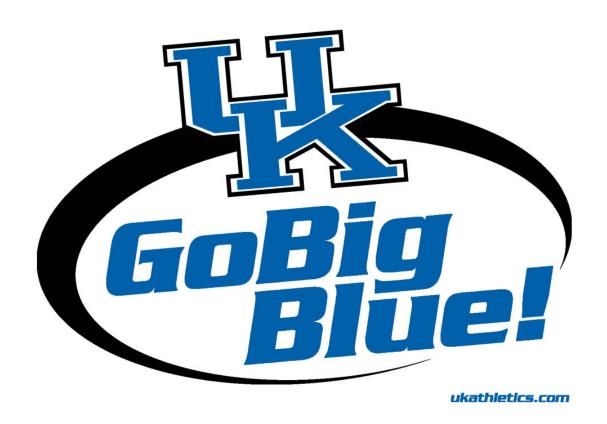
University of Kentucky Athletic Department Organizational Analysis

Bobby Camilleri June 21, 2010





University of Kentucky Athletic Department Organizational Analysis Table of Contents

Biographical Information	3
Brief Description of Administrative Structure	8
Organizational Structure	8
Clientele	9
Management Theory Adopted by the Organization	10
Human Resource Management	12
Sources of Empowerment	14
Decision Making and Problem Solving	16
Conflict and Resolution	17
Grievance Procedures	17
Public and Community Relations	18
Evaluation and Change	19
Marketing Strategies	20
Fiscal Management/Budgetary Plans	21



Biographical Information

Since the beginning of the institution, athletics has been a part of the University of Kentucky (UK). In 1865, the university was founded as the Agricultural and Mechanical College of Kentucky, or Kentucky A&M. The school's first athletic contests were football games held between Kentucky A&M and other neighboring colleges and universities. As the institution grew it was soon renamed to the University of Kentucky and in 1892 the university officially adopted blue and white as the school colors. In 1909, the university adopted the Wildcat as the official mascot. To this day the men and women athletes are known as "Kentucky Wildcats." Today, the University has 22 NCAA Division I athletic teams and is a founding member of the South Eastern Conference (SEC).

The University of Kentucky does not have an official mission statement that they publish, bur rather they have a current mission that they are striving to meet. It has been deemed the **15x15x15 Initiative**. The goals of this initiative are to win 15 conference or national championships and finish in the top 15 of the national Directors' Cup rankings by the year of 2015. The Athletic Department also made a renewed commitment to be innovative in all areas of the daily operation of the university and to raise social awareness within the Lexington community and the Commonwealth. The athletic department recognizes the special place UK Athletics holds in the hearts and minds of those who live Kentucky, and they recognize the responsibility to help lift others up — especially in this time of national economic crisis.



In order to meet the demands of 22 NCAA Division I athletic teams, UK athletics has some of the best collegiate athletic facilities in the country. The football team plays in Commonwealth Stadium, a stadium that roughly holds 68,000 spectators. The football team trains, maintains and operates out of the Nutter Football Complex. Rupp Arena is the home of the men's basketball team. The arena holds 23,000 spectators and regularly sells out for every home basketball game. Women's basketball, women's volleyball and gymnastics teams all compete in Memorial Coliseum. This arena holds 8,500 spectators and is one of the most historical arenas in the country. The Joe Craft Center is both the men and women's basketball training facility as well as the home for the athletic offices. The men's baseball team plays at the Cliff Hagan Stadium, which holds 3,000 spectators. The men and women's soccer teams compete at the UK Soccer Complex, which can seat 3,000 spectators. The UK Softball team competes at the UK Softball Complex, which can facilitate 500 spectators. The men and women's swim teams share the Lancaster Aquatic center, which can seat 500 spectators. The UK men and women's tennis teams both compete at the Hillary J. Boone Tennis Complex. The two main courts can facilitate 1,500 spectators. Both the men and women's golf teams are based out of the University Club of Kentucky. Both men and women's outdoor and indoor track teams use the Nutter Indoor Track facility as well as the Shively Outdoor Track facility.

The University of Kentucky Athletic Department is made of multiple divisions and programs. The most important part of the department are the athletic teams. There are 10 NCAA Division I men's teams: basketballs, baseball, cross country, football, golf, rifle, soccer, swimming and diving, tennis and Track and Field. And there are 11 NCAA



Division I women's programs: basketball, softball, soccer, cross country, volleyball, golf, gymnastics, rifle, swimming and diving, tennis and track and field. The athletic department is not only responsible for the athletic success of the more than 500 student athletes, but more importantly the academic success of each and every one of these athletes as well. The Athletic Department partners with the academic schools to form C.A.T.S. the Center for Academic and Tutorial Services. The mission of the CATS program is to create an environment where all student-athletes have the opportunity to maximize their academic, personal, and social growth and improve their post college quality of life. The C.A.T.S. program is an integral part of the 15x15x15 initiative, because one of the goals is to have the cumulative student athlete GPA to be 3.0 on a 4.0 scale. Due to the strenuous athletic schedule of the student athletes, they must work hard to make up the material that they have missed due to athletics. Bob Bradley, the Associate Athletics Director for Student Services, works hard with his ten full time staff member so help student athletes succeed in the classroom.

Another division of the Athletic Department is ticket services. Ticket services mission is, "To provide access to UK Athletic events through excellence and top quality service to our customers." UK does not charge for attendance for all UK athletic events, but for many tickets are required. The teams that require tickets are: men's and women's basketball, football, baseball, gymnastics, soccer, volleyball and softball. UK students only need tickets to attend men's basketball games as well as football games, all other regular season athletic contests are free for UK students with their student ID. UK Ticket services partners with Ticketmaster in the distribution of their tickets for UK athletics. It



was a goal of the athletic director, Mitch Barnhart, to totally support all 22 varsity sports with the maximum number of scholarships and coaches, along with the facilities, equipment and support staff needed to make those teams successful. Ticket services have worked very hard to make this dream a reality for UK athletics. The majority of revenue derived from UK football and basketball are thanks to the hard work and dedication of Ticket Services.

The division of the Athletics Department that is essential to connect UK Athletics with the local and national media is the Media Relations Office. The mission of the Media Relations Office is to serve as liaison between UKAA's administration, coaches and student-athletes and the local, state and national media. The responsibilities of the Media Relations Office are to facilitate the requests of UK officials and athletes as well as print and electronic media in order to ensure the best possible media coverage of UK varsity sports. The department provides a wide range of other services (such as the internet) to meet the ever-growing needs of media covering collegiate sports, as well as to assist other information-seeking organizations and individuals. In addition, the department serves as the chief public relations branch of UK athletics, keeping image a top priority in its dealings with media, fans and others wishing to learn more about UK athletics. The office develops and produces media guides for each team in each season. They also coordinate special media events, such as press meetings and other special requests. Media relations are crucial for a successful athletic department, and though their work and efforts are rarely seen or noticed, they are of utmost importance. DeWayne



Peevey, Associate AD/Media Relations, works diligently with his 15 full time staff members to help portray UK athletics to the media.

The K Fund is another division of the Athletic Department that is so imperative for the continued success of UK athletics. The University of Kentucky Blue & White Fund was formed in 1973 to provide a funding resource for student-athlete scholarships and to help build and upgrade athletic facilities. In September 2002, the K Fund was created in an effort to: ensure fairness and equity in the season ticket allocation process; keep up with the rising cost of the student-athlete's tuition; and maintain a competitive advantage against other SEC and NCAA schools. The K Fund helps support the more than 500 UK student-athletes, helping to ensure their academic and athletic success. Along with the ticket revenue, the K Fund donations are the second leading revenue for UK athletics. Mark Coyle, the Senior Associate AD for External Affairs, is the leader of the K Fund and he has six full time employees supporting his efforts.



Brief Description of Administrative Structure

The University of Kentucky is a public entity; it is mainly funded and supported by the state government of Kentucky. The University receives funding from the state government as well as the national government. The Athletic Department is an entity within the University structure and therefore it falls under the governance of the University as a whole and ultimately the president of the university, President Lee Todd Jr. The Athletic Department is just like every other department within the University. The Athletic Director, Mitch Barnhart, is ultimately in charge of the entire athletic department, but he reports to the President, the board of trustees and the athletic board. The athletics board is made up of alumni, current athletes, college administration and faculty.

Organizational Structure

The organizational Structure of the University of Kentucky's Athletic Department could not be inserted into this document. Therefore, it has been inserted into the drop box as *Kentucky Organizational Structure*.



Clientele

The athletic department exists to serve the student athlete, the University of Kentucky and the general public. Athletes who choose to attend the University of Kentucky are subscribing to all of the responsibilities of a UK student athlete. And the Athletic Department has a responsibility to uphold the promises that they made to the athletes: to educate, to compete and to win. The Athletic Department seeks to give each student athlete a premier education, while simultaneously giving him or her a premier athletic experience. The Athletic Department also serves the University of Kentucky as a whole. The department brings recognition and exposure, funding and donations, students, support and identity. The university is so much more than just the athletic program, only 2 percent of the student population are NCAA athletes, but without the athletic program, the university would have much less recognition. Lastly the entire Commonwealth identifies itself with the Kentucky Wildcats and the success of their athletic programs. The entire state of Kentucky identifies itself with UK and the success and failures of the athletic department. When UK athletics thrive, so do the people of the commonwealth.



Management Theory Adopted by the Organization

The Athletic Department at UK considers themselves to follow a more contemporary management theory, but according to the athletic director, Mitch Barnhart, the model is not contemporary at all. In fact, he says it the oldest style in the book, the Biblical model of management. If the theory had to be classified, I would say that it is a Laissez-faire style of management. Staff members are given duties and responsibilities and then left to their own devices. Upper management monitors and works along side lower level employees, but ultimately they are all working to accomplish the same goal, the success of the Athletic Department. The communication is both vertical as well as horizontal; this style of management tends to bring out the best in each employee. Although, it does put pressure on the upper level management to hire the best of the best and individuals who are ready to jump in and be productive immediately. According to Mr. Barnhart, "I am a follower of Jesus Christ, and I follow Biblical principles. There are all of these new found management theories and books being written, but they all are based on the oldest book of them all, the Bible. I follow biblical principles and try and get my staff to follow them as well. The Bible (Jesus Christ) is the greatest source of leadership." The Athletic Department holds very few staff meetings and when we do they are very short. Each division of the Athletic Department is in control of itself and they manage themselves completely and entirely. For example, the head coach and the team liaison from the Athletic Department control the Men's Baseball program. They work with the baseball training staff, assistant coaches, lower level staff, the C.A.T.S. program and the players in



order to run a successful baseball program. If there are questions or problems, they fall upon the head coach and his staff, not the department as a whole. And if a coach cannot handle the responsibilities, then he is replaced by another who can. As the athletic director, Mitch Barnhart does not control the day to day operations of the 22 NCAA Division I teams, he is the upper level manager who works with the future goals of the department as a whole.



Human Resource Management

The UK athletic Department seeks to employ the best of the best. UK does not try and lure coaches with money, but rather they want coaches to want to coach at UK. They attract coaches and employees with our reputation and then hope to offer them a competitive salary within their field. UK salaries are very competitive in the South Eastern Conference (SEC), they seek to offer salaries that are just as good, if not better than those of the other schools in the SEC. For each coaching position, the department has a list of coaches that they would like to have for each position. If there is a vacancy in that position, we then look to our list and try and get the best coach possible, who will fit into our staff and help UK succeed. As far as staffing positions, we seek to reward and employ the best upcoming individuals.

The athletic department has yearly evaluations of both coaches and staff. Coaches are evaluated after their respective seasons are over, and athletic staff is evaluated once a year, generally in the summer months. Coaches are evaluated on the goals that they set for themselves the previous year as well as the goals that the administration set for them. Most importantly, each member is evaluated on the five core principles of our the Athletic Department:

Character, Integrity, Education, Stewardship and Winning.



Character: Is that individual or coach or team a team of great character? Who are you when the spotlight isn't shining on you? They seek to have coaches and teams of great character at UK.

Integrity: Does this person or coach or team show integrity in all they do? Are they honest and do they follow the guidelines set before them? We seek to have employees and athletes that will uphold the guidelines of the University as well as the Athletic Department.

Education: Is this person or coach or team continually education themselves? Are they seeking to gain more understanding and knowledge in order to become better at whatever their position may be? Are they keeping education at the center of their activities? Because ultimately we are a place of higher education and we must educate and instruct our student athletes.

Stewardship: Is this person or coach or team doing the most with what they have? Are they being good stewards with the recourses and talents that they are given? The Athletic Department seeks to be good stewards of what we have, and to do everything in order to benefit the University.

Winning: Is this person or coach or team winning? Do they help advance the efforts of the UK Athletic Department? Is the team winning on and off of the field of competition? Are we working the best in order to succeed? The Athletic Department wants perfection and to win.



Sources of Empowerment

To mesh with their management theory style, The UK Athletic Department is very hands off with their staff and programs. They monitor their employees, both coaches and staff, but ultimately they turn them loose and let them create opportunities for the program. Each team and department has a liaison that is in charge of that specific area of the department. For many divisions and programs, they are actually assistant athletic directors. The team liaison is directly over their assigned team/program and then the athletic director oversees each team/program as a whole. But ultimately, each employee is given free roam to do as they choose as long as it works to benefit the Athletic Department.

The Athletic Department is certainly more democratic than autocratic in nature. Mitch Barnhart, the athletic director, is not a dictator, nor does he ever want to be. He believes that the minds of many are more successful that just the mind of one. But when a hard decision does need to be made, it is the athletic directors decision. He is the one who will have to face the media and present the decision and so he will do what he deems best when the time comes. But he will not interfere with the duties of his staff and coaches. He has placed them in their positions for a reason and it is up to them to make the best decision possible.

For example, in 2008, the men's basketball program was not heading in the right direction and therefore the athletic director had to make a decision. He decided to release Billy Gilespe of his coaching responsibilities and search for another coach. While Mitch



Barnhart certainly sought the council of many, ultimately it was his decision to release Coach Gilsepe and find another coach.

Another example would be in regards to the athletic training and medical staff. When a player is injured, the training and medical staff work with the coach and player in order to get the athlete back into competition form. But ultimately, it is the medical and training staffs' decision on whether or not the athlete can participate. Employees are allowed to do their jobs and make decisions that they are qualified to make.



Decision Making and Problem Solving

The Athletic administration seeks to gain counsel from others before they make decisions. Important decisions are ultimately the athletic directors decision. He has to face the press and decide what to do. He takes advice from others, but it is his decision and he will make it to the best of his ability. If there is a problem oriented decisions, the athletic director will speak with the coach and the liaison, but he will make the decision himself if it requires his input. If the athletic director needs to be involved, then it is his responsibility and he will decide what to do. Task oriented decisions will be delegated to those whose decision it should be. Again, we do not micromanage our staff and employees. We delegate decisions to those whose decision it should be. That's why we hire our employees, to make decisions on their own. We are all on the same team and seek the benefit of the UK Athletic Department. The Athletic Department doesn't believe that they can effectively govern through policies and procedures. Each decision is unique and must be looked at individually. Managing people by policies and procedures is just setting people up to stumble, trip and fall. There are certain things that have specific policies, such as ticket prices. A rise in ticket prices must be submitted to the Athletic Board for their approval. Also, there are select Human Resource Management (HRM) policies and procedures that the department must follow. UK hires individuals who are fully prepared to step right in and begin their job. If they hire someone who they have to train, then they have made the wrong hire. We want to hire individuals who are ready to take over and work with UK. We do have new employee orientation as well as SEC



league orientation, but that is relatively simple and then we let them loose. We do not have a specific management training sessions with employees because we want them to do their own thing and thrive.

Conflict and Resolution

The Athletic Department works through problems one-on-one if at all possible. Coaches are expected to deal with their players one-on-one and so we too work one-on-one. If there is a problem that the athletic director has to personally take care of, he speaks directly with that individual and resolve the conflict. If there are problems with a specific program, such as the swimming and diving team, he will meet with the head coach as well as the team liaison and they will work out a solution. If employees and staff have problems amongst themselves they are expected to deal with the problem and get it resolved on their own. Getting others involved only leads to more problems and the department does not want problems. They are all on the same team working towards the same goal and there cannot be divisions amongst their team if they want to succeed.

Again, there are no written policies on conflict resolution.

Grievance Procedures

Our employees are not unionized and so we do not have to deal with unions. If there are specific employee grievances, employees work with the Human Resource



Management (HRM) department to resolve the problems. That is not the Athletic Departments responsibility.

Public and Community Relations

The University of Kentucky's Athletic Department has several publics that it reaches through its public relations efforts. The publics are the student body, alumni and Wildcat fan. The Athletic Department needs to have the support of the student body in order to succeed. Students are crazy, unpredictable and the best supporters of the Athletic Department. The Athletic Department realizes this and so they cater to the students in order to get them to fully support UK athletics. The Athletic Department offers special deals and opportunities to the students in order to get them involved. Alumni are also very important to the athletic department, because alumni give back. Alumni are proud to be indentified with their university and they seek to give back. The Athletic Department recognizes the importance of alumni giving and therefore they cater to alumni. Alumni are given special exclusive opportunities to interact with athletes and coaches. They are also given unique ticketing opportunities. And lastly, the Wildcat fan. Kentucky athletics would be nothing without the support of the commonwealth. UK fans are the most unique fans in the NCAA because they live, breath and move as the Big Blue Nation. The Wildcat fan must be included in everything that the athletic department does, or at least believe that they are included. Fans are given many different opportunities to participate in the athletic department. In this day and age, the main public relations channel are via



the internet and are mainly social media resources. But UK still uses traditional methods such as mailings, gatherings, and promotions.

Evaluation and Change

Above the athletic director, the president of the University of Kentucky oversees the entire Athletic Department. He treats athletics just like he would oversee the engineering or biology department, the only thing that is different is that we bring in a significant portion of revenue that those other departments don't bring in. Dr. Lee Todd Jr. looks to see if the Athletic Department was well managed over the previous year and if the goals were met. He also looks to see if the Athletic Department succeeded in the five goals of the department: Character, Integrity, Education, Stewardship and Winning. We also evaluate the department internally. We look at what we did and how we succeeded as well as failed. We look to see what we can improve upon and what we are doing well. The department is always seeking to get better and improve.



Marketing Strategies

The UK Athletics Department uses unique marketing strategies. Conveniently for the department the size of the university, the recognition of the athletic programs and because of the past athletic success, the department practically markets itself. But so do many other prestigious universities across the country, so UK must differentiate itself from the other schools somehow. To do this, the marketing department meets with each of the coaches and their liaisons before the season and strategizes and lays out a marketing plan for the upcoming season. In particular, the men and women's basketball teams as well as the football team have the biggest marketing strategies. Each team tries to do something unique in order to differentiate itself. For example, this year the football team launched its "Gam3Day Ready" campaign. This is a summer marketing campaign where the coaches and football players travel throughout Kentucky meeting with youth and fans and giving mini clinics. This brings UK football to the fans and gets them involved with the team personally, even though the season is still months away. The men's basketball team just completed its week of camps last week, where they did the same thing. This is a great marketing tool and it gets the people of Kentucky involved in UK athletics. Other marketing strategies involve the use of Twitter and Facebook. Now, almost every Kentucky coach has a Twitter account and daily sends out tweets to their followers. This gives the fans an inside look at the program and gives them information that not everyone knows just yet. Kentucky athletics always seeks to have a competitive edge within the



SEC as well as NCAA on their marketing strategies. They always want to be the leader of the pack and have other departments try and imitate their success.

Fiscal Management/Budgetary Plans

The UK athletics budget looks quite similar to that of many NCAA Division I schools. Without giving to many details, UK athletic director gave me a brief summary of what the department's budget looks like. According to Mitch Barnhart, "The majority of out budget goes to coaches salaries and the salaries of athletic administration. We have over 200 employees within the Athletic Department, not including GA's and team managers. This year (2010) our athletic budget is \$79 million. We have the 6th largest budget in the SEC. After salaries we then spend on our athletic scholarships for our student athletes. Then our next largest expense is travel, both for team travel as well as recruiting travel expenses."

To my knowledge, the Athletic Department is not fully self sufficient, meaning that it runs on the revenue that it brings in through football and basketball. But what I do know is that it is moving toward that direction and one day it hopes to be a self-sufficient department.