



**The Athletics Budget is a Unicorn**

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Recreational Sports  
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**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
<b>DePauw University</b>	<b>\$4,697,796</b>	<b>\$1,610,915</b>	<b>\$1,064,634</b>	<b>\$58,176</b>	<b>\$991,693</b>
Hiram College	\$2,266,811	\$836,672	\$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	\$807,336

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**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.

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## 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.



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## 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*



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## Four-Year Rolling Average

	3 YR AVERAGE	2016-2017 BUDGET	2017-2018 ACTUAL	2018-2019 BUDGET	2019-2020 BUDGET	2020-2021 BUDGET	2021-2022 BUDGET	2022-2023 BUDGET	Comments	2019-2020 comments
<b>TOTAL</b>	\$ 1,506,000.00	\$ 1,506,000.00	\$ 1,531,382.85	\$ 1,531,382.85	\$ 1,531,382.85	\$ 1,531,382.85	\$ 1,531,382.85	\$ 1,531,382.85		
<b>Athletic Director</b>	\$ 200,000.00	\$ 187,300.00	\$ 200,000.00	\$ 194,300.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	Review and increase additional needs (TRIP, TRIP, conference dues and additional charges)	
<b>Athletic Director/ACAC</b>	\$ 9,407.50	\$ 20,000.00	\$ 22,422.00	\$ 20,000.00	\$ 20,400.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	To be used for costs of participating in ACAC conference tournament	
<b>Athletic Training Support</b>	\$ 52,475.00	\$ 52,475.00	\$ 52,475.00	\$ 52,475.00	\$ 52,475.00	\$ 52,475.00	\$ 52,475.00	\$ 52,475.00	Approximate 2019 estimate for position that cannot be filled. Beginning FY 2020, has been reusing \$1,000 allocated to 2019. All rights reserved costs due to new staff hires.	
<b>Baseball</b>	\$ 52,547.50	\$ 52,547.50	\$ 52,547.50	\$ 52,547.50	\$ 52,547.50	\$ 52,547.50	\$ 52,547.50	\$ 52,547.50	Budget did not include travel to ACAC tournament. Over 2019-2020 estimate.	
<b>Men's Basketball</b>	\$ 63,702.50	\$ 63,702.50	\$ 63,702.50	\$ 63,702.50	\$ 63,702.50	\$ 63,702.50	\$ 63,702.50	\$ 63,702.50	Over 2019-2020 estimate. Funds: \$10,000 in the fund. Funds to be used for travel and other needs. 2019-2020 budget did not include travel to ACAC tournament.	
<b>Women's Basketball</b>	\$ 73,002.50	\$ 73,002.50	\$ 73,002.50	\$ 73,002.50	\$ 73,002.50	\$ 73,002.50	\$ 73,002.50	\$ 73,002.50	Over 2019-2020 estimate. Funds: \$10,000 in the fund. Funds to be used for travel and other needs. 2019-2020 budget did not include travel to ACAC tournament.	
<b>Men's Cross Country</b>	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	Increase to recruiting.	
<b>Women's Cross Country</b>	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	Increase to recruiting.	
<b>Field Hockey</b>	\$ 42,200.00	\$ 30,000.00	\$ 42,200.00	\$ 30,000.00	\$ 42,200.00	\$ 30,000.00	\$ 42,200.00	\$ 30,000.00	2019-2020 budget did not include travel to ACAC tournament.	
<b>Football</b>	\$ 61,875.00	\$ 61,875.00	\$ 61,875.00	\$ 61,875.00	\$ 61,875.00	\$ 61,875.00	\$ 61,875.00	\$ 61,875.00	New average includes travel and staffed and staffed. 2019-2020 estimate. \$10,000.	
<b>Men's Golf</b>	\$ 20,340.00	\$ 18,716.00	\$ 20,340.00	\$ 18,716.00	\$ 20,340.00	\$ 18,716.00	\$ 20,340.00	\$ 18,716.00	Travel for 10-12 Men's Golf and 10-12 Men's Golf.	
<b>Women's Golf</b>	\$ 16,535.00	\$ 16,716.00	\$ 16,535.00	\$ 16,716.00	\$ 16,535.00	\$ 16,716.00	\$ 16,535.00	\$ 16,716.00	Travel for 10-12 Women's Golf and 10-12 Women's Golf.	
<b>Men's Lacrosse</b>	\$ 68,725.00	\$ 68,725.00	\$ 68,725.00	\$ 68,725.00	\$ 68,725.00	\$ 68,725.00	\$ 68,725.00	\$ 68,725.00	Increase to recruiting. Increase to recruiting.	

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### 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

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### Coach Worksheet

#	Date (mm/dd/yy)	Location (H or A)	Opponent (Full name)	Time of Contest	# Home	expected departure	expected return	# travel party	# Home Cost of off-site	A	T	D
1	03/23 & 03/24/15	A	At Washington University St. Louis	TBD	03/23/15	03/24/15	30					
2	03/27 & 03/28/15	A	At Berry University, Oleanburg, MO	TBD	03/27/15	03/28/15	30					
3	03/27 & 03/28/15	A	At Berry University, Oleanburg, MO	TBD	03/27/15	03/28/15	30	\$110	2	2	2	2
4	03/27/15	A	Texas University	1:00pm - 3:00pm	03/27/15	03/28/15	30	\$110	7	7	7	7
5	03/27/15	A	Ball State University	1:00pm - 3:00pm	03/27/15	03/28/15	30					
6	03/27/15	A	Shenandoah University	1:00pm - 3:00pm	03/27/15	03/28/15	30					
7	03/27/15	A	Lynchburg College	TBD	03/27/15	03/28/15	30					
8	03/28/15	A	Wesleyan University	1:00pm - 3:00pm	03/27/15	03/28/15	30					
9	03/28/15	A	Denison University	1:00pm - 3:00pm	03/27/15	03/28/15	30	\$110	1	1	1	1
10	03/28/15	A	Denison University	3:30pm - 5:30pm	03/27/15	03/28/15	30					
11	04/04/15	A	Ohio Wesleyan University	1:00pm - 3:00pm	04/03/15	04/05/15	30	\$110	1	1	1	1
12	04/04/15	A	Ohio Wesleyan University	3:30pm - 5:30pm	04/03/15	04/05/15	30					
13	04/11/15	A	Allegheny College	1:00pm - 3:00pm	04/10/15	04/11/15	30	\$110	1	1	1	1
14	04/11/15	A	Allegheny College	3:30pm - 5:30pm	04/10/15	04/11/15	30					
15	04/22/15	A	Wittenberg University	3:30pm - 5:30pm	04/21/15	04/22/15	30	\$110	1	1	1	1
16	04/22/15	A	College of Emmanuel	1:00pm - 3:00pm	04/21/15	04/22/15	30					
17										35	17	18

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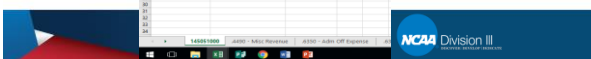
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### Zero Based Budget Worksheet

A12	B	C	D	E
1	Category	Start	End	Requirement
2	Personnel	0	0	0
3	Travel	1,500.00	1,500.00	1,500.00
4	Transportation	500.00	500.00	500.00
5	Travel Expenses	500.00	500.00	500.00
6	Meals	1,500.00	1,500.00	1,500.00
7	Travel - Per Diem	1,500.00	1,500.00	1,500.00
8	Travel - Lodging	1,500.00	1,500.00	1,500.00
9	Travel - Airfare	1,500.00	1,500.00	1,500.00
10	Travel - Rental Car	1,500.00	1,500.00	1,500.00
11	Travel - Gasoline	1,500.00	1,500.00	1,500.00
12	Travel - Parking	1,500.00	1,500.00	1,500.00
13	Travel - Tolls	1,500.00	1,500.00	1,500.00
14	Travel - Misc	1,500.00	1,500.00	1,500.00
15	Travel - Total	1,500.00	1,500.00	1,500.00
16	Travel - Total	1,500.00	1,500.00	1,500.00
17	Travel - Total	1,500.00	1,500.00	1,500.00
18	Travel - Total	1,500.00	1,500.00	1,500.00
19	Travel - Total	1,500.00	1,500.00	1,500.00
20	Travel - Total	1,500.00	1,500.00	1,500.00
21	Travel - Total	1,500.00	1,500.00	1,500.00
22	Travel - Total	1,500.00	1,500.00	1,500.00
23	Travel - Total	1,500.00	1,500.00	1,500.00
24	Travel - Total	1,500.00	1,500.00	1,500.00
25	Travel - Total	1,500.00	1,500.00	1,500.00
26	Travel - Total	1,500.00	1,500.00	1,500.00
27	Travel - Total	1,500.00	1,500.00	1,500.00
28	Travel - Total	1,500.00	1,500.00	1,500.00
29	Travel - Total	1,500.00	1,500.00	1,500.00
30	Travel - Total	1,500.00	1,500.00	1,500.00
31	Travel - Total	1,500.00	1,500.00	1,500.00
32	Travel - Total	1,500.00	1,500.00	1,500.00
33	Travel - Total	1,500.00	1,500.00	1,500.00
34	Travel - Total	1,500.00	1,500.00	1,500.00
35	Travel - Total	1,500.00	1,500.00	1,500.00
36	Travel - Total	1,500.00	1,500.00	1,500.00
37	Travel - Total	1,500.00	1,500.00	1,500.00
38	Travel - Total	1,500.00	1,500.00	1,500.00
39	Travel - Total	1,500.00	1,500.00	1,500.00
40	Travel - Total	1,500.00	1,500.00	1,500.00
41	Travel - Total	1,500.00	1,500.00	1,500.00
42	Travel - Total	1,500.00	1,500.00	1,500.00
43	Travel - Total	1,500.00	1,500.00	1,500.00
44	Travel - Total	1,500.00	1,500.00	1,500.00
45	Travel - Total	1,500.00	1,500.00	1,500.00
46	Travel - Total	1,500.00	1,500.00	1,500.00
47	Travel - Total	1,500.00	1,500.00	1,500.00
48	Travel - Total	1,500.00	1,500.00	1,500.00
49	Travel - Total	1,500.00	1,500.00	1,500.00
50	Travel - Total	1,500.00	1,500.00	1,500.00



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## Zero Based Budget Worksheet, detail

Item	Cost
Flight for NFCA Conference- Head Coach	\$ 350.00
Flight for NFCA Conference- Asst Coach	\$ 350.00
Hotel for 2 Coaches for 4 nights at NFCA Conference	\$ 520.00
Baggage fee for 2 Coaches for 2 flights	\$ 100.00
Taxi Fare to and from Airport	\$ 40.00
<b>Rental Car for NFCA Conference</b>	<b>\$ 185.00</b>
NFCA Conference Cost- Head Coach	\$ 400.00
NSCA Conference Cost- Asst Coach	\$ 325.00
NSCA Conference Cost- Prof Member	\$ 220.00
	\$ 2,135.00

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Cost	Competitive Program	SA Experience	Job Satisfaction	Overall Brand	Health and Safety	Diversity and Inclusion
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	

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## What It Looks Like Today...



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### 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.

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