on May 11, 1992, and is the fifth-longest tenured commissioner among the 31 Division I conferences.

The Horizon League recently completed a strategic plan (attached) that was approved by the Board of Directors in June 2014.

E. Year in Review

Starting with a new Athletics Director, Mary Ellen Gillespie, who began her duties on November 27th, the 2013-2014 year was one of transition and continued success for Green Bay Athletics. The following information provides an overview of personnel transition, academic success, competitive accomplishments and includes the many occasions where athletics put the institution in the national spotlight.

Academic Year 2013-2014

Personnel

- Ken Bothof resigned and accepted the AD position at Northern Kentucky University.
- Mary Ellen Gillespie named eighth Director of Athletics.

- Adam Miller joined the department as the Assistant AD for Development. Adam comes to UWGB from Florida Southern University.
- Dan McIver departed for Northern Kentucky University
- Debbie Kirch departed for Northern Kentucky University
- Brendan Gildea joined the department as the Assistant AD for Internal Affairs. Brendan comes from Berkeley.
- Mike Kline promoted to Assistant AD for Compliance and Student-Athlete Welfare. Will also remain Head Cross Country Coach.
- Kassie Batchelor named Director of Compliance and Support Services. Kassie comes from UW-Osh Kosh. This position is in reponse to the Horizon League compliance audit several years ago recommending staff devoted to compliance.
- Logan Hendricks named Director of Ticket Sales. Logan returns to UWGB from the Milwaukee Bucs.
- Craig Sandlin joined the staff as Assistant AD for External Relations. Craig comes from Bowling Green State University.
- Mary Ellen Gillespie recognized in June with the Ursa Major alumni award from Alpha Phi Fraternity for accomplishment in her field. Also selected as a faculty member for the NACWAA (National Association for College Women Athletics Administrators) Leadership Enhancement Institute this past July.
- Brian Wardle, head men's basketball coach, signed to a new five year contract.
- Head women's basketball coach, Kevin Borseth, signed contract extension.
- Head volleyball coach Michaela Franklin was named Associate Head Coach at University of Iowa.
- Head men's golf coach Bill Lindmark retired.
- Head women's golf coach Lucas Hanna retired.
- Head softball coach Jean Rivet retired.
- Head women's soccer coach Trevor Warren retired.
- Head men's soccer coach Dan Popik resigned and left the college coaching ranks.
- Sean Burdette was named head volleyball coach.
- Tim DeSormeau was named head men's golf coach.
- Kelsey Frey was named head women's golf coach.
- Beth Spoehr was named head softball coach. Softball head coach position elevated to a FTE.
- Kacey Burke was named head women's soccer coach on a temporary appointment.
- Marc Baumbach was named interim head men's soccer coach.
- Kevin Borseth named Horizon League Coach of the Year
- Brian Wardle named Horizon League Coach of the Year
- Jean Rivet named Horizon League Coach of the Year
- Mark Thomas named Horizon League Coach of the Year
- Brian Wardle named 2014 Skip Prosser Man of the Year
- Phoenix Athletics/Kress Events Center is the largest student employer on campus presently employing over 140 student staff in various positions.
- Openings in the department have provided the opportunity to re-structure with an emphasis on external priorities (development, ticket sales, corporate partnerships, licensing, etc.)
- Andrew Gavin completed two-year term as chair of the Horizon League SID Committee
- Andrew Gavin served as a Media Assistant at the 2014 NCAA Men's Basketball Regional.
- Mike Kline recognized with Chancellor's Award.
- Kevin Borseth served on Horizon League strategic plan competition group.
- Mary Ellen Gillespie chaired the Horizon League strategic plan resources group.

Academic Accomplishments

- For the 29th consecutive semester, the student-athlete GPA is above a 3.0.
- Four teams received NCAA Public Recognition Award. (These teams had an Academic Progress Rate in the top 10 percent of all squads in their respective sports in 2013-2014.

- Men's and Women's Cross Country
- Women's Basketball
- o Volleyball
- 12 teams achieved a 3.0 or higher in Spring 2014
- 153 student-athletes above a 3.0 (69%)
- Nicole Will (cross country) named Outstanding Student
- 2 Horizon League Scholar-Athlete of the Month
 - Michael Tenzer, Men's Tennis
 - o Marissa Michalkiewicz, Softball
- Six Horizon League All-Academic team selections
- Swimming & Diving Teams Earn CSCAA Scholar All-American Honors

Athletic Accomplishments

- 4 Horizon League Regular Season Championships
 - Women's and Men's Basketball
 - o Softball
 - o Men's Tennis
- 2 Horizon League Tournament Championships
 - Softball
 - o Men's Tennis
- 4 Postseason Appearances
 - Softball, NCAA Tournament
 - Men's Tennis, NCAA Tournament
 - o Men's Basketball, NIT
 - Women's Basketball, WNIT
- 4 Horizon League Player of the Year Awards
 - o Keifer Sykes, Men's Basketball
 - Alec Brown, Men's Basketball (Defense)
 - o Michael Tenzer, Men's Tennis
 - Tesha Buck, Women's Basketball (Freshman)
- 16 All-Horizon League selections
 - o 8 Softball
 - 3 Men's Basketball
 - o 2 Women's Basketball
 - o 3 Men's Tennis
- 13 Horizon League Weekly Awards
 - Men's Basketball 4 Times
 - Women's Basketball 3 Times
 - Men's Tennis 3 Times
 - Softball 1 Time
 - Swimming/Diving 2 Times
- 2 Horizon League Scholar-Athlete of the Month
 - Michael Tenzer, Men's Tennis
 - Marissa Michalkiewicz, Softball
- Six Horizon League All-Academic team selections
- Other awards
 - Keifer Sykes, Men's Basketball
 - Honorable Mention All-American
 - Lou Henson All-American team

- NABC All-District 12
- USBWA All-Region
- Nominated for the GEICO National Play of the Year.

Alec Brown

- Horizon League Defensive Player of the Year
- Lou Henson All-American team
- Lefty Driesell All-American team

Visibility/Image/External Accomplishments

All three annual events had record breaking years in dollars raised.

o WBB Golf Outing:

Net Profit \$71,822

o MBB Golf Outing:

Net Profit \$80,829

o TaylorMade Outing:

Net Profit \$75,300

- The Kress Events Center was recognized as one of the top 20 Most Impressive College Gyms and Student Recreation Centers by Best Value Schools.
- Kress Events Center set record facility usage numbers in 2013-14 of 133,475 scanned entries. This exceeds the previous record of 128,210 scanned entries in 2012-13 by 5,265 scanned entrances.
- The Horizon League has entered into a new agreement with ESPN that will provide a much larger platform to put UWGB on the national stage. Men's basketball will play on more ESPN platforms but there is a new opportunity for more UWGB creative inventory to be displayed on ESPN3 (in 95M homes).
- The Horizon League completed a new strategic plan.
- Belmont University is an associate member of the Horizon League in men's soccer. 'Agreement does come with scheduling requirements in men's and women's basketball.
- New licensing contract with Strategic Marketing Alliance (SMA).
- Mary Ellen Gillespie featured in and appeared on the cover of YOU! Magazine
- Department's video watched over 100,000 times annually.
- Increased Facebook likes on men's basketball page by 1100 percent from 1000 to 11000.
- Increased Facebook likes on main account to over 5,000.
- Created Green Bay Phoenix YouTube and Instagram accounts.
- 13 men's basketball games aired on the EPSN Family of Networks
- 1 women's basketball game aired on ESPNU.
- 7 men's basketball games televised live by Time Warner Cable SportsChannel.
- 4 women's basketball televised live by Time Warner Cable SportsChannel.
- 65 basketball games: radio broadcast live on WNFL.
- Inside Phoenix Basketball, an hour-long weekly coaches show, aired regionally on Time Warner Cable SportsChannel.
- Phoenix teams and student-athletes covered by the following media outlets:
 - o CBS Selection Sunday coverage
 - o ESPN.com
 - o ESPN's SportsCenter
 - o CBSSports.com
 - o Yahoo.com
 - o YahooSports.com
 - o SportsIllustrated.com
 - Sporting News
 - o Basketball Times
 - NBC Sports.com

- Fox Sports
- USA Today
- USA Today Sports
- SLAM Online
- Deadspin.com
- o CollegeInsider.com
- MidMajorMadness.com
- Green Bay Press-Gazette
- Fox 11 (local TV), NBC 26 (local TV), WFRV (local TV), WBAY (local TV)
- o WNFL (local radio), WIXX (local radio), WDUZ (local radio)
- Time Warner Cable SportsChannel
- o Milwaukee Journal-Sentinel
- Winona Daily News
- o Racine Journal-Times
- Chicago Tribune
- o Chicago Sun-Times

2. Financial Information

A. 2013-14 Green Bay Athletics Final Budget Report

The Athletics Final Budget Report includes only the revenues and expenses that are included state accounts (102, 128, 133/233, 187 and tuition remissions). This report does not include the gross revenue and expenses in the UW-Green Bay Foundation, University Indirect Facilities and Maintenance Expenses and in-kind donations.

2013-14 Green Bay Athletics Final Budget Report

REVENUE	BUDGET		ACTUAL
REVENUE	BUDGET	ACTUAL	
University Support	\$ 3,325,132	\$	3,086,900
Student Fees	\$ 1,304,495	\$	1,304,495
Ticket Sales	\$ 751,641	\$	964,999
Phoenix Fund Support	\$ 575,650	\$	796,358
NCAA Distributions	\$ 356,295	\$	360,674
Sponsorships	\$ 210,000	. \$	200,655
Guarantees	\$ 0	\$	95,500
Other Revenue	\$ 259,626	\$	415,297
187 Funding	\$ 247,500	\$	247,500
Gift/Grant Revenue	\$ 70,936	\$	93,163
Total Revenue	\$ 7,101,274	\$	7,565,541

EXPENSES		BUDGET	ACTUAL
Salaries & Fringes	\$	2,440,147	\$ 2,415,194
Operating	\$	1,814,105	\$ 2,475,482

Financial Aid	\$ 2,778,899	\$ 2,514,877
Gift/Grant Expenses	\$ 72,990	\$ 106,330
Total Expenses	\$ 7,106,142	\$ 7,511,883
Net Operating Margin	\$ (4,868)	\$ 53,568

Notes:

- 1. Tuition remissions provided by the University and used for athletic scholarships are included in the University Support line (\$2,009,665).
- 2. Actual revenues include contributions from the booster clubs towards operating expenses (i.e. team travel, equipment, recruiting, etc). The Budget figures do not include any estimated contributions from booster clubs.
- 3. Nine coaches (3 head and 6 assistant) have contracts that include Additional Compensation in excess of their base salaries. The Athletics Department raises funds to support payment of the Additional Compensation in the coach's contracts. Prior to 2013-14 the amount of Additional Compensation was not included in the Athletics Department budget.

B. 2012-13 Agreed-Upon Procedures Report

Please see Appendix A for the complete report.

C. 2012-13 Green Bay Athletics Cash Balances

Account	Amount
Fund 128	\$(39,979.88)
Fund 133/233	\$104,096.47
Foundation – Unrestricted	\$460,864.86
Foundation – Restricted Men's Basketball	\$18.22
Foundation – Restricted Women's Basketball	\$7.54
Men's Basketball Booster Club	\$(29,553.52)
Women's Basketball Booster Club	\$24,917.56
Swim Team Booster Club	\$11,679.61
Total	\$532,050.86

D. 2012-13 Green Bay Athletics Endowment Report

The Green Bay Athletics Endowment balance as of June 30, 2012 was:

Book Value \$792,224.56 Market Value \$850,602.56

The figures above do not include the value of endowed scholarships dedicated to Athletics.

E. Debt Service

Please see Appendix H for the complete report

3. Academic Progress Rate

The NCAA holds Division I institutions accountable for the academic progress of their student-athletes through the Academic Progress Rate (APR), a team-based metric that accounts for the eligibility and retention of each student-athlete, each term.

Currently, teams must earn a minimum 900 four-year APR or a 930 two-year average (of the two most recent years) to be eligible to participate in NCAA postseason competition. Beginning with the 2014-15 academic year, teams must earn a 930 four-year APR to complete in postseason competition.

APR is calculated by term. Each term, a student-athlete receiving athletically related financial aid may earn one retention point for staying in school and one eligibility point for being academically eligible. A team's total points are divided by points possible and then multiplied by one thousand to equal the team's Academic Progress Rate.

Please see Appendix B for the 2011-12 Academic Progress Rate from the NCAA (APR rates for the previous year are released each spring; 2011-12 is the most recent published data).

A. Sport by Sport

SPORT	2013-14 APR SCORE	4-YEAR APR SCORE	NCAA 4-YEAR
MEN'S BASKETBALL	940	960	952
Women's Basketball	958	990	972
Men's Cross Country	1000	1000	975
Women's Cross Country	1000	1000	983
Men's Golf	1000	956	974
Women's Golf	1000	992	986
Men's Skiing	1000	988	978
Women's Skiing	974	993	988
Men's Soccer	943	935	969
Women's Soccer	1000	992	981
WOMEN'S SOFTBALL	1000	989	978
Men's Swimming	980	972	976
Women's Swimming	1000	3970	986
Men's Tennis	1000	986	974
Women's Tennis	967	973	982

WOMEN'S VOLLEYBALL	1000	1000	980

B. 3-Year Trend Change (Priority Sports)

The table below lists the single year APR scores for the five priority sports for the 2011-2012, 2012-13 and 2013-14 academic years.

PRIORITY SPORTS	2011-12	2012-13	2013-14
Men's Basketball	980	939	940
Women's Basketball	1000	1000	958
Men's Soccer	947	870	943
Women's Soccer	989	. 980	1000
WOMEN'S VOLLEYBALL	1000	1000	1000

C. Benchmarks for Assessment of APR

1. Maintain Academic Progress Rates that are higher than the NCAA minimum for each sport

4. Graduation Success Rate (GSR)

The NCAA Graduation Success Rate (GSR) is designed to show the proportion of student-athletes on any given team who earn a college degree. The NCAA has imposed a new set of academic standards in order to hold teams and institutions accountable for how well student-athletes progress towards a degree.

The GSR was developed in response to colleges and universities who asked for an alternative rate that more accurately reflects the movement among college student-athletes. The GSR takes into account incoming transfers who graduate from a different institution than the one they started at and transfers who leave an institution in good standing.

The Federal Graduation Rate (FGR) is compiled by the U.S. Department of Education and is used as an indicator of academic success of college student-athletes. FGR measures the percentage of first-time, full-time freshman who graduate within six years of entering their original four-year institution. The NCAA developed its GSR in response to criticism that the FGR understates the academic success of athletes because the FGR method does not take into account two important factors in college athletics:

- 1. When student-athletes transfer from an institution before graduating and is in good academics standing (perhaps to transfer to another institution for more playing time, different major, or to go pro); and
- 2. Those student-athletes who transfer to an institution (e.g., from a community college or another 4-year college) and earn a degree.

The FGR treats transfers as non-graduates for the original institution the student-athlete attended, even if that student-athlete later graduates from another institution. Also, the FGR does not include that student-athlete in the graduation rates at the new institution where he/she does graduate. Therefore, once a

student-athlete transfers to another school he/she is no longer recognized in the calculated graduation rate. The GSR takes into account both factors and gives credit to institutions for successful transfers, whether they are leaving or entering an institution.

The following is a summary for the 2013-14 Graduate Success Rate report. Please see Appendix C for the official 2013-14 Graduation Success Rate Report (2007 freshmen cohort) from the NCAA.

A. Green Bay GSR vs. Federal Graduation Rate by Sport

Sport	2013-14 GSR	2013-14 FGR
Men's Basketball	92%	62%
WOMEN'S BASKETBALL	100%	86%
Men's Cross Country	100%	60%
Women's Cross Country	100%	100%
Men's Golf	83%	75%
Women's Golf	67%	33%
MEN'S SKIING	88%	80%
Women's Skiing	89%	64%
Men's Soccer	82%	57%
Women's Soccer	67%	50%
WOMEN'S SOFTBALL	91%	74%
MEN'S SWIMMING	86%	81%
Women's Swimming	100%	83%
Men's Tennis	100%	88%
Women's Tennis	100%	75%
WOMEN'S VOLLEYBALL	100%	79%

B. Green Bay Student-Athlete GSR vs. General Student Body Graduation Success Rate

ACADEMIC YEAR	GREEN BAY STUDENT-ATHLETE GSR	GREEN BAY STUDENT BODY GSR
2005 FRESHMAN COHORT (REPORTED IN 2011-12)	67%	55%
2006 FRESHMAN COHORT (REPORTED IN 2012-13	83%	51%
2007 FRESHMAN COHORT (REPORTED IN 2013-2014	66%	46%

C. GSR for Priority Sports

SPORT	2011-12 (2005 FRESHMAN COHORT)	2012-13 (2006 FRESHMAN COHORT)	2013-2014 (2007 FRESHMAN COHORT)
Men's Basketball	100%	100%	92%
Women's Basketball	100%	100%	100%
MEN'S SOCCER	81%	81%	82%
Women's Soccer	74%	71%	67%
WOMEN'S VOLLEYBALL	100%	100%	100%

D. Benchmarks for Assessment of GSR

- 1. Maintain a student-athlete graduation rate that is higher than the UW-Green Bay general student body
- 2. Maintain a department wide student-athlete NCAA graduation rate that is higher than the average for peer institutions
- 3. Maintain a student-athlete NCAA graduation that is higher than the average for peer institutions for each sport

5. Academic Information

Academics are considered a top priority by the UW-Green Bay Athletics Department. It boosts 29 straight semesters of a department GPA of 3.0 or higher. Our 2013-14 department GPA was 3.20. Our women's softball team led the department with a spring 2014 GPA of 3.60 which was the team's highest GPA ever in Green Bay history.

A. Green Bay Sport by Sport GPA

SPORT	FALL 2013	SPRING 2014
Men's Basketball	2.49	2.22
Women's Basketball	3.26	3.07
Men's Cross Country	3.17	3.23
Women's Cross Country	3.57	3.53
Men's Golf	3.29	3.27
Women's Golf	3.17	2.94
MEN'S SKIING	3.19	3.54
Women's Skiing	3.47	3.47
Men's Soccer	2.79	2.66
Women's Soccer	3.37	3.57
Women's SOFTBALL	3.47	3.60
Men's Swimming	3.03	2.93
Women's Swimming	3.24	3.15
Men's Tennis	3.63	3.49
Women's Tennis	2.89	3.56
Women's Volleyball	3.38	3.37

B. Year by Year GPAs for Department

YEAR	GPA
2013-2014	3.20
2012-2013	3.26
2011-2012	3.23
2010-2011	3.14
2009-2010	3.13
2008-2009	3.12
2007-2008	3.04
2006-2007	3.11
2005-2006	3.07
2004-2005	3.16

C. Declared Majors

MAJOR	NUMBER OF STUDENT-ATHLETES	% OF STUDENT- ATHLETES TAKING THAT MAJOR	% of Student Body Taking that Major
ACCOUNTING	8	3.0%	3.0%
ART	2	1.0%	1.0%
ARTS MANAGEMENT	0	0.0%	1.0%
BIOLOGY	5	2.0%	2.0%
BUSINESS ADMINISTRATION	38	15.0%	10.0%
CHEMISTRY	3	1.0%	1.0%
COMMUNICATION	9	4.0%	3.0%
COMPUTER SCIENCE	1	0.0%	2.0%
DEMOCRACY & JUSTICE STUDIES	2	1.0%	2.0%
DESIGN ARTS	3	1.0%	2.0%

ECONOMICS	3	1.0%	1.0%
ELEMENTARY EDUCATION	3	1.0%	3.0%
ENGLISH	2	1.0%	3.0%
ENVIRONMENTAL POLICY & PLANNING	3	1.0%	1.0%
ENVIRONMENTAL	4	1.0%	1.0%
SCIENCES			
FIRST NATIONS STUDIES	1	0.0%	0.0%
FRENCH	1	0.0%	0.0%
GEOSCIENCE	0	0.0%	0.3%
GERMAN	0	0.0%	0.0%
HEALTH INFORMATION MGMT & TECH	0	0.0%	1.0%
HISTORY		0.0%	2.0%
Human Biology	20	8.0%	4.0%
HUMAN DEVELOPMENT	10	4.0%	4.0%
Humanistic Studies	3	1.0%	1.0%
INDIVIDUAL MAJOR	1	0.0%	0.1%
Information Sciences	0	0.0%	0.5%
INTERDISCIPLINARY STUDIES (1)	0	0.0%	12.0%
MATHEMATICS :	2	1.0%	1.0%
Music	1	0.0%	1,0%
Nursing (1)	0	0.0%	7.5%
PHILOSOPHY	Ö	0.0%	0.0%
POLITICAL SCIENCE	2	. 0.0%	1.0%
Psychology	12	4.0%	6.0%
PUBLIC ADMINISTRATION	2	1.0%	1.0%
SOCIAL WORK	0	0.0%	2.0%
SPANISH	4	1.0%	1.0%

THEATRE	0	0.0%	1.0%
Undeclared	105	44.0%	32.0%
URBAN & REGIONAL STUDIES	·	0.0%	0.0%
OLDUNA OLDUNAL OLDUNA	L- L-	0.070	0,070

(1)Interdisciplinary Studies has two tracks, which are both completed primarily online and serve returning adults who cannot participate in traditional programs. The Nursing major also has several tracks and is a degree completion program for students who have already completed an Associate's degree in nursing at another school. Two of the nursing tracks are also online programs.

D. Special Admissions Statement

Green Bay athletics does not have a Special Admissions policy.

E. Benchmarks for Assessment of GPA

Maintain a student-athlete cumulative GPA of 3.0 or greater each semester

6. Compliance Information

A. NCAA Major/Minor Violations Report

See Appendix D

B. NCAA Oversight Certification Letter

See Appendix E

C. Horizon League Compliance Audit

See Appendix F

E. NCAA Self-Study Report

See Appendix G

Appendix A

UNIVERSITY OF WISCONSIN-GREEN BAY ATHLETICS DEPARTMENT STATEMENT OF REVENUES AND EXPENSES FOR THE YEAR ENDED JUNE 30, 2013 (Unaudited)

		(Unaudited)										
	REVENUES: VARIANCE	MEN'S BASKETBALL		OMEN'S	NON- OTHER SPORTS	PROGRAM SPECIFIC		TOTAL		PRIOR YEAR		
1	Ticket Sales	418,593		194,666	7,577	0	\$	620,836	\$	606,680	\$	14,156
2	Student Fees	0	1	0	0	1,242,376		1,242,376		1,160,339		82,037
3	Guarantees	60,000		0	3,000	0		63,000		122,400		(59,400)
4	Contributions	101,940		95,229	25,668	1,050,069		1,272,906		933,868		339,038
5	Compensation and Benefits Provided by Third-Party	0)	. 0	. 0	0		0		. 0		. 0
6	Direct State or Other Government Support	169,157		41,614	15,983	20,640		247,394		247,382		12
7	Direct Institutional Support	317,398		357,571	1,927,543	473,850		3,076,362		3,100,026		(23,664)
8	Indirect Facilities and Administrative Support	0)	0	0	335,988		335,988		362,173		(26,185)
9	NCAA/Conference Distributions	5,192		41,625	0	639,194		686,011		506,148		179,863
10	Broadcast, Television, Radio, and Internet Rights	0	ı	0	0	5,337		5,337		3,456		1,881
11	Program Sales, Concessions, Novelty Sales, and Parking	1,807		76,588	13,405	16,078		107,878		116,464		(8,586)
12	Royalties, Licensing, Advertisements, and Sponsorships	12,790		14,588	4,398	254,900		286,675		380,448		(93,773)
13	Sports Camp Revenues	0)	4,218	24,793	3,465		32,476		106,159		(73,683)
14	Endowment and Investment Income	186	;	1,365	31	46,039		47,620		31,639		15,982
15	Other	205	;	15,239	37,573	118,994		172,010		225,374		(53,364)
16	Total Operating Revenue				 						\$	294,314
	EXPENSES:											
	OPERATING EXPENSES											
17	Athletic Student Aid	308,451		317,751	1,856,340	0	\$	2,482,542	\$	2,347,576	\$	134,966
						0	•		•		•	
	Guarantees Coophing Solorion Reposits and Repuses Raid by the	7,290		7,790	4,103			19,183		37,527		(18,344)
15	Coaching Salaries, Benefits, and Bonuses Paid by the University and Related Entities	549,543		487,536	529,075	0		1,566,153		1,584,519		(18,366)
20	Coaching Compensation and Benefits Paid By a Third Party	0)	0	0	0		0		0		0
21	Support Staff/Administrative Salaries, Benefits, and Bonuses Paid by the University and Related Entities	25,985		22,372	8,966	858,770		916,093		876,440		39,653
22	Support Staff/Administrative Other Compensation and Benefits Paid by a Third Party	0)	0	0	o		0		0		0
23	Severance Payments	0)	0	0	0		0		0		0
24	Recruiting	42,768		36,909	29,947	3,000		112,624		113,579		(955)
25	Team Travel	229,275		190,775	417,199	0		837,248		777,827		59,421
26	Equipment, Uniforms, and Supplies	35,174		20,994	68,923	0		125,091		128,122		(3,031)
27	Game Expenses	180,827		51,716	44,657	61,317		338,517		363,436		(24,919)
28	Fundraising, Marketing, and Promotion	29,062		21,328	0	259,710		310,100		361,023		(50,923)
29	Sport Camp Expenses	0	1	18,818	3,449	0		22,267		39,279		(17,013)
30	Direct Facilities, Maintenance, and Rental	0	1	0	0	40,974		40,974		50,648		(9,674)
31	Spirit Groups	0)	0	0	29,496		29,496		27,529		1,968
32	Indirect Facilities and Administrative Support	0)	0	0	335,988		335,988		362,173		(26,185)
33	Medical Expenses and Medical Insurance	0)	0	195	218,286		218,481		53,554		164,927
34	Membership and Dues	795	i	800	3,195	4,324		9,114		10,267		(1,153)
35	Other Operating Expenses	39,196		85,235	 90,595	496,449		711,474		714,465		(2,991)
36	Total Operating Expenses	\$ 1,448,365	\$ 1	,262,024	\$ 3,056,642	\$ 2,308,315	\$	8,075,346	\$	7,847,963	\$	227,382
	NON OPERATING EXPENSE											
37	Transfers to Institution	0	ı	0	0	0		0		0		0
38	Total Expenses				 						\$	227,382
	EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER)											

NCAA Division I 2013 - 2014 Academic Progress Rate Institutional Report

Institution: University of Wisconsin-Green Bay

Date of Report: 11/18/2014

Institutions are encouraged to forward this report to appropriate institutional personnel on campus. This report is based on NCAA Division I Academic Progress Rate (APR) data submitted by the institution for the 2010-11, 2011-12, 2012-13 and 2013-14 academic years

[Note: All information contained in this report is for four academic years. Some squads may still have small sample sizes within certain sport groups. In accordance with the Family Educational Rights and Privacy Act's (FERPA's) interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this report for cells made up of three or fever students without student consent.]

		APR		Eligibility/Graduation	raduation	Retention	tion
Spart	Multiyear Rate (N)	Multiyear Rate Upper Confidence Boundary	2013 - 2014 (N)	Multiyear Rate	2013-2014	Multiyear Rute	2013 - 2014
Men's Basketball	960 (52)	N/A	940 (13)	981	960	937	920
Men's Cross Country	1000 (48)	N/A	1000 (11)	1000	1000	1,000	1000
Men's Golf	960 (39)	N/A	(01) 0001	961	1000	960	1000
Men's Skiing	988 (42)	ΝΫΑ	1000 (10)	886.	1000	988	1000
Men's Soccer	(101) 01-6	N/A	943 (25)	950	956	929	930
Men's Swimming	972(111)	N/A	980 (27)	972	980	972	980
Men's Tennis	986 (40)	N/A	1000 (9)	1000	1000	972	1000
Women's Basketball	991 (54)	N/A	958 (12)	1000	1000	186	917
Women's Cross Country	1000 (47)	Ν̈́Λ	1000 (12)	1000	1000	1000	.1000
Women's Golf	993 (35)	N/A	1000 (9)	0001:	1000	985	1000
Women's Softball	989 (94)	ΝΆ	1000 (24)	.1000	.1000	978	1000

report in cells made up of three or fewer gudents without student consent. NA = No APR or not applicable. N = Number of student-ablietes represented.* Denotes data representing three or fewer student-giftletes. In accordance with FERPA's interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this

Denotes APR that does not subject the team to ineligibility for postseason competition based on institutional, althetics and student resources and the team's Graduation Success Rate Denotes APR that does not subject the team to ineligibility for postseason competition due to the team's demonstrated academic improvement.

³ Denotes APR that does not subject the team to ineligibility for postseason competition due to the squad-size adjustment. The "upper confidence boundary" of a team's APR must be below 930 for that team to be subject to ineligibility for postseason competition. Squad-size adjustment does not apply to teams with four years of APR data and a multiyear cohort of 30 or more student-athletes.

Denotes APR that does not subject the team to penalties due to the team's demonstrated academic improvement

² Denotes APR, that does not subject the team to penalties, due to the squad-size adjustment. The "upper confidence boundary" of a team's APR, must be below 930 for that team to be subject to penalties. The squad-size adjustment does not apply to reams with four years of APR data and a multiyear cohort of 30 or more student athletes

Denotes APR based on a one year cohort, not subject to ineligibility for postseason competition and/or any penalties

Denotes APR based on a two year cohort, not subject to ineligibility for postseason competition and/or any penalties.

Denotes APR that requires an APP Improvement Plan be created for this sport. Denotes that team is not subject to ineligibility for postseason competition and/or penalties based on institutional resources

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NCAA Division I 2013 - 2014 Academic Progress Rate Institutional Report

Institution: University of Wisconsin-Green Bay

Date of Report: 11/18/2014

		APR		Eligibility/Graduation	3≿aduation	Retention	E E
Sport	Multiyear Rate (N)	Multiyear Rate Upper Confidence Boundary	2013 - 2014 (N)	Multiyear Rate	2013 - 2014	Multiyear Rate	2013 - 2014
Women's Skiing	994 (39)	NVA	1000 (8)	1000	1000	987	1000
Women's Soccer	992 (93)	N/A	1000 (25)	1000	0001	983	1000
Women's Swimming	(111) 898	N/A	1000 (29)	1000	0001	986	000T.
Women's Tennis	972 (29)	990	967 (8)	982	933	963	0001:
Women's Volleyball	.1000 (53)	N/A	1000 (16)	1000	1000	1000	1000

^{*} Denotes data representing three or fewer student-athletes. In accordance with FERPA's interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this report in cells made up of three or fewer students without student consent.

N = Number of student-athletes represented. N/A = No APR or not applicable.

Denotes APR that does not subject the team to ineligibility for postseason competition based on institutional, athletics and student resources and the team's Graduation Success Rate

³ Denotes APR that does not subject the team to ineligibility for postseason competition due to the squad-size adjustment. The "upper confidence boundary" of a team's APR must be below 930 for that team to be subject to ineligibility for postseason competition. Squad-size adjustment does not apply to teams with four years of APR data and a multiyear cohort of 30 or more student-athletes. Denotes APR that does not subject the team to ineligibility for postseason competition due to the team's demonstrated academic improvement.

Denotes APR that does not subject the team to penalties due to the team's demonstrated academic improvement.

adjustment does not apply to teams with four years of APR data and a multiyear cohort of 30 or more student-athletes. Denotes APR that does not subject the team to penalties due to the squad-size adjustment. The "upper confidence boundary" of a team's APR must be below 930 for that team to be subject to penalties. The squad-size

[&]quot;Denotes APR based on a one year cohort, not subject to ineligibility for postseason competition and/or any penalties."

Denotes APR based on a two year cohort, not subject to ineligibility for postseason competition and/or any penalties.

Denotes that team is not subject to ineligibility for postseason competition and/or penalties based on institutional resources

Denotes APR that requires an APP Improvement Plan be created for this sport.

Appendix C

University of Wisconsin-Green Bay

FRESHMAN-COHORT GRADUATION RATES 2007-08 Graduation Rate	All Students 46%	Student-Athletes # 66%
Four-Class Average	50%	71%
Student-Athlete Graduation Success Rate		90%

1. Graduation-Rates Data

a. All Students

•	Freshm	an R	ate		Freshm	an Ra	te		Fres	ıman R	ate	
	Men				Women				Tota	L		
	2007-0	8	4-Class	S	2007-08	3.	4-Class	S;	2007	-08	4-Class	5
	Ŋ	%	N	%	Ŋ	0/0	N	%	Ŋ	%	N	0/0
Am. Ind/AN	3	.33	1.4	21	7	57	31	32	10	50	45	29
Asian	14	43	54	43	13	69	7.0	46	2	7 56	124	44
Black	:5	40	18	44	7	43	22	23	12	42	40	33
Hispanic	6	33	21	38	8:	13	30	43	14	21	51	41
Nat. Haw./PI	.Õ	÷	0	-	Ö	-	0		20		Ó.	
N-R Alien	7	29	21	33	3:	100	.6	83	10	50	27	44
Two or More	0	-	0	· m '	90	<u> </u>	10	-:	0		0:	:
Unknown	5	40	14	29	. 5]	40	18	50	10	40	32	41
White	303	41	1223	50	601	49	2357	52	90	4 47	3580	51
Total	343	41	1365	48	644	50	2534	51	98	7 46	3899	50

b. Student-Athletes

•	Freshma	n Ra	te.				Freshma	n Ra	te			-	Freshma	n Ra	te			
•	Men						Women						Total					
	2007-08		4-Class		GSR		2007-08		4-Class		GSR		2007-08		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	0/0
Am. Ind./AN	O.	-	Q.	۵	<u>;</u> O	4	0	_	0	-	0.		0		Q.	÷	0	<u></u>
Asian	0.	-	***	***	***	***	Ó	مير	***	***	***	***	0	-	****	***	жжж	***
Black	4.	50	***	***	***	***	.0	<u>#</u> .	***	***	***	***	4	50	***	***	****	***
Hispanic	***	***	***	***	***	***	光彩 统	жжж	жжж	жжж	***	***	***	***	***	***	жжж	жжж
Nat. Haw./PI	0.0	75	0.		.0	-	.0	-	0	-	Ø	-	O		0		0	-
N-R Alien	3	33	***	***	***	***	0	~	***	***	***	***	3	33	***	***	***	***
Two or More	-Ö		0		0	=	0	-	0	-	0	÷	Ö	-	0	, -	0	-
Unknown	***	***	***	***	***	***	水米米	***	***	冰水水	***	养养养	***	***	***	***	***	***
White	13	92	53	79	54	91	41	63	122	70	107	.91	54	70	175	73	161	91
Total	21	71	79	70.	75	88	41	63	126	71	111	91	62	66	205	71	186	90

c. Student-Athletes by Sport Category

Baseball Freshman Ra 2007-08 4-0					Men's B Freshmar 2007-08	n Rate			Freshma	CC/Tracl in Rate 4-Class	
	·			Am. Ind./AN	+	-	-	Am. Ind./AN	-	-	-
				Asian		-	42	Asian	-	-	· <u>-</u>
				Black	33-a	71-b	86-b	Black	-	-	-
				Hispanic	0-a	0-a		Hispanic	-		-
				Nat. Haw./PI	-	-	4	Nat. Haw./Pl	_		-
				N-R Alien	-	0-a	7	N-R Alien	_	_	
				Two or More	~_	≟	-	Two or More) =		4
				Unknown		-	- -	Unknown	-	-	-
				White	-	100-a	100-a	White	0-a	60-a	100-а
				Total	25-a	62-с	92-c	Total	0-a	60-a	100-а
Football					Men's O	ther					
Freshman Ra	ate				Freshmar						
2007-08 4-0					2007-08		GSR:				
and the same of the	******			Am. Ind/AN		=	=				
				Asian	-		-				
				Black	100-a	50-a	50-a				
		•		Hispanic			100-a				
				Nat. Haw./PI	<i></i>	· -	_				
				N-R Alien	33-a	33-b	75-b				
				Two or More	<u>.</u>	-	_				
				Unknown	77	100-a	100-a				
				White	100-с	80-е	89-е				
				Total	88-d.	72-е	87-е				
	Wom en's	Basketbal	1		Women's	s C C/Tr	ačk		Women	's Other	
	Freshman		•		Freshmar				Freshma		
	2007-08	4-Class	GSR		2007-08	4-Clas	ss GSI	Į.		4-Class	GSR
Am. Ind./AN		=	¥	Am. Ind./AN	÷ .		٠.	Am. Ind./AN			¥
Asian	÷	<u>-</u> .	.	Asian	_	,443		Asian	u u		100-a
Black	· -	100-a	100-a	Black	_		-	Black	·-	-	- :
Hispanic	2	<u> -</u> .	~	Hispanic	_	≝.	-	Hispanic	2.	100-a	100-a
Nat. Haw./PI	**	=/	_	Nat. Haw./PI	-	141	-,	Nat. Haw./Pl		****	_
N-R Alien	.2	<u>.</u>	.122	N-R Alien	_	<u>-</u>		N-R Alien		100-a	100-a
Two or More	-	-	-	Two or More	-	<u></u> .	 .	Two or More		-	-
Unknown	~	. -7 .	H	Unknown		اشر		Unknown	÷:	:5	S
White								i. **** i			
4 1 1 Tree.	67-a	85-с	100-c	White	100-a	100	-a 100	b White	62-e	68-е	89-е

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)

2. Undergraduate-Enrollment Data (All full-time students enrolled Fall 2013-14)

a. All Students	Men N	Women N	Total N	b. Student-athletes	Men N	Women N	Total N
Am. Ind./AN	0	7	7	Am. Ind/AN	1	1 .	2
Asian	10	8	18	Asian	2	.0.	2
Black	5	3	8	Black	10	.0.	10
Hispanic	12	26	38.	Hispanic	0	4.	4
Nat. Haw./PI	0	i	j.	Nat. Haw/PI	Ó	. 0	0
N-R Alien	11	. '5	16	N-R Alien	13	7	20
Two or More	13	16	29	Two or More	:5	⁻ 3	8
Unknown	1	0	1.	Unknown	0	0	0
White	199	465	664	White	72	119	191
Total	251	53 1.	782	Total	103	134	237

c, Student-Athletes # By Sports Category

Men					
	Basketball	Baseball	CC/Track	Football	Other
Am. Ind./AN	Ĭ	0	Ō	0	0
Asian	0	.0	ö	0.	2
Black	7	0	0	Ó:	3
Hispanic	0	0	0	Ö	0
Nat. Haw./PI	0	0.	0	0:	0
N-R Alien	1	:0	0	0	12,
Two or More	2	0	1	0.	2;
Unknown	0	0	0	Ö:	0,
White	3	10	10	Ŏ	59
Total	14	.:0	11	Ö	.78-

Women			
	Basketball	CC/Track	Other
Am. Ind./AN	1	0	Ó
Asian	(0	;° 0	Ö.
Black	-0	0.	0;
Hispanic	.1	0	3
Nat. Haw./PI	0	0.	0.
N-R Alien	2	.0.	5
Two or More	1	.0	2
Unknown	.0	0	0
White	.8	12	99
Total	13	12	109

#Only student-athletes receiving athletics aid are included in this report.

INFORMATION ABOUT THE GRADUATION RATES REPORT

Introduction.

This information sheet and the NCAA Graduation Rates Report have been prepared by the NCAA, based on data provided by the institution in compliance with NCAA Bylaw 18.4.2.2.1 (admissions and graduation-rate disclosure) and the federal Student Right-to-Know and Campus Security Act. The NCAA will distribute this sheet and the report to prospective student-athletes and parents.

The Graduation Rates Report provides information about two groups of students at the college or university identified at the top of the form: (1) all undergraduate students who were enrolled in a full-time program of studies for a degree and (2) student-athletes who received athletics aid from the college or university for any period of time during their entering year. [Note: Athletics aid is a grant, scholarship, tuition waiver or other assistance from a college or university that is awarded on the basis of a student's athletics ability.]

The report gives graduation information about students and student-athletes entering in 2007. This is the most recent graduating class for which the required six years of information is available. The report provides information about student-athletes who received athletics aid in one or more of eight sports categories: football, men's basketball, baseball, men's track/cross country, men's other sports and mixed sports, women's basketball, women's track/cross country and other women's sports. For each of those sports categories, it includes information in six self-reported racial or ethnic groups: American Indian or Alaska Native, Asian, Black or African-American, Hispanic or Latino, Native Hawaiian or Pacific Islander, nonresident alien, two or more races, White or non-Hispanic and unknown (not included in one of the other eight groups or not available) and the total (all nine groups combined).

A graduation rate (percent) is based on a comparison of the number (N) of students who entered a college or university and the number of those who graduated within six years. For example, if 100 students entered and 60 graduated within six years, the graduation rate is 60 percent. It is important to note that graduation rates are affected by a number of factors: some students may work part-time and need more than six years to graduate, some may leave school for a year or two to work or travel, some may transfer to another college or university or some may be dismissed for academic deficiencies.

Two different measures of graduation rates are presented in this report: (1) freshman-cohort rate and (2) Graduation Success Rate (GSR). The freshman-cohort rate indicates the percentage of freshmen who entered during a given academic year and graduated within six years. The GSR adds to the first-time freshmen, those students who entered midyear, as well as student-athletes who transferred into an institution and received athletics aid. In addition, the GSR will subtract students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a church mission), as well as those who left the institution prior to graduation, had athletics eligibility remaining and would have been academically eligible to compete had they returned to the institution.

Graduation Rates Report.

1. Graduation Rates Data. The box at the top of the Graduation Rates Report provides freshman-cohort graduation rates for all students and for student-athletes who received athletics aid at this college or university. Additionally, this box provides GSR data for the population of student-athletes. [Note: Pursuant to the Student-Right-to-Know Act, anytime a cell containing cohort numbers includes only one or two students, the data in that cell and one other will be suppressed so that no individual can be identified.]

- a. All Students. This section provides the freshman-cohort graduation rates for all full-time, degree-seeking students by race or ethnic group. It shows the rate for men who entered as freshmen in 2007-08, and the four-class average, which includes those who entered as freshmen 2004-05, 2005-06, 2006-07 and 2007-08. The same rates are provided for women. The total for 2007-08 is the rate for men and women combined and the four-class average is for all students who entered in 2004-05, 2005-06, 2006-07 and 2007-08.
- b. Student-Athletes. This section provides the freshman-cohort graduation rates and also the GSR for student-athletes in each race and ethnic group who received athletics aid. Information is provided for men and women separately and for all student-athletes.
- c. Student-Athletes by Sports Categories. This section provides the identified graduation rates as in 1-b for each of the eight sports categories. (The small letters indicate the value of N.)
- 2. Undergraduate Enrollment Data.
- a. All Students. This section indicates the number of full-time, undergraduate, degree-seeking students enrolled for the 2013 fall term and the number of men and women in each racial or ethnic group.
- b. Student-Athletes. This section identifies how many student-athletes were enrolled and received athletics aid for the 2013 fall term and the number of men and women in each racial or ethnic group.
- c. Student-Athletes by Sports Categories. This section provides the enrollment data as identified in 3-b for each of the eight sports categories.

Appendix D

2013-2014 Self-Reported NCAA Violations

	1		•
Sport	Date	Bylaw	Type of Violation
M. Basketball	7/18/2013	13.6.3	Impermissible approval of official visit
M. Basketball	1/1/2014	16.6.1 /13.8.2	Impermissible approval of a donation
W. Basketball	3/2/2013	13.4.1.2	Impermissible text to PSA
Softball	8/19/2014	13.6.2.2.1	Impermissible visit to campus before the PSA's first day of her senior year.
		13.15.1	Impermissible expenses (bought PSA lunch) on an impermissible official visit

Appendix E

NCAA Oversight Certification Letter

November 17, 2014

Michael J. Falbo, Board of Regents President Raymond Cross, UW System President Van Hise Hall 1220 Linden Dr. Madison, Wisconsin 53706

Dear Presidents Falbo and Cross:

In connection with your oversight of the UW-Green Bay's intercollegiate athletics program, we confirm, to the best of our knowledge and belief, the following:

- 1. We have self-reported any known or suspected violations of NCAA rules and regulations. Reported NCAA violations are listed in the Annual Report submitted on November 17, 2014.
- 2. There are no known or suspected illegal acts of non-compliance with federal, state, or local law by individuals employed by the institution, or individuals who serve as an agent of the institution.
- 3. There are no investigations/monitoring reviews currently underway by the NCAA, law enforcement officials, or others.
- 4. We have no knowledge of any allegations of fraud or suspected fraud affecting intercollegiate athletics received in communications from employees, former employees, or others.
- 5. There have been no modifications to the institution's gender-equity plan from our previous self-study conducted in Spring 2011 and many aspects of the plan have been fully addressed and/or implemented.
- 6. We have a process in place to ensure background checks are performed on administrators, support staff, coaches, volunteers, student employees, and other individuals serving as an agent of the institution related to intercollegiate athletics. These processes apply to those involved with offering camps and clinics, and others who participate in activities involving children. Adverse outcomes of background checks are evaluated pursuant to UW-Green Bay's Criminal Background Check Policy, last updated March 1, 2013, which is consistent with the Board of Regents Policy 20-19 University of Wisconsin System Criminal Background Check Policy.
- 7. We understand our fiduciary responsibilities to act in the best interest of the institution even if it conflicts with the immediate interests of the athletic department.

8. The athletic department has not intervened when a student-athlete is being disciplined under regular conduct rules.

Sincerely,

Dr. Gary Miller Chancellor

Mary Ellen **G**illespie

Director of Intercollegiate Athletics

Mike Kline

Assistant Athletic Director, Compliance and Student Athlete Welfare

Appendix F

Ken Bothof Director of Athletics University of Wisconsin-Green Bay 2420 Nicolet Drive Green Bay, WI 54311

Dear Ken:

Attached please find a copy of the 2010 Horizon League Compliance Review for Green Bay. One of the biggest strengths of Green Bay in the area of compliance is the commitment to rules compliance by all institutional personnel. The Chancellor puts a strong emphasis on adherence to NCAA rules that is reflected in many areas, including the cooperation between non-athletic departments, such as Admissions and Financial Aid, and the Athletic Department. Athletic Administrators and coaches have a good understanding of the importance of rules compliance and appear committed to staying within the NCAA rules.

You will note that I have indicated several suggestions for improvement. I want to again remind you that all suggestions are voluntary, and are recommended actions that I believe would help improve your compliance department. The one area that is the most important to address right now is the following: The reorganization of the equipment issuance and retrieval process. I also would recommend supplying both the compliance and academic departments with some help, whether hired or in the form of interns who volunteer or receive credit.

Please feel free to contact me with any questions or concerns you may have. I also want to thank you and your entire staff for your hospitality during the review. Everyone was well prepared, and Justin did a great job ensuring that Christine and I had everything we needed for the review.

Sincerely,

Stephanie Jarvis Associate Commissioner for Compliance and Legal Affairs

Cc:

Justin Pollnow Christine Halstead

2010 Horizon League Compliance Review November 8-10, 2010 Final Report University of Wisconsin-Green Bay

A. Governance and Institutional Control

Current Strengths:

- 1. The Director of Athletics reports directly to the Chancellor. The Chancellor meets monthly with the Director of Athletics and is kept apprised of all important matters regarding NCAA rules compliance.
- 2. The Chancellor is notified of all issues that arise in the area of NCAA rules compliance in a timely manner and is involved in all major personnel decisions.
- 3. The Faculty Athletic Representative communicates regularly with the Director of Athletics, the Senior Woman Administrator, and the Assistant Athletic Director for Compliance regarding NCAA rules compliance, including, but not limited to: secondary violations, academic issues and the review of policies and procedures.
- 4. The Faculty Athletic Representative has a clearly written job description.
- 5. There is an established Intercollegiate Athletics Council which meets regularly to advise on issues related to athletics and student welfare. There is a good mix of faculty, students, and administrators on the council. The Chancellor receives the minutes from each meeting.
- 6. The Chancellor is involved with the hiring/firing of high profile coaches.
- 7. There are established procedures for the reporting and investigation of alleged rules violations, which have been followed in the most recent violations. The institution has also reported an appropriate number of secondary violations in past years. The Chancellor is kept apprised of all violations and wants to know if there are any trends.
- 8. Letters of appointment and coaches' contracts reference compliance with NCAA rules, and all performance evaluations contain an evaluation of their adherence to NCAA rules. Further, every new athletic staff member meets with the Assistant Athletics Director for Compliance to review NCAA compliance expectations and signs an agreement to comply with NCAA rules.
- 9. The Chancellor is kept up to date on APR and academic success.
- 10. The Chancellor approves and oversees the athletic budget.

- 11. The Faculty Athletic Representative periodically attends SAAC meetings and receives minutes from all meetings.
- 12. The athletic department receives outstanding support from the financial aid office and the admissions office, and the liaisons have established an excellent working relationship with the Assistant Athletic Director for Compliance.
- 13. An outside audit firms reviews the athletic department on a periodic basis.
- 14. The Athletic Department has an appropriate procedure in place to ensure any APR penalties are imposed if necessary.

Suggestions for Improvement:

- 1. The NCAA is requiring more monitoring in compliance than ever before. UWGB has a relatively small compliance staff and may not be able to adequately monitor everything that the NCAA requires. It would be highly beneficial to the athletic department to hire an additional staff member in the area of compliance to help further monitor all sports.
- 2. The FAR is appointed by the chancellor and should have a formal review and reappointment process included in the FAR job description. The FAR should also meet with the Chancellor periodically throughout the year.

B. Eligibility Certification

- 1. The institution has an excellent system for verifying the eligibility status of studentathletes. The Assistant Athletic Director for Compliance and the Registrar certify the eligibility of each student-athlete.
- 2. The committee receives a copy of the NCAA Eligibility Center Report for each incoming student-athlete and verifies their initial and continuing eligibility.
- 3. The academic advisors appointed through student services meets with student-athletes prior to registering for classes for each semester.
- 4. Student-Athletes are flagged in the system and there is a block in place to ensure student-athletes cannot drop below full-time. Student-athletes can't drop below 12 credits without the knowledge of the Registrar. Student-athletes are also given priority registration to enable them to schedule classes that will not conflict with competition or practice.
- 5. The Admissions office does not receive undue pressure from any athletics department staff members regarding the admissions status of prospective student-athletes.

- 6. The Admissions Office evaluates transcripts of prospective transfers to determine how many hours they have earned in conjunction with the academic advisors through student services and if necessary, the International Office, and then they are able to advise transfers of how many credits they need to take prior to transfer.
- 7. The Admissions Office periodically meets with prospective student-athletes on official visits to explain the admissions process and detail what the requirements for admission are.
- 8. For eligibility purposes, the Registrar inputs the student-athlete information into CAi. This is a new procedure implemented from the last audit.

Suggestions for Improvement:

- 1. The APR final calculations should be performed or at a minimum reviewed by someone outside of athletics, possibly institutional research, the registrar or FAR to further demonstrate institutional control.
- 2. It would be valuable for the institution to a hire a staff member in the area of academic advising specifically for athletics. This individual can help insure that each athlete is receiving the necessary academic support.
- 3. It would be beneficial for the Registrar and Admissions liaison to athletics to attend the NCAA Compliance Rules Seminars. It is important for them to stay educated about NCAA rules and it is a good learning opportunity.

C. Financial Aid Monitoring

- 1. The Assistant Athletic Director for Compliance and the Assistant Director of Financial Aid communicate regularly regarding the aid received by student-athletes, and inform each other of any outside aid a student-athlete receives.
- 2. The institution has appropriate hearing procedures in place for dealing with issues arising out of financial aid disputes.
- 3. Athletics responsibilities are listed in the Assistant Director of Financial Aid's job description.
- 4. The institution has developed a good system to monitor the international student-athlete tax and uses the SAOF as appropriate.

- 5. Student-athletes are flagged in the system, which ensures that no money will accidentally be given to a student-athlete without prior knowledge of the office of Financial Aid. Checks will not be distributed without the approval from the financial aid office.
- 6. The Financial Aid Office inputs student-athlete financial aid information directly onto the CAi software.
- 7. The Financial Aid office creates a spreadsheet with financial aid information from the Assistant Athletic Director for Compliance for each coach.

Suggestion for Improvement:

- 1. Currently the Assistant Athletic Director for Compliance is issuing the renewal letters while the non-renewal letters are being sent from the Assistant Director for Financial Aid. All letters, both renewal and nonrenewal should be sent directly from the Financial Aid Department to the student-athletes.
- 2. The Financial Aid department should include an appeals process policy in the student-athlete handbook.
- 3. It would be beneficial for the Assistant Director of Financial Aid to attend the NCAA Compliance Rules Seminars. It is important for the assistant director of financial aid to stay educated about NCAA rules and it is a good learning opportunity.

D. Recruitment Monitoring

- 1. Official visit monitoring is very good. The student hosts are given written education about the do's and don'ts of hosting and are required to fill out a report detailing their activated after the visit.
- 2. Coaches are required to submit recruiting logs to the compliance office regularly. All coaches interviewed appeared to have a good system for ensuring the calls permitted per week rule was followed.
- 3. Unofficial visits are monitored and records are kept regarding complimentary admissions provided to prospects and reviewed by the compliance office.
- 4. The compliance office reviews all recruiting expense paperwork submitted by coaches to ensure compliance with recruiting rules. This is a new procedure implemented from the last audit.

Suggestion for Improvement:

1. Text messaging violations have become more prevalent in NCAA as of late and have led to significant penalties. The institution should monitor cell phone text message records.

E. Playing and Practice Season and Outside Competition

Current Strengths:

- 1. Coaches complete playing and practice season declarations in a timely manner and submit them to the compliance office for approval. Team captains sign the forms as well.
- 2. All student-athletes interviewed indicated that their coaches stayed within the permissible number of practice hours. Coaches are required to turn in regular logs detailing their CARA hours. In addition, all student-athletes interviewed indicated that summer workouts were not required or recorded by coaches.
- 3. Basketball student-athletes were informed about summer league through their coaches. They are required to fill out a summer league request form.

F. Rules Education

Current Strengths:

- 1. There are regular rules education meetings that all coaches and selected staff members are required to attend. The Director of Athletics is very supportive of the Rules Education provided by the compliance office.
- 2. Rules education is also done via email on topics of interest to the entire athletic department staff.
- 3. The institution provides NCAA rules education to all new employees. Additional information is given regarding their specific area of employment.
- 4. New coaches are given additional rules compliance and are educated on NCAA rules and institutional compliance policies. This is a new procedure implemented from the last audit.

Suggestion for Improvement:

1. All coaches, including part-time coaches must attend rules education meetings. Currently, part-time coaches do not attend rules ed meetings and are missing out on information which could lead to violations.

G. Amateurism, Extra Benefits, Boosters and Agents

Current Strengths:

- 1. Boosters are well educated about extra benefits. Educational material is provided on their website along with a booklet provided to boosters, as well as information that is distributed to all donors and to season ticket holders.
- 2. Student-athletes are well educated about permissible and non-permissible activities related to agents. Student-athletes who were interviewed said that their coaches had talked to them about agents and that they informed their coaches when they received correspondence.
- 3. Student-athletes are required to sign for all per diem money received during travel.
- 4. The Assistant Athletic Director for Compliance monitors the amateurism status of all incoming and current student-athletes.
- 5. The Assistant Athletic Director for Compliance receives travel rosters and reviews travel expense reports.

Suggestions for Improvement:

- 1. All sports should provide detailed lists of all apparel and equipment to the Assistant Athletic Director for Compliance who should monitor what is reusable or is nonreusable. Also, all sports need to submit a list regarding all equipment they have received to ensure proper monitoring. The institution should place a hold on student-athletes' accounts if required things are not returned.
- 2. The institution should have a written policy regarding what equipment is reusable.
- 3. Institution needs to have a system to monitor hard tickets provided to coaches for personal use.

H. Camps and Clinics

- 1. The compliance office has required forms relating to camps and clinics that must be filled out and returned prior to the camp or clinic.
- 2. Camp brochures are reviewed by the compliance office and sports information department prior to printing.

3. The compliance office reviews all camp employment forms and payments to ensure that high school/JC coaches nor athletes are receiving compensation that is not appropriate.

Suggestions for Improvement:

1. The business manager should review and audit the books of all coaches camps as all camps run by an institution's coach are considered to be institutional camps.

I. Student-Athlete Employment

Current Strengths:

- 1. All staff members are required to notify the compliance staff prior to hiring any students for work in the athletic department. All student employment from work study is communicated from the financial aid office to the compliance office.
- 2. There is appropriate monitoring of non-athletic employment. All student-athletes with jobs are required to complete paperwork detailing payment and other employment information.

J. Miscellaneous/Student-Athlete Welfare

- 1. All outside groups that wish to use to the UWGB athletic facilities are required to go through the facilities staff and not through the coaches. This process ensures that groups consisting of prospects do not get free or reduced rental of the facilities.
- 2. The institution training staff has developed a weight management policy for the department. This helps ensure the health and welfare of the student-athlete
- 3. The sports information department conducts media training with student-athletes.

K. Review of Academic Support Services

Continuing Eligibility Support

Current Strengths:

- 1. The academic coordinator informs student-athletes at the beginning of each academic year about their eligibility status and what courses they will need to take.
- 2. Student-athletes interviewed indicated that the academic coordinator is very helpful in informing regarding eligibility requirements.

Academic Advising

Current Strengths:

- 1. The academic coordinator meets with all first year student-athletes on a regular basis and meets with all returning student-athletes on a periodic basis.
- 2. The academic coordinator tracks class attendance throughout the semester and gets periodic updates on academic progress from the professors. Coaches also indicated that they do unannounced class checks on attendance for their teams.

Academic Counseling

Current Strengths:

- 1. Freshmen are required to attend study table. Study table policies for subsequent semesters are determined based on g.p.a.
- 2. Student-athletes have good access to tutors. All student-athletes have an opportunity to meet with a tutor. Tutors receive rules education and adhere to University policies that ensure appropriate tutorial guidance within university expectations that would comply with NCAA regulations as well.

Missed Class Time

- 1. Team travel schedules are given to class professors by the student-athletes in advance so that professors are aware of when student-athletes will be absent.
- 2. A university wide missed class policy is in place and is very effective.

NCAA SELF-STUDY REPORT

UWGB ATHLETICS SELF-STUDY REPORT

Athletics certification is meant to ensure the National Collegiate Athletic Association's (NCAA) fundamental commitment to integrity in intercollegiate athletics. The program is structured to achieve its goal in several ways: (a) by opening the affairs of athletics to the university community and the public; (b) by setting standards (called operating principles) for the operation of Division I athletics programs; and (c) by putting tough sanctions in place for institutions that fail to conduct a comprehensive self-study or to correct problems. Three subcommittees are identified by the NCAA to assist institutions in meeting the purpose and goals of the process. They are:

- Subcommittee on Governance and Commitment to Rules Compliance
- Subcommittee on Academic Integrity
- Subcommittee on Equity and Student Athlete Well-Being

An effective self-study benefits the University of Wisconsin-Green Bay by providing self-awareness, affirmation, and opportunities to improve. The ultimate goal is to have an athletics program that provides a superior experience for our student-athletes and that is fully integrated into the academic mission of the University.

The NCAA certification team visited UWGB's campus during fall 2007 in order to complete the NCAA Self-Study Report. The NCAA's final report was published spring 2008. Click to view UWGB's NCAA Self-Study Report: http://www.greenbayphoenix.com/fls/22500/PDF/ncaa.pdf



EXECUTIVE SUMMARY

In the summer of 2013, the Horizon League initiated a process to develop a strategic plan that would serve the League and its membership into the year 2019 and beyond. At the request of the Board, Horizon League Commissioner, Jon LeCrone, sought to establish a plan that would respect the League's tradition of success and establish a vision for its future. The resulting Strategic Plan would be used by the League to set priorities, allocate resources, and serve as a unifying point of reference for its member institutions' student-athletes, coaches, athletics staff, and the public at large, including the news media.

With the objective of creating a strategic plan that ensured broad-based participation, in June of 2013 the Commissioner appointed a Strategic Alignment Committee (SAC) of five members from among its membership to oversee the strategic planning process.

Collegiate Sports Associates (CSA) was engaged by the League to assist in the planning process. The formal planning process was initiated at a meeting of the SAC on October 9-10, 2013. The SAC was very committed and thoughtful in its initial meeting to review the League's existing philosophical platforms and to establish a planning cycle for the overall strategic planning process. At that time, they began the process of drafting revisions to the League's existing Mission, Vision, and Core Values Statements. These revised statements would serve as the foundation for the overall strategic planning process.

The initial drafts of the Mission, Vision, and Core Values statements were circulated widely among key constituent groups, including the Directors of Athletics and the League's Executive Council. A meeting of the SAC and Directors of Athletics was held at Valparaiso University on November 19, 2013, facilitated by the consultant to review the

planning process and get initial feedback on the M/V/CV/Priorities work to date. Drafts of these foundational documents were revised and a planning cycle adopted at that meeting. On December 9, 2013, members of the Executive Council met by conference call to review and revise the M/V/CV statement drafts and to be updated on the planning process. The draft documents were then presented to the Horizon League's Board of Directors on December 16, 2013 and revised as directed by the Board.

The SAC also developed an initial set of Goals and Objectives for the League that became the starting point for other Work Groups. The SAC appointed six Work Groups, comprised of individuals with a wide range of expertise from the nine member institutions, to work on the six priority areas identified by the SAC.

The Work Groups developed eleven (11) major goals spread among the six priority areas. Ultimately, each of the six Work Groups also identified the strategies needed to reach the goals set for their area of concentration. The Work Groups further identified action steps required to implement the strategies, assigned accountability and timelines for completion of each action step, anticipated resource requirements, and identified key metrics for measuring progress.

GOALS & PRIORITIES: The priority areas with specific goals for each include:

I. Student-athlete Well-being

- 1. The Horizon League will support student-athlete academic achievement and the intellectual, physical, social and emotional development of all student-athletes. We promise to:
 - Treat each student-athlete with integrity.
 - Support each institution in empowering each student-athlete to achieve their full potential as students, athletes, and citizens.
 - Ensure the health and safety of student-athletes.
 - Recognize and support student-athlete academic and personal achievement.

II. Competition

- 1. The Horizon League will establish policies for men's basketball that will position multiple teams for RPIs in the top 40, to earn NCAA at-large bids and invitations to post-season tournaments.
- 2. The Horizon League will ensure that competitions and Championships are a consistently positive experience for all student-athletes, coaches, and fans.
- 3. Horizon League policies will support programs in all sports sponsored by the League members with the potential to advance in post-season competition.

III. Messaging

1. The Horizon League will be known nationally for its collegiate model that embodies the League's core values.

IV. Governance & Organization

- 1. The Horizon League will provide a governance structure that aligns with and actively supports the Strategic Plan.
- 2. The Horizon League will provide a governance structure that positions and ensures engagement in Division I.

V. Membership

1. The Horizon League will ensure that its membership plans are proactive and responsive to the national landscape and align with its Mission, Vision, and Core Values.

VI. Resources

- 1. The Horizon League will budget and allocate assets consistent with the strategic plan to ensure the fiscal integrity of the Horizon League.
- 2. Horizon League policies will stabilize and increase revenue distributions to better position the membership to meet the League's competitive goals.
- 3. The Horizon League will establish savings and reserve policies consistent with the League's Strategic Plan.

WORK PLAN:

Each of the six Work Groups developed a series of strategies that, when pursued, would enable the successful attainment of the Strategic Plan Goals. These elements were captured in a series of matrices, one for each priority area that identified strategies, action steps, accountability assignments, resource requirements, key measurements, and completion dates.

The work plan matrices provide the key to implementation and management of the Strategic Plan. They are intended to assist the Commissioner in managing the daily and long-term initiatives of the League Office. They will also assist the Board of Directors by providing a tool for measuring progress and performance over time.

Appendix H

Debt Service

FACILITY

2013-14 PAYMENT

OUTSTANDING DEBT BALANCE*

Kress Events Center**

\$ 738,476.43

\$ 7,153,698.94

- * Payments to be made from FY2015 through FY2028.
- * The Kress Events Center is a shared facility with recreation/intramurals. The amounts for debt service are included as part of the recreation/intramurals budget and are not captured in the Athletic budget.