

July 1, 2019

Dr. Ali A. Houshmand
President
Rowan University
201 Mullica Hill Road
Glassboro, NJ 08028

Dear President Houshmand:

Attached is the completed review of the Department of Athletics at Rowan University. As directed, I have evaluated the following six areas within the Department of Athletics:

1. Organizational structure
2. Administrative policies
3. Management of the sports teams
4. Department culture
5. Athletic facilities
6. Title IX Compliance

To conduct this review, I visited the Glassboro campus twice, for a total of eight days; conducted 28 face-to-face interviews and multiple phone interviews; toured every athletic facility; interviewed all head coaches and the senior athletic administrators; and talked with selected University senior staff. Additionally, I held two meetings of the Student Athletic Advisory Committee (SAAC) with representatives from each of the 18 varsity sports. A 12-question survey was also given to each of the groups listed.

The attached, 30-page report presents the findings of the survey, my review of the six areas, and 72 recommendations for improvement. Best practices to achieve a top NCAA Division III program, 28 Title IX recommendations, and prioritized facility enhancement recommendations have been included in this report.

Thank you for the opportunity to work with you and your staff to develop this important report. Your goal to have a top NCAA Division III Athletics program is admirable, and I am confident that the recommendations set forth in this report will provide a “pathway” to achieve that level of success.

Cordially,

Cheryl L. Levick

Cheryl L. Levick
CEO and Founder



**Department of Athletics
Program Review
for**

Rowan University

July 1, 2019

Presented by:
Cheryl L. Levick
CLL Business Enterprises, LLC




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Background, Objectives and Process of Report

Background

On January 23, 2019, an agreement was signed by and between Rowan University (Rowan) and CLL Business Enterprises, LLC for athletic consulting services to be provided by Cheryl L. Levick (Levick), CEO of this entity. Levick would conduct a comprehensive review of the organization, management, facilities, and culture of the Department of Athletics, and a general Title IX overview of the Department of Athletics. Based on this review and assessment, Levick would provide advice and recommendations on best business practices, Title IX compliance, organizational structure, and budgetary management for the Department of Athletics. These services commenced on February 1, 2019.

Objectives

The specific areas for this review and assessment included:

1. Organizational structure for the Department of Athletics
 - a. Reporting lines for Director of Athletics
 - b. Reporting lines for staff and coaches
2. Administrative policies
 - a. Sport administrative oversight
 - b. Performance review process and procedures
 - c. Required meetings and supervision policies
 - d. Budget management (development and approval processes)
 - i. EADA Reports
 - e. Team conduct expectations
3. Sport Team management
 - a. Team meetings
 - b. NCAA and University compliance education
 - c. Student Services Areas
 - i. Strength and Conditioning,
 - ii. Sports Medicine services, Nutrition
 - iii. Academic services
 - iv. Mental Health services
4. Department Culture
 - a. Interviews with athletics administrative staff
 - b. Interviews with Head Coaches
 - c. Interviews with Student-Athlete representatives from each of the 18 sports teams
 - d. Interviews with designated University leadership
5. Athletic Facilities
 - a. Review practice and competitive facilities, Student-Athlete services areas, coaches' offices, and administrative areas

6. General Title IX Review

- a. As areas listed above are reviewed, Levick will note in the final report any recommendations of potential Title IX concerns.

The six sections of this report provide an assessment of each of the six objectives, state the findings and list specific recommendations at the end of each section. In addition, Section VII provides a summary of comments and prioritized recommendations.

Process

Levick visited the Rowan University campus two times: February 17-20, 2019 and April 8-11, 2019. During her visits, she interviewed the Department of Athletics administrative staff, all Head Coaches, the President of Rowan University, the Senior Vice-President for Administration, the Faculty Athletics Representative, and student-athlete representatives from each of the 18 varsity teams.

Throughout March, Levick conducted additional phone interviews, reviewed all policy and procedure manuals as well as pertinent budget forms and departmental reports.

Additionally, Levick toured the on-campus practice and competitive facilities, as well as accessed the athletics budgetary process, the athletics organizational structure, and the athletics policies and procedures.

Section I – Stakeholder Survey

Survey Process

To begin a general assessment of the strengths, weaknesses and overall culture of the Department of Athletics, Levick conducted 28 individual, face-to-face interviews with key University and athletics leadership representatives, and each head coach of the 18 intercollegiate sports teams. Additionally, two Student-Athletes from each of the 18 sports teams were surveyed regarding their experience as Student-Athletes at Rowan University.

Each person was asked to respond to the following 12 questions during the interview:

Rowan University Athletics Survey

Survey Question 1: I am most proud of _____ in the Department of Athletics.

Survey Question 2: I am most proud of _____ at Rowan University.

Survey Question 3: List the top three strengths of the Department of Athletics.

Survey Question 4: List the top three weaknesses of the Department of Athletics.

Survey Question 5: The top three things I would like to change for the Department of Athletics.

Survey Question 6: What is the greatest need for the Department of Athletics?

Survey Question 7: What is your perception of the current culture among the student-athletes in the Department of Athletics?

Survey Question 8: What is your perception of the current culture among the coaches and staff within the Department of Athletics?

Survey Question 9: In your opinion, are the male and female athletes treated equally? Please provide detail to your answer.

Survey Question 10: Rate the following on a scale of 1-5 (Five being the best)

- a. Athletics Department Morale
- b. Campus Culture for Athletics
- c. Student Support for Athletics
- d. Faculty Support for Athletics

Survey Question 11: Rate the following on a scale of 1-5 (Five being the best).

- a. Athletics Practice facilities
- b. Athletics Competitive facilities
- c. Weight Room
- d. Training Room
- e. Nutrition Needs
- f. Academic Support
- g. Coaching Staff
- h. Administrative Staff
- i. Mental Health Services
- j. NCAA Rules Education
- k. Student-Athlete Conduct Education
- l. Social Misconduct Education

Survey Question 12: In your opinion, what is the single, most critical issue that must be addressed in the Department of Athletics? Why?

Summary of Findings from the Stakeholder Survey

Survey Question 1: I am most proud of _____ in the Department of Athletics.

- The character of the Student-Athletes
- The Student-Athletes are amazing
- How we grow and develop the Student-Athletes
- How we truly care about the Student-Athletes

Survey Question 2: I am most proud of _____ at Rowan University.

- The growth and rising reputation
- The inclusion in the community
- The vision and future
- The reputation within the community

Survey Question 3: List the top three strengths of the Department of Athletics.

- The quality and character of the coaches and staff
- The dedication of the Student-Athletes
- The ability to succeed with limited resources
- The graduation rate for our Student-Athletes
- The coaches and staff truly care about each other and the Student-Athletes
- The coaches work well together and help each other

Survey Question 4: List the top three weaknesses of the Department of Athletics.

- The facilities are insufficient, outdated and over-scheduled for 18 varsity teams.
- The budget does not allow the necessary resources to be provided to the teams.
- There is limited staff to service the coaches and teams.
- We are limited on staffing, communication and structure from the Athletic Administration.
- The coaches have so many other duties in the department, it is hard to coach.
- There is a lack of office and team meeting space.
- There is favoritism within the Department of Athletics.
- We are not connected to the main campus, and there is little recognition from the campus about Athletics.
- We do not have a brand to market.

Survey Question 5: The top three things I would like to change for the Department of Athletics.

- Facilities...facilities...facilities – need a bigger weight room, updated training room, better locker rooms, and more indoor practice space.
- Our facilities are outdated and over-scheduled.
- We need better connections and communication with the main campus. We are in a “silo” over here.
- We need better organization and communication within the department – more businesses processes.
- We need access to our budgets, equity in salaries for the coaches and more fulltime assistant coaches.
- We need a change the culture of the department – need “better vibes” in the department.

Survey Question 6: What is the greatest need for the Department of Athletics?

- Better facilities – locker rooms, weight room, training room, indoor courts
- Need new direction and leadership
- Increase in our operating budget
- Need fulltime assistant coaches
- Modernize the department – too “Mom and Pop” like
- The staff wears too many hats in the department
- Big lack of branding on campus and in the community
- Lack of support from campus: “I don’t feel the school is behind the athletes – very separate”

Survey Question 7: What is your perception of the current culture among the Student-Athletes in the Department of Athletics?

- Student-Athletes are happy, positive, support each other
- There is a strong bond among the teams
- The “sports bra” issue has put some teams “on edge”
- The Women’s Track and Field team feels there is a lack of respect for them

Survey Question 8: What is your perception of the current culture among the coaches and staff within the Department of Athletics?

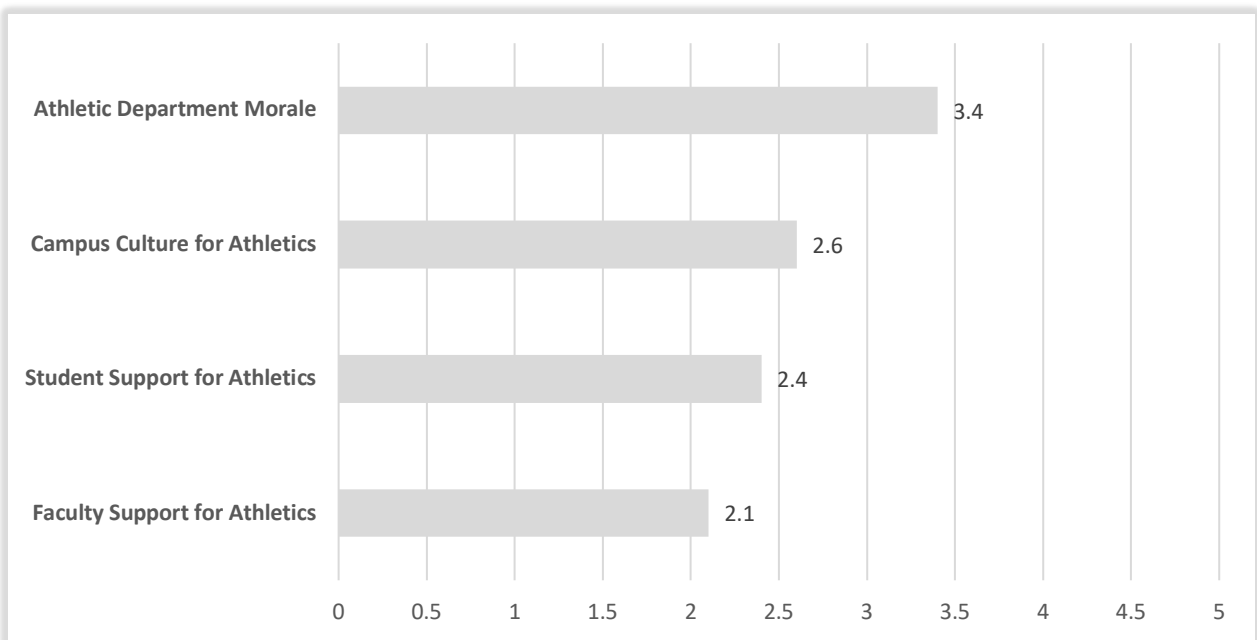
- The coaches are close knit and work well together.
- There is preferential treatment for some teams.
- There is a budget control issue with the Director of Athletics, we don’t know our budgets.

Survey Question 9: In your opinion, are the male and female athletes treated equally?
Please provide detail to your answer.

- Overwhelmingly, the answer was yes, the male and female athletes are treated equally.
- Lack of equity in coaches' salaries, in the number of assistant coaches per sport; fulltime vs part-time classification; and 10 vs 12-month contracts were noted concerns.

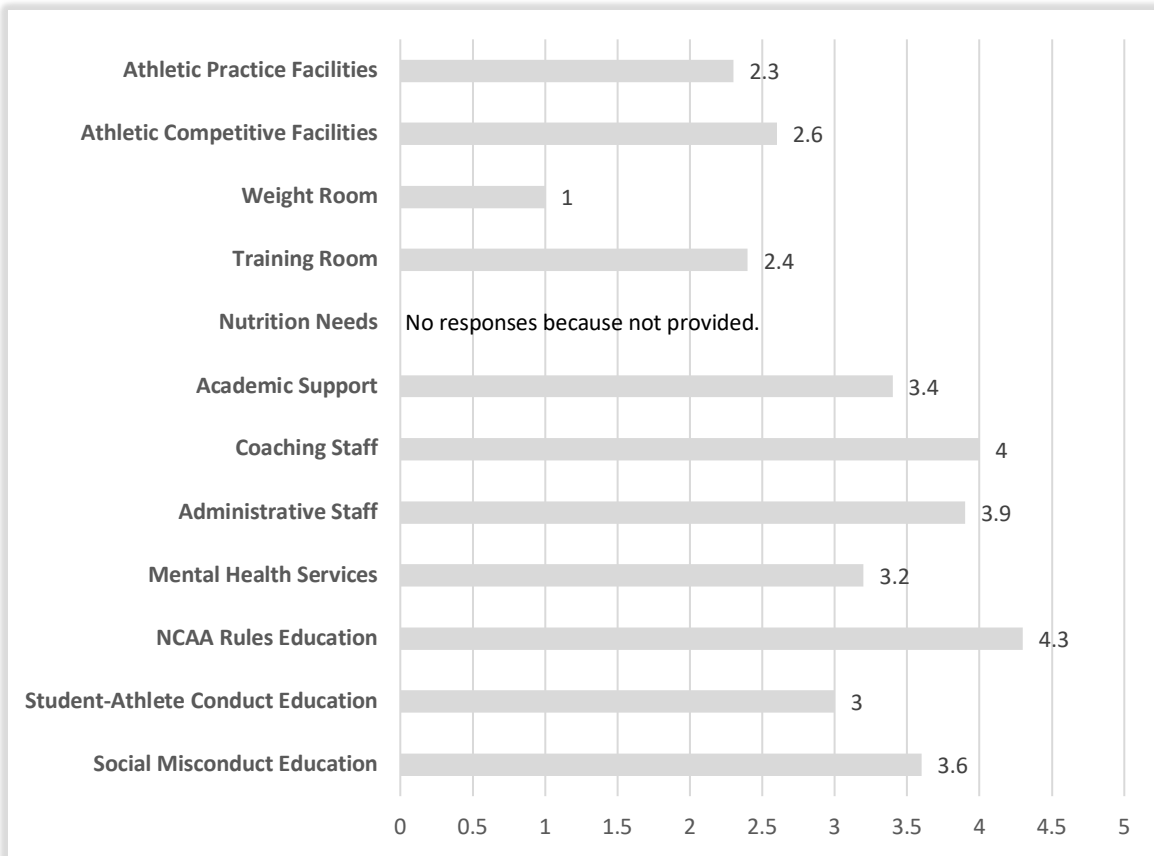
Survey Question 10: Rate the following on a scale of 1-5 (Five being the best).

The following responses were totaled and averaged by the number of responses to each question and are out of 5.



Survey Question 11: Rate the following on a scale of 1-5 (Five being the best).

The following responses were totaled and averaged by the number of responses to each question and are out of 5.



Survey Question 12: In your opinion, what is the single, most critical issue that must be addressed in the Department of Athletics? Why?

- Address the facilities issue – the overcrowding, safety issues and our ability to recruit and be successful.
- Fix the staffing issues, we are stretched too thin.
- Improve the communication from across campus.
- Evaluate the competency of the leadership team.
- Address the safety issues on the West campus.
- Provide active support from the upper administration – in terms of recognition, funding, connections and branding.

Section II – Athletics Organizational Structure Review

Review Process

Levick conducted on-campus interviews with the Director of Athletics, all Head Coaches, and all senior level athletics administrators. Additionally, Levick reviewed the reporting structure within the Department of Athletics, the 2014-15 Athletics Policy Manual, and the 2017-18 Athletics Policy Manual.

Findings from Organizational Structure Review

1. The Director of Athletics currently reports directly to the Senior Vice President of Administration, not to the President of Rowan University. The current reporting structure could cause a lack of direct communication and insufficient oversight for the Department of Athletics.
2. There are too many direct reports to the Director of Athletics. Currently, all head coaches and all senior administrators report directly to this position. At minimum, there are 13 direct reports to the Director of Athletics. This structure causes a “log jam” in approval processes and ineffective communication. See Appendix A for the current Athletics Organizational Structure.
3. There is a missing organizational level of full-time senior administrators from the current organizational structure. Typically, there are three to five “senior level” managers assisting the Director of Athletics in the leadership of the department.
4. Two of the current athletics administrators are also coaches and are simply “spread too thin.”
5. The current structure requires all budgetary issues to be reviewed and approved solely by the Director of Athletics. All Head Coaches report directly to the Director of Athletics. All salaries and classifications are determined solely by the Director of Athletics and approved by the Senior Vice President of Administration. This system causes a “log-jam” in processing paperwork and does not provide the proper “checks and balances” needed for the approval processes.
6. There is a lack of direct “day-to-day” oversight of the sports programs. This is due primarily to the lack of senior administrators as noted in finding #2. A Sport Administrator should be assigned to every sport, with authority to make decisions, and evaluate the coaches.
7. The compliance area is doing a good job with rules education and eligibility issues, but the athletics administrator wears multiple hats with duties in other areas in the department.

8. The business office is also doing a good job providing reports and paying bills but lacks the authority to make budgetary decisions. The budget is managed, and all expenses approved solely by the Director of Athletics.
9. The number of staffs for sports medicine, strength and conditioning, and equipment room are below normal standards.
10. There is a lack of staff for promotions, corporate sponsorships, marketing and fundraising for the Department of Athletics.
11. The Student Services areas are doing a good job maximizing resources for Student-Athletes on a very limited budget.

Recommendations from Organizational Structure Review

1. Recommend that the Director of Athletics report directly to the President with a dotted line to Senior Vice President for day-to-day operations.
2. Recommend reorganizing and funding a senior level of administration for the Department of Athletics. This would reduce the number of direct reports to the Director of Athletics. A recommended organizational structure can be found in Appendix B of this report.
3. Recommend that all positions reporting directly to the Director of Athletics should be full time managers and have no coaching duties.
4. Recommend that all sports and other departments would report to one of senior level administrative positions, including a few sports to the Director of Athletics.
5. The highest-ranking woman should be designated as the Senior Woman Administrator (SWA), with duties as recommended by the NCAA.
6. Recommend that Women’s Basketball and Baseball coaches become fulltime coaches, and that their current administrative responsibilities become part of two, new fulltime athletic administrative positions with a “manager” classification.
7. Recommend designating a Sports Administrator for each sport for “day-to-day” reporting, monitoring of sport, approval of budget/hiring/travel/gift accounts, and performance reviews.
8. Recommend formalizing the responsibilities for the sports administrators and include them in the Department of Athletics Policy Manual. All senior staff should have at least one sport assigned to them.

9. Recommend adding two full-time certified Athletic Trainers, with one focused on the women's teams and special health issues.
10. Recommend that the Equipment Manager's position be evaluated and reclassified.
11. Recommend adding a full-time strength coach and two part-time assistants. This would ensure equity in service and would provide improved safety standards.
12. Recommend adding a new position as part of the senior level managers for external outreach, corporate sponsors, and fundraising to generate new revenue for the Department of Athletics. This position would work in coordination with the University Development office. This position would be one of the five senior managers noted on the recommended organizational chart.
13. Recommend a complete review and analysis of all the AFT classifications and salaries be conducted by the University Human Resources Department. Currently, many of the positions and job requirements do not match the current range of classifications and salaries. Additionally, there are equity issues (in classification and salary) between several of the Men's and Women's Head and Assistant coaches.
14. Recommend that all Head Coaches be on 12-month contracts.

Section III – Athletics Budget Review

Review Process

Levick conducted on-campus interviews with each Head Coach and senior athletics administrators; and, reviewed sports budgets, policies, guidelines, and processes with Athletics Budget Manager Jessica Van Meter-Bergholz. Based on these meetings, reviews and interviews, the general findings are listed below.

Findings from Budgetary Analysis

1. The Business Manager is very knowledgeable about all athletically-related accounts, sports allocations, and general processes – she knows where every penny is located in every account in the Department of Athletics.
2. The Director of Athletics solely manages the budget, determined all salaries, and approved all expenditures and new purchases. The Business Manager followed the Director of Athletics' instructions and processed at his direction. No one else in the Department of Athletics had any decision-making authority for budgets and salaries.
3. There is a lack of budget development and approval guidelines for the sports and individual business units within the Department of Athletics. Specifically:
 - a. The sports and business units did not have access to the budgets for their units and had limited knowledge of the budget process.
 - b. There is no preapproval process (which would include the budget) for the non-conference competitive scheduling and away competitions.
 - c. There are no consistent preapproval processes for preseason team trips.
 - d. There is a lack of consistency regarding the allowed per diem for teams for away competition. There is a standard per diem, but coaches are allowed to supplement that amount through team fundraising accounts.
 - e. There is a lack of consistency regarding the allowed per diem for teams for pre-season training, mid-winter, and spring break training. There is a standard per diem, but coaches are allowed to supplement that amount through team fundraising accounts.
 - f. There is no formal process for sport expenditures – including travel, lodging, sport retreats, recruiting trips, etc. The Director of Athletics would provide verbal approval, and the expenditures were approved after the trip. This would often lead to overspending.

4. The 2018 EADA report listed data that was incorrect based on inaccurate information provided by the Department of Athletics. The correct squad sizes are noted below:

Gender	Sport	#	
Female	Field Hockey	23	
Female	Lacrosse	31	
Female	Softball	18	
Female	Volleyball	15	
Female	Basketball	14	
Female	Swimming & Dive	23	
Female	XC (22), Indoor TF (58), Outdoor TF (59)	64	(unduplicated)
Female	Soccer	27	
Male	Baseball	39	
Male	Football	103	
Male	Basketball	16	
Male	Soccer	24	
Male	Swimming & Dive	25	
Male	XC (27), Indoor TF (48), Outdoor TF (67)	71	(unduplicated)
	Total	493	

5. The individual sport fundraising accounts are not monitored for Title IX equity, nor do they require a signature approval for expenditures. They are often used to augment team travel, per diem, apparel needs, and summer school.
6. The sports and individual business units (Equipment, Sports Medicine, and Sports Information) are not knowledgeable about their budgets; therefore, cannot monitor or control their expenditures.
7. The Equipment Room has a good system of distribution and collection of equipment and apparel for all the sports teams. However, there are deficiencies for all sports in the amount of available practice gear, rain gear, and shoes. The coaches have the autonomy to order and distribute the budgeted gear. This autonomy can cause real or perceived inequities between “like sports”. For example, members on the Men’s Cross Country/Track and Field teams receive practice shoes every year. However, for the Women’s Cross Country/Track and Field teams, the coach determines who receives the shoes on an annual basis. The perception by the student-athletes is one of inequity. The Department of Athletics lacks monitoring of the coaches in this area.
8. There is insufficient staffing in the budget and finance area for the Department of Athletics to efficiently monitor and control the budget expenditures and prepare all reports. A fulltime administrative assistant is needed.

9. The process, assignment and billing for facility maintenance and repair for the athletics facilities should be reviewed. This is a budget area that is not regulated and leads to unplanned charges from the University.
10. There is a lack of a systemic processes for revenue generation and fundraising in the Department of Athletics. Each coach develops his/her own fundraising resources.
11. This is no required annual financial audit of Department of Athletics by the University.

Recommendations from the Budgetary Analysis

1. Conduct an annual, educational session for the Department of Athletics staff and coaches regarding the overall budgeting process, approval process, compliance process, and control of expenditures. A mid-year budget “check” should be conducted with each sport and department head to monitor the expenditures and to adjust as needed.
2. Develop an annual calendar for the budgeting process, which should begin no later than January of each year. All sports and departments should meet with the budget officer and sport supervisor to review the previous year, and to develop the budget needs for following year. All final budget recommendations should be reviewed and approved for equity by the SWA and the Director of Athletics, and then forwarded in accordance with University guidelines for final approval.
3. Require preapproval for all non-conference competitions that involves airfare. The Director of Athletics signature should be required, and the SWA signature for equity purposes.
4. Establish seven general budget categories for each athletics team and department head and monitor monthly. The categories include:
 - a. Travel (ground, air, meals, lodging)
 - b. Recruiting
 - c. Meals
 - d. Equipment/apparel
 - e. Officiating
 - f. General operations
 - g. Fundraising

Salaries and benefits will be monitored separately by the Budget Office.

5. Assign each sport to a sports supervisor, with the responsibility of reviewing and approving all expenditures for their respective sports. After approval, they would be submitted to Business Manager.

6. Develop a three-signature approval process for all team expenditures. The approval process would be:
 - a. Head Coach's signature
 - b. Sports Supervisor's signature
 - c. Business Manager's signature

For large purchases, the Director of Athletics' signature should be included.

7. Develop and implement a four-signature process for the annual NCAA reports and the EADA report. The signatures should be the Business Manager, Compliance Officer, SWA, and the Director of Athletics. These reports should be reviewed annually by the President.
8. Require all sports teams to submit team travel requests for approval by the Sports Supervisor, Compliance Department, and the Business Manager.
9. Review the staffing in the budget and finance area of the Department of Athletics. Recommend adding an administrative assistant to handle the day-to-day paperwork and business transactions.
10. Require that all expenditures from sport fundraising accounts be budgeted and included in the review of expenditures between men's and women's sports programs. Include a preapproval process with signatures from the Sports Supervisor, Compliance Department and the SWA for equity review.
 - a. Establish general guidelines for acceptable uses of the sports fund-raising account.
11. For equipment/apparel for the Student-Athletes, develop an annual zero-based budget process, and a plan for two years for all sports. Develop a "needs" list per year - per sport - in order to control and monitor ordering and expenditures. This annual list should be developed and maintained by the Equipment Manager. Once budget is approved, the Equipment Manager, not the Business Manager, should order all apparel and monitor all expenses, handle inventory and embroidery.
12. Develop a three-year comprehensive budget model that forecasts large expenditures, known dips in revenue, game guarantees, etc.
13. Establish a budget subcommittee within the Department comprised of the Business Manager, the Equipment Manager, two coaches and the Senior Woman Administrator to identify significant cost savings for team travel, game operations, etc.

14. In conjunction with the appropriate University officials, review the facilities and maintenance services provided to the Department of Athletics by the University. Determine whether it would be more cost effective for the Department of Athletics to increase their operational staff and handle these responsibilities internally. The area of facility maintenance and repair should be a primary focus of this review.
15. Develop and formalize a process to secure corporate sponsors and booster donations. Allocations of these funds should be reviewed for equity between the men's and women's sports teams on an annual basis.
16. Conduct an annual financial audit of the Department of Athletics.

Section IV – Athletics Policies and Procedures Review

Review Process

Levick reviewed the following documents:

- 2014-15 Athletics Policy Manual
- 2018-19 Athletics Policy Manual (recently updated),
- Student-Athlete Handbook
- Game Management Handbook
- Finance Policies and Procedures
- Annual NCAA Rules Education/Student-Athlete Conduct Documents

Additionally, Levick interviewed the Senior Woman Administrator (SWA), the Business Manager, the Assistant Director for Compliance and Academics, and the Equipment Manager regarding the processes used on a day-to-day basis.

Findings from the Policies and Procedures Review

1. The 2018-19 revision of the Athletics Policy Manual is more comprehensive and clarifies the guidelines and processes. However, it is “text” heavy and difficult to obtain information quickly. It should be reformatted.
2. There is a lack of education and enforcement of departmental policies and procedures for the coaches and staff.
3. There is a lack of defined policy and approval process for the use of sport fundraising accounts.

Recommendations from the Policies and Procedures Review

1. Recommend the manual be renamed “Department of Athletics Policies and Procedures Manual.”
2. Recommend updating the manual to include Sport Supervisor responsibilities.
3. Recommend updating the Finance Policies and Procedures Manual to reflect new approval process.
4. Recommend the Student-Athlete Code of Conduct section be rewritten in a ‘user-friendly’ format. A sexual misconduct section should be added.
5. An annual education review of the Student-Athlete Code of Conduct should be required each fall for every student-athlete and coach.
6. Conduct annual educational sessions with the coaches and staff on policies and procedures for the Department of Athletics.

Section V – Athletics Facilities Review

Review Process

Levick toured and evaluated every practice and competitive field and facility, including the West Campus, at Rowan University. Additionally, Levick reviewed the office space, meeting space, locker rooms, training room, weight room and the scheduling of these facilities.

Levick also talked to the coaches, SWA, Equipment Manager, Director of Athletics and Head Athletic Trainer about the size, quality and condition of their facilities.

Findings from the Athletics Facilities Review

1. The number one concern, weakness or complaint from the athletic staff and coaches was the facilities. With 18 varsity sports and almost 500 Student-Athletes, the current facilities do not adequately meet the needs of the Student-Athletes at Rowan University.
 - a. Teams are practicing as early as 5:30am to find time in the practice facilities.
2. While there could be an upgrade to every venue, this report will focus on the “immediate needs” and equity concerns.
3. Findings in Esby
 - a. There is a single court that must be shared by Men’s and Women’s Basketball, Volleyball, classes, and occasionally club sports and intramurals.
 - i. Until 3pm each day, there are classes on this court.
 - ii. Because of this schedule, there is not enough time to schedule practices for the three varsity sports.
 - iii. Additionally, because of the size of the weight room, athletes often use part of this court to conduct their rehab or conditioning training.
 - b. The locker rooms in Esby are located in the lower level of the building. It is dark, unventilated with cracks in the walls and floors throughout this area. Some locker rooms have been updated, but many are still too small, with insufficient lockers for the sizes of the teams, and most share a few common shower areas.
 - c. The weight room in Esby is approximately 1,000 square feet. It is too small, limited in equipment and insufficiently staffed. This is a serious safety issue.
 - d. The training room is also located in the lower level of Esby. It is too small, there is no elevator for injured athletes to use, limited treatment tables, unventilated, no storage, and no space for a doctor to meet with a student privately.
 - e. The pools are controlled by the Recreation Department and offer very restricted rules and practice times for the Men’s and Women’s Swimming and Diving Teams.
 - f. There is insufficient office space in Esby for the numbers of coaches and staff. Two to three people are often housed in a small, cramped space.

4. The John Green Team House is the best facility in the Department of Athletics. The locker rooms, equipment room and training room should be the standard for any renovation in Esby.
5. Baseball and Softball are in serious need of press boxes at each of their facilities, with heat and electricity. Currently, the stats crew, announcer, and promotions staff are sitting outside under a simple tent covering. The heat and weather conditions that result from no shelter could be a safety issue.
6. The West Campus fields present concerns that could impact the safety of Student-Athletes:
 - a. No permanent bathrooms
 - b. No running water
 - c. No shelter for rain or thunder
 - d. No athletic training facility with ice, electricity, or treatment tables to service injuries
 - e. The student-athletes have to drive themselves to West Campus or find a ride, no transportation is provided.
7. The Track and Field and Lacrosse teams must share the same practice facility in the spring. There is insufficient netting to prevent the Lacrosse balls from hitting the runners around the track. This could be a safety issue.

Recommendations from the Facilities Review

1. An immediate solution for the Weight Room needs to be found. It is too small and could present safety and liability risks. The new space should meet the square footage standards recommended by the National Strength and Conditioning Association (NSCA).
2. A comprehensive review of the Esby building should be conducted to determine whether it is more cost effective to try to remodel and upgrade or find/build a new space for the Department of Athletics to be housed.
 - a. All issues stated in the findings section should be reviewed and a plan of action developed.
3. In conjunction with the Recreation Department, a review of the actual use of the two pools by the regular student-body should be conducted and determine if the varsity teams can have more time. If two pools are no longer needed (due to decreased interest in recreational swimming), it was suggested the area where the smaller pool is located, could be “filled-in” and the space converted to another practice court, or a weight room. These types of conversations are recommended.

4. An addition to the John Green Team house should be actively explored. Again, it was suggested that the current tennis courts besides this building have limited use. That space could be used to expand the team house, and add more locker rooms, storage, training room and meeting space. If locker rooms can be added, it is recommended that the Men's and Women's Track teams be assigned this space.
5. Fund the addition of a Press Box for Baseball and Softball facilities – with heat and electricity – to house the game management, marketing, and score keeping functions.
6. A safety review of the Lacrosse and the Track and Field Teams practicing at the same time in the same venue should be reviewed, and alternative options reviewed.
7. For the West Campus, the five safety issues and student-athlete welfare concerns should be addressed immediately. A single building with running water, bathrooms, basic athletic training room with ice and treatment tables, and a team room to accommodate up to 100 student-athletes would resolve the student-welfare concerns. A review of the student-athlete transportation options to and from the West Campus should be conducted to resolve the safety issue.

Section VI – Title IX Review

Review Process

As Levick reviewed policies, facilities and staffing for the Department of Athletics, a general Title IX review was conducted. The Accommodations of Interest and Abilities and Athletic Financial Assistance sections of the Title IX of the Education Amendments of 1972 were not reviewed. However, the 11 “Laundry list” provisions were reviewed as part of the overall athletics program review.

Those areas included:

1. Equipment and Supplies
2. Scheduling of games and Practices times
3. Travel and Per Diem Allowances
4. Opportunity to receive Coaching
5. Opportunity to receive Academic Tutoring
6. Locker rooms, Practice and Competitive Facilities
7. Medical and Training Facilities and Services
8. Housing and Dining Facilities and Services
9. Publicity
10. Recruitment of Student-Athletes
11. Support Services

Phone and in-person interviews were conducted by Levick to review these areas. Additionally, Levick toured the athletics facilities, and reviewed the Department of Athletics policies. Finally, Levick met with two Student-Athlete representatives from each sport team and they completed a written survey about his/her team experiences as a Student-Athlete at Rowan University.

Recommendations from Title XI Review

1. Equipment and Supplies – This area includes uniforms, other apparel, sport-specific equipment and supplies, general equipment, instructional devices, and conditioning/weight training equipment.
 - a. Recommend that a comprehensive list of all equipment, apparel and supplies allocated to each sport be developed and reviewed by the SWA for equity.
 - b. Recommend that the inventory and distribution of all equipment, and apparel through the BSN allocation be centralized and monitored through the Equipment Manager, with an approval signature from a senior administrator.
 - c. Recommend that all equipment and supplies requests and purchases are reviewed and approved by the Sport Supervisor and the Equipment Manager.
 - d. Recommend that the sport fundraising accounts not be used to purchase additional uniforms and equipment for any team unless an equity review has been conducted, and approval provided by the SWA and Director of Athletics.
 - e. Recommend that a separate audit of the allocation of shoes and gear be conducted for the Men’s and Women’s Cross Country/Track and Field teams to ensure equity in the purchase and distribution of equipment and gear.
 - f. Recommend a change in the current policy of using a team uniform for three years, to providing new uniforms every two years. This corrects a safety and hygiene issue.
 - g. Recommend that Department of Athletics Policies and Procedures Manual be updated to include the new policies and equity approval processes for equipment and supplies, and all fundraising activities.
2. Scheduling of Games and Practice Times – This area reviews the equivalence for men and women for practice and competitive times and locations, length of practices, number of competitions, and opportunities for pre and post season competition.
 - a. Current policies and processes seem equitable.
3. Travel and Per Diem Allowances – This area reviews the equivalence for men and women regarding the modes of transportation, length of stay before and after competition, type of lodging, allocation of per diem, and dining arrangements.
 - a. Recommend that a policy be established that per diem allowances cannot be enhanced through the individual fundraising gift accounts without review and approval by SWA and Director of Athletics. An equity policy should be developed and enforced.
 - b. Recommend that both a sports supervisor’s signature and a compliance department signature of approval be required in advance of all team travel. This includes approval of team meals and per diem.

4. Opportunity to Receive Coaching – This area reviews the number and experience of the full-time, part-time head and assistant coaches as well as graduate assistants. The number, quality, availability and compensation of coaches will be reviewed.
 - a. Recommend that number of coaches, AFT range, and salaries for the Men’s and Women’s Basketball coaches be reviewed and adjusted for equity.
 - b. Recommend that the Head Women’s Basketball Coach has no administrative duties.
 - c. Recommend that the number of coaches for Men’s and Women’s Soccer be reviewed and adjusted for equity.
 - d. Recommend that the head coaches for Women’s Soccer, Women’s Lacrosse, and Softball be changed from 10-month to 12-month employment contracts, and the salaries adjusted accordingly.
 - e. Recommend that a standardized job description and compensation be developed for every head and assistant coach.
 - f. With any coaching change, recommend an equity review of salary and benefits for that position should be conducted prior to posting and hiring the position.
5. Opportunity to Receive Academic Tutoring – This area reviews the equivalence of men and women for the availability of tutoring, assignment of tutors, qualifications and training for the tutors, and the scheduling of tutoring.
 - a. Current policies and processes seem equitable.
6. Locker Rooms, Practice and Competitive Facilities, Offices – This area reviews the equivalence for men and women in the quality and availability of facilities for practice and competition. Additionally, the availability and quality of locker rooms, maintenance and facility preparation are reviewed.
 - a. Recommend that a “priority plan” be developed and funded to correct the multiple areas of concerns in Esby.
 - a. The top priority should be the Weight Room. It is too small, and the equipment is too close together. This could present a safety hazard. It should be expanded to meet square footage standards recommended by the National Strength and Conditioning Association (NSCA).
 - b. The second priority in Esby is the Training Room. It is on the lower level, with no elevator access, no ventilation, insufficient treatment tables and limited rehab space. It should be closed at the appropriate time, gutted and resized to add treatment tables, hot/cold treatment tubs, a room for a physician to privately see patients, more storage, and an area for rehab.
 - c. The locker rooms for Women’s Volleyball and Cross Country/Track and Field do not have enough lockers to accommodate a full team. An alternative space should be found.

- d. The office assignment for Men’s and Women’s Basketball should be reviewed and adjusted to ensure equity in size and number of staff members per office.
7. Medical and Training Facilities and Services – This area reviews the equivalence of men and women for access to quality medical treatment, assignment and quality of athletic trainers, insurance coverage, availability and quality of weight training and rehabilitation facilities.
 - a. Recommend two full-time trainers be added for adequate safety and coverage for the women’s and men’s teams.
8. Housing and Dining Facilities and Services – This area reviews the equivalence for men and women in the assignment of housing, special services for housing, laundry, special parking, and food. This includes fueling stations and supplementary snacks.
 - a. Recommend a standard policy regarding meal plans, fueling stations, and team snacks be established.
 - b. Recommend that a standardized policy on per diem for teams be developed and enforced among all teams.
 - c. Recommend conducting a review of the funding provided to all sports teams during university breaks and setting a firm policy on the amount of per diem provided to all teams during these breaks.
 - d. Recommend that the individual sport fundraising accounts cannot be used to supplement food/snacks for athletes without an equity review to ensure that the women’s teams are receiving an equitable amount.
9. Publicity – This area reviews the equivalence for men and women regarding the availability and quality of sports information personnel, quantity and quality of publications, radio, TV and social media coverage, and promotion/publicity resources. Fund-raising is also reviewed under this area.
 - a. Recommend a review of the Sports Information (SID) assignments per sport, and SID travel assignments for equity on an annual basis.
10. Recruitment of Student-Athletes – This area reviews whether the men’s and women’s teams are provided equivalent funding and resources to effectively recruit to meet the needs for each sport.
 - a. Recommend a review of the recruiting budgets for the men’s and women’s teams and adjust for equity as needed to meet each team’s need on an annual basis.
 - b. Recommend that an equitable policy be established for the current courtesy car program, and that an annual usage report be given to the Director of Athletics.

- c. Recommend a review of the use of sport fundraising accounts to supplement the recruiting budget. An equity review by the SWA and approval of the use of these funds by the Director of Athletics should be required.

- 11. Support Services – This area reviews the administrative and clerical support provided to the men’s and women’s teams, including whether such support enables coaches to enhance the performance of their coaching services.
 - a. Current policies and processes seem equitable. Limited resources are a concern.

Section VII – Summary Comments and Prioritized Recommendations

Throughout the four months of reviewing the Department of Athletics, there were consistent, positive comments about the support and care for the Student-Athletes. The athletics staff is a hard-working group, and cohesive in nature. The current weaknesses are the insufficient funding model, outdated/unusable athletics facilities, and lack of an effective organizational structure. To tackle these weaknesses, the top priorities are listed below. The other recommendations can be found at the end of each section of this report.

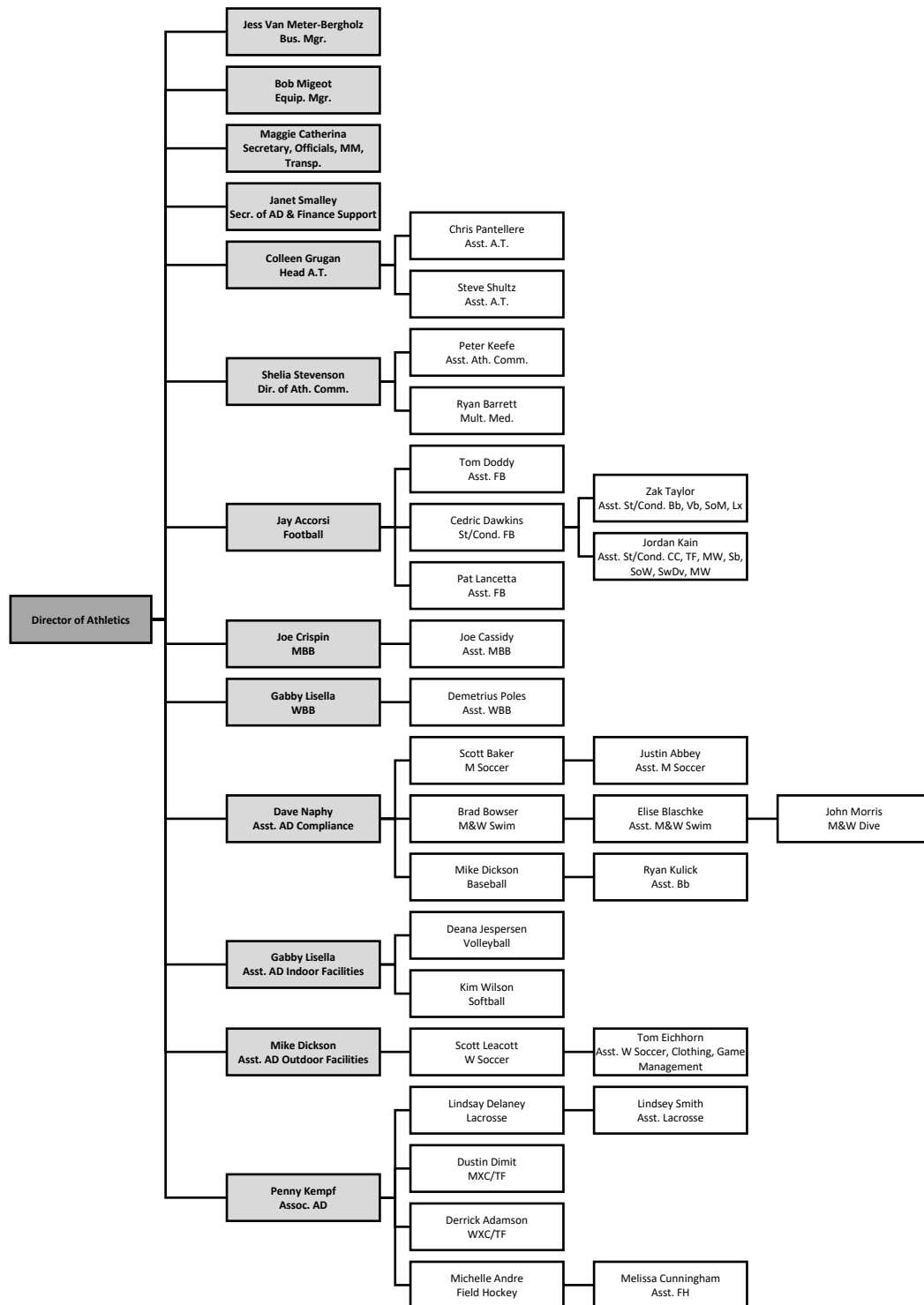
Prioritized Recommendations:

1. Change the reporting structure of the Director of Athletics to report directly to the President of the University.
2. Change the organizational structure of the Department of Athletics to a model as diagramed in Appendix B.
 - a. Hire or reclassify current staff to develop the senior line of administrators. These positions should have Assistant or Associate Athletic Director titles with a manager classification.
 - b. One of these senior managers should be focused on revenue generation and fundraising for the department.
 - c. Establish the Sports Supervisors program as recommended in Section II.
3. In conjunction with the University CFO, develop a three-year funding model for the Department of Athletics to provide more resources and operating dollars to the 18 varsity sports teams.
4. Correct the inequities in the AFT ranges and salaries of the men's and women's sport teams.
5. Develop a plan to Implement all Title IX recommendations listed in Section VI of this report.
6. Develop and conduct a comprehensive Code of Conduct educational session for all Student-Athletes and coaches each fall, including a section on sexual misconduct should be included. Incorporate the "Green Dot" program into these educational sessions. This should be required attendance for everyone in the Department of Athletics.
7. Correct the safety issue in the weight room immediately.
8. Evaluate the future of Esby as the home for the Department of Athletics, specifically the cost to repair and upgrade verses a move to a new location.

9. Evaluate and correct the safety issues on the West Campus. See details in Section V.
10. Address the feeling in the Department of Athletics of “being separate from the main campus” by appointing a sub-committee of Athletics and University representatives to develop a plan for inclusivity and joint marketing opportunities.

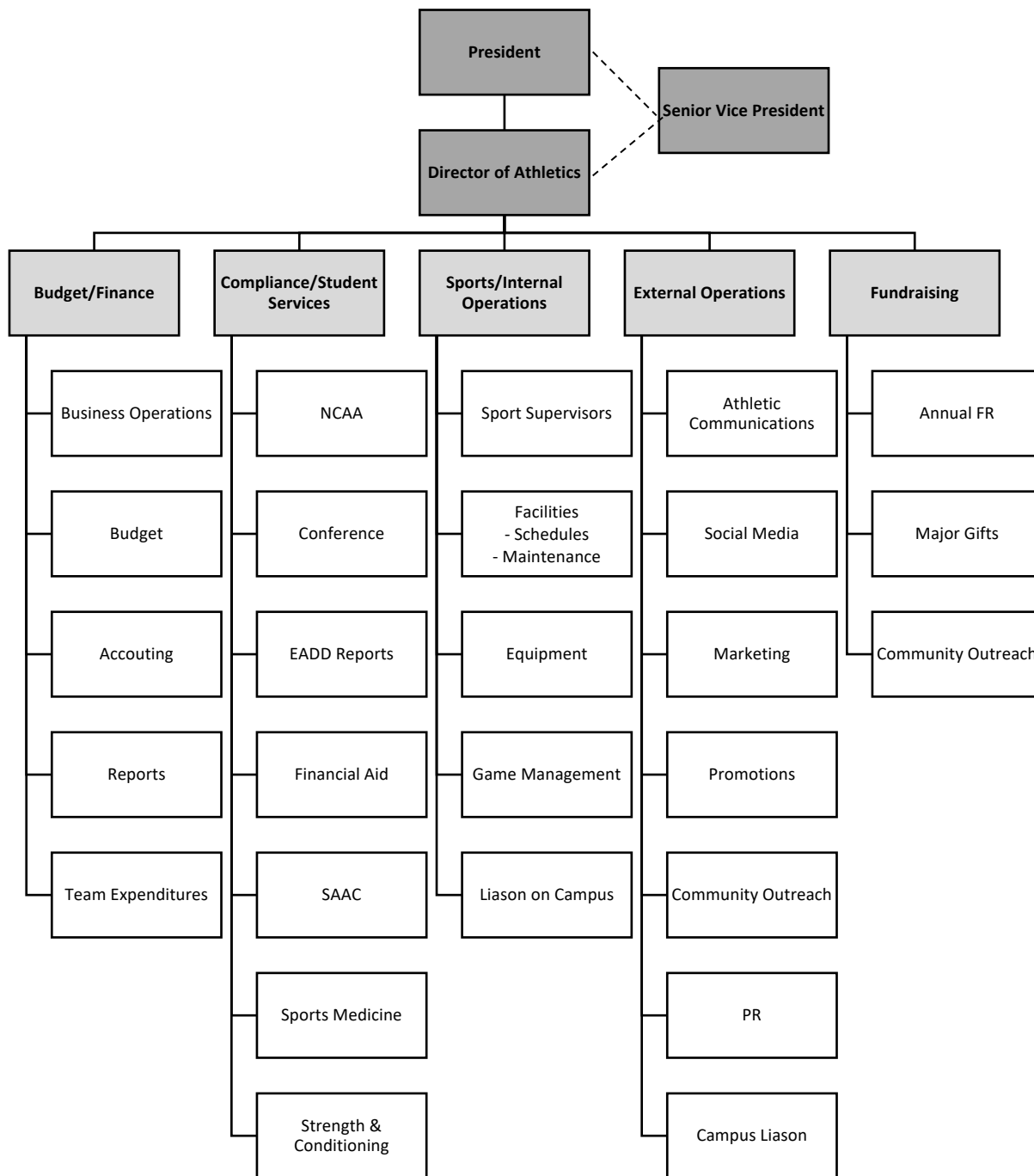
Appendix A

Current Organizational Structure



Appendix B

Recommended Organizational Structure



*Shaded positions should have an Assistant or Associate Athletics Director title.

**The 18 sports would be divided among the six senior staff members.