




The Athletics Budget is a Unicorn

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1

Bench Marking - Total Operating Budget


	Total Budget:	Total Salaries:	Not Allocated by sport/gender:	Recruiting Expenses:	Sport Operating Expenses:
Allegheny College	\$3,454,657	\$1,192,737	\$769,804	\$113,032	\$954,789
Denison University	\$5,557,935	\$1,538,447	\$1,672,787	\$118,418	\$1,140,252
DePauw University	\$4,697,796	\$1,610,915	\$1,064,634	\$58,176	\$991,693
Hiram College	\$2,266,811	\$636,672	\$364,644	\$97,739	\$664,266
Kenyon College	\$5,754,019	\$1,379,102	\$1,259,603	\$147,552	\$484,823
Oberlin College	\$3,748,282	\$1,077,491	\$1,667,795	\$41,273	\$674,641
Ohio Wesleyan University	\$4,681,508	\$954,957	\$630,371	\$76,302	\$815,645
The College of Wooster	\$4,385,053	\$1,221,282	\$759,782	\$42,975	\$645,500
Wittenberg University	\$3,837,869	\$1,269,784	\$708,598	\$40,237	\$807,338



2

Budget Timelines

- Know when your annual budgets are approved, often coincide with a Board of Trustees meeting.
- Begin at least 6 months prior to final approval date.
 - Coach input.
 - Direct Report input.



3

Developing Your Annual Budget

- Four-year rolling average of expenses.
 - Permanent equipment.
 - Capital equipment.
- Fit your schedule to budget or budget to your schedule?
- Other items.
 - Memberships.
 - Rental fees.
 - Recruiting.



4

Systems to Hold Us Accountable

- How did we spend our money in the past? *4 year rolling average*
- How do we want to spend our money in the future? *Guiding Financial Philosophies*
- Who and where will we compete? *Coach Worksheet*
- How are we spending our money now? *Zero Based Budget Tool*
- Where can we consolidate resources? *Values Matrix*



5

Four Year Rolling Average

	3 YR	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Comments	2019-2020 comments
	AVG	BUDGET	ACTUAL	BUDGET	AVG	BUDGET	AVG	BUDGET	AVG	BUDGET	AVG	BUDGET	AVG	BUDGET			
1	TOTAL	\$ 1,264,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00		
2	Administrative	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00		
3	Administrative/NEAC	\$ 18,400.00	\$ 20,000.00	\$ 18,400.00	\$ 20,000.00	\$ 18,400.00	\$ 20,000.00	\$ 18,400.00	\$ 20,000.00	\$ 18,400.00	\$ 20,000.00	\$ 18,400.00	\$ 20,000.00	\$ 18,400.00	\$ 20,000.00		
4	Administrative/Support	\$ 181,600.00	\$ 180,000.00	\$ 181,600.00	\$ 180,000.00	\$ 181,600.00	\$ 180,000.00	\$ 181,600.00	\$ 180,000.00	\$ 181,600.00	\$ 180,000.00	\$ 181,600.00	\$ 180,000.00	\$ 181,600.00	\$ 180,000.00		
5	Baseball	\$ 10,540.00	\$ 10,000.00	\$ 10,540.00	\$ 10,000.00	\$ 10,540.00	\$ 10,000.00	\$ 10,540.00	\$ 10,000.00	\$ 10,540.00	\$ 10,000.00	\$ 10,540.00	\$ 10,000.00	\$ 10,540.00	\$ 10,000.00		
6	Men's Basketball	\$ 63,792.00	\$ 63,000.00	\$ 63,792.00	\$ 63,000.00	\$ 63,792.00	\$ 63,000.00	\$ 63,792.00	\$ 63,000.00	\$ 63,792.00	\$ 63,000.00	\$ 63,792.00	\$ 63,000.00	\$ 63,792.00	\$ 63,000.00		
7	Women's Basketball	\$ 71,892.00	\$ 63,000.00	\$ 71,892.00	\$ 63,000.00	\$ 71,892.00	\$ 63,000.00	\$ 71,892.00	\$ 63,000.00	\$ 71,892.00	\$ 63,000.00	\$ 71,892.00	\$ 63,000.00	\$ 71,892.00	\$ 63,000.00		
8	Men's Cross Country	\$ 6,880.00	\$ 6,000.00	\$ 6,880.00	\$ 6,000.00	\$ 6,880.00	\$ 6,000.00	\$ 6,880.00	\$ 6,000.00	\$ 6,880.00	\$ 6,000.00	\$ 6,880.00	\$ 6,000.00	\$ 6,880.00	\$ 6,000.00		
9	Women's Cross Country	\$ 7,760.00	\$ 6,000.00	\$ 7,760.00	\$ 6,000.00	\$ 7,760.00	\$ 6,000.00	\$ 7,760.00	\$ 6,000.00	\$ 7,760.00	\$ 6,000.00	\$ 7,760.00	\$ 6,000.00	\$ 7,760.00	\$ 6,000.00		
10	Field Hockey	\$ 48,280.00	\$ 30,000.00	\$ 48,280.00	\$ 30,000.00	\$ 48,280.00	\$ 30,000.00	\$ 48,280.00	\$ 30,000.00	\$ 48,280.00	\$ 30,000.00	\$ 48,280.00	\$ 30,000.00	\$ 48,280.00	\$ 30,000.00		
11	Men's Soccer	\$ 61,810.00	\$ 60,000.00	\$ 61,810.00	\$ 60,000.00	\$ 61,810.00	\$ 60,000.00	\$ 61,810.00	\$ 60,000.00	\$ 61,810.00	\$ 60,000.00	\$ 61,810.00	\$ 60,000.00	\$ 61,810.00	\$ 60,000.00		
12	Football	\$ 20,340.00	\$ 18,750.00	\$ 20,340.00	\$ 18,750.00	\$ 20,340.00	\$ 18,750.00	\$ 20,340.00	\$ 18,750.00	\$ 20,340.00	\$ 18,750.00	\$ 20,340.00	\$ 18,750.00	\$ 20,340.00	\$ 18,750.00		
13	Men's Golf	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00		
14	Women's Golf	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00		
15	Tennis	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00	\$ 18,930.00	\$ 18,750.00		

6

Guiding Financial Philosophies for Coaches

- Scheduling Opponents
- Uniforms/Participant Costs
- Personal Protective Equipment and Sport Tools
- Travel
- Extended Travel
- Awards
- Officials
- General Costs Related to Home Competition



7

Coach Worksheet

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Date (mm/dd/yy)	Location (H or A)	Opponent (Full name)	Time of Contest	Expected departure	Expected return	Travel party	Cost of officials	B	L	D							
02/21 & 02/22/15	A	All Washington University St. Louis Opponents TBD - 4 game tournament	TBD	02/20/15	02/22/15	80		2	2	8							
03/07 & 03/08/15	A	All Emory University, Occoquan TSD - 4 game tournament	TBD	03/06/15	03/08/15	91		2	5	3							
03/14/15	H	Trine University	1:00pm - 3:00pm	03/13/15	03/15/15	80	\$310										
03/22/15	A	Belmont University	1:00pm - 3:00pm	03/21/15	03/23/15	80		2	7	2							
03/29/15	A	Christopher Newport University	2:00pm - 4:00pm	03/28/15	03/29/15	80											
03/29/15	A	Lynchburg College	TBD	03/28/15	03/29/15	80											
03/29/15	A	Norfolk College	1:00pm - 3:00pm	03/27/15	03/29/15	80		1	1	2							
03/31/15	H	Denison University	5:30pm - 8:30pm	03/29/15	03/29/15	80	\$310										
04/04/15	A	Wright College	1:00pm - 3:00pm	04/03/15	04/04/15	80		1	2	2							
04/08/15	A	Ohio Wesleyan University	3:30pm - 5:30pm	04/08/15	04/08/15	80		1	1	1							
04/11/15	H	Shenandoah College	1:00pm - 3:00pm				\$310										
04/18/15	H	Alpharetta College	1:00pm - 3:00pm				\$310										
04/22/15	A	Belmont University	1:00pm - 3:00pm	04/21/15	04/23/15	80		1	2	1							
04/25/15	H	College of Wooster	1:00pm - 3:00pm				\$310										

8

Zero Based Budget Worksheet

1	2	3	4	5
Account #	Description	2014-2015	2016-2017	Requested
445051000	SOFTBALL			
				Requested
44500	Travel	\$		
44500	Admin/Office Expense	\$	50.00	
44500	Equipment/Supp	\$	2,824.00	
44500	Uniforms	\$	2,472.00	
44500	Travel - Employee	\$	2,135.00	
44500	Recruitment	\$	8,270.00	
44500	Housing/Hotels	\$	12,000.00	
44500	Meals	\$	19,310.00	
44500	Transportation	\$	15,290.00	
44500	Equipment Buy/Lease	\$		
44500	Maint/Repair - Equipment	\$	100.00	
44500	Personalized Equipment	\$		
44500	Out-of-House Services	\$		
44500	Printing	\$	150.00	
44500	Copier	\$	250.00	
44500	Books/Supplies	\$		
44500	Memberships	\$	180.00	
44500	Postage	\$	75.00	
44500	Recognition/Appreciation	\$		
44500	Officials	\$	2,170.00	
44500	Participant Costs	\$		
	TOTAL	\$	58,233.00	

9

Zero Based Budget Worksheet, detail


	A	B	C	D	E	F	G	H	I	J
1	6540	Travel, Employee								
2		Item	Cost							
3										
4										
5		Flight for NFCA Conference- Head Coach	\$ 350.00							
6		Flight for NFCA Conference- Asst Coach	\$ 350.00							
7		Hotel for 2 Coaches for nights at NFCA Conference	\$ 500.00							
8		Baggage fee for 2 Coaches for 2 flights	\$ 100.00							
9		Taxi Fare to and from Airport	\$ 40.00							
10		Rental Car for NFCA Conference	\$ 380.00							
11		NFCA Conference Cost- Head Coach	\$ 400.00							
12		NSCA Conference Cost- Asst Coach	\$ 325.00							
13		NSCA Conference Cost- Prof Member	\$ 220.00							
14			\$ 2,135.00							
15										
16										
17										
18										
19										
20										
21										
22										
23										

10

	Cost	Competitive Program	SA Experience	Job Satisfaction	Overall Brand	Health and Safety	Diversity and Inclusion
		Impact	Impact	Impact	Impact		
Do not pay for meals for off-campus recruiting unless there is an overnight stay involved.	\$ (10,000.00)	Low	Low	Medium/High	Low		
Decrease off-campus recruiting	\$ (50,000.00)	High	Low	Medium/High	High		
Eliminate GA positions	\$ (150,000.00)	High	High	High	High		
Eliminate paid assistant positions	\$ (50,000.00)	High	High	High	High		
No expenses for volunteer coaches	\$ (6,000.00)	Low	Low	Medium	Low/Medium		
No midweek overnights for competition	\$ (4,000.00)	Low	Low	Low/Medium	Low		

11

What it Looks Like Today...



12

Keys To Success

- Budget management must be a priority – develop a monitoring system that is pro-active and not reactive.
- Engage your staff, and be transparent, as much as possible.
- Be creative whenever possible.
- Ask for help.