

HOME COURT ADVANTAGE
A PROJECT PLAN FOR FACILITIES IMPROVEMENT AND EXPANSION
FOR CSUB ATHLETICS

by

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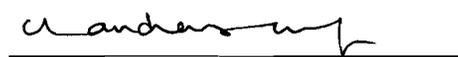
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TABLE OF CONTENTS

Chapter 1 - Introduction.....	1
Background.....	2
Defining the problem.....	4
Methods and procedures of the study.....	5
Importance of the study.....	6
Overview.....	6
Chapter 2 – Further definition of the problem.....	8
Stakeholders.....	8
Student-athletes.....	8
Students at large.....	9
Coaches and other athletics administration.....	10
Campus community.....	11
Bakersfield community.....	12
Fans and alumni.....	12
Goals and objectives.....	13
Measures of effectiveness.....	13
Overview of potential solutions.....	14
Chapter 3 – CSUB facilities evaluation.....	16
Icardo Center.....	16
Physical Education Building.....	19
John B. Antonino Wrestling Sports Center.....	20
Main Soccer Field.....	22
John S. Hillman Memorial Aquatics Center.....	23
CSUB Softball Complex.....	25
Hardt Field.....	27
Sally Ann Silva Tennis Courts.....	27
CSUB Track.....	29
Joint Use Facilities and Amenities.....	31
Locker and team rooms.....	31
Academic advising.....	32
Athletics offices.....	32
Training room.....	33
Weight rooms.....	33
Chapter 4 – Alternatives and priorities.....	35
Alternatives.....	35
Priorities.....	35
Recommendations to address safety issues.....	36
Needs to meet competitive standards.....	38
Needs to create a recruiting advantage.....	39
Needs to engage community and fans.....	41
Challenges.....	42
Chapter 5 – Summary.....	44
Conclusions.....	45

CHAPTER 1

Introduction

College athletics programs bring publicity and notoriety to their universities. The best athletics programs provide an avenue for alumni to create a lasting bond with the university and foster a sense of pride among students and communities. Universities across the country are focused on attracting the best and brightest students. Those that are able to provide an exceptional student experience with assets such as top-notch athletics program and athletics facilities possess a clear recruiting advantage for student-athletes and students at large.

Facilities are a critical part of success in college athletics. First class facilities serve as recruiting tools for coaches to attract the most talented student-athletes to their school and loyal fans to sporting events. This may lead to a growth cycle that brings better athletes and teams, a greater number of fans and higher revenues to any university. This may also lead to an opportunity to expand athletics facilities even further, providing a recruiting platform for better athletes and the expansion of other programs.

California State University, Bakersfield (CSUB) is a perfect example of a campus in need of facilities improvement. Improvements and expansion will make the University more attractive to student-athletes, leading to potential growth and significant progress in areas identified by university administration as priorities in the institution's vision statement. This study will evaluate the current athletics facilities on the CSUB campus, determine needs for improvements of existing facilities in order to be competitive in Division I, and propose a facilities expansion plan that will take Roadrunner Athletics into the next decade in a position to recruit top student-athletes, and elevate the overall quality of the program.

Background

The CSUB Athletics Department sponsors 19 teams that have been competing since 1971. A storied National Collegiate Athletics Association (NCAA) Division II run brought 30 national championships over three decades to the University (The Move to NCAA Division I, 2009). Along with the success of the teams came fan and community support. This support resulted in the financial backing of three named athletics facilities on the CSUB campus. Fans Jimmie Icardo, John Antonino, and Mike Hillman provided financial investments that allowed for the growth of the program and the addition of the main gymnasium, a stand-alone wrestling complex and a first-class aquatics facility (R. Carvajal, personal communication, October 4, 2009).

Following the construction of the John S. Hillman Aquatics Center the CSUB men's swimming program shot to the top of the Division II swim world immediately. Less than 2 years following the dedication of the facility, the CSUB men's swim program began one of the most successful runs in college sports history with top-two finishes in 21 of 22 straight seasons, 13 of which were NCAA Division II National Championships, ending their reign with a 2nd place finish as CSUB began the Division I reclassification in 2006 (NCAA Winter Championships Records, 2009). The Icardo Center, opened in 1989, saw two teams (men's basketball – 1993, 1994, 1997, women's volleyball – 1989) win a total of four NCAA Division II National Championships in 8 years (The Move to NCAA Division I, 2009).

As the community of Bakersfield grew, greater competition for fan support emerged, creating challenges never experienced before and making success more difficult. Head-to-head competition for sports-entertainment fans has increased with the addition of a minor league hockey team, The Bakersfield Condors, founded in 1998 (The Condors – Then and Now, 2009),

and the NBA Development League team, The Bakersfield Jam, founded in 2006 (Jam News Archive, 2009). Other entertainment options that have become available in the past ten years that may have impacted CSUB Athletics' support include shopping centers such as The Marketplace, movie theaters like Maya Cinemas, and a substantially expanded college and professional sports schedule now available on regional cable and satellite television platforms.

Success at the Division II level, change in university administration, combined with a community desire to elevate the program to the next level, NCAA Division I, put CSUB "Roadrunner" Athletics on the road to the 5-year Division I reclassification process beginning in 2006. As Roadrunner Athletics entered into a new level of competition with the best in college sports, what were once top Division II facilities now fall short compared to the competition, hinder recruiting efforts, and may limit opportunities for the growth the University hoped for with the expansion of the Athletics program. Sub-standard facilities create significant recruiting obstacles for the athletics programs and the entire university. Financial issues at the state level, an economic slowdown, and the lack of enrollment growth have placed additional burdens on the Athletics Department as they try to improve each of the teams and grow the entire program successfully to the next level (R. Carvajal, personal communication, October 4, 2009).

CSUB recently opened a state-of-the-art 75,000 square foot recreation center (The SRC) for student use and a community-funded baseball field for the team in its first year of competition. The SRC serves as a meeting place for students and creates a sense of community on campus. In addition, the facility serves as a centerpiece for student recruitment providing potential students with a compelling reason to choose CSUB. The construction of Hardt Field brought new donors to the University and created a positive environment for baseball fans that are supporting the team in its grass roots beginnings. These expansions are substantial but it is

not enough. They serve as examples of the enthusiasm that is generated by the addition of new facilities and have improved the CSUB Athletics Department's ability to recruit more and better student-athletes (J Price, personal communication, November 6, 2009).

Defining the problem

Roadrunner Athletics has a need for facilities improvement and expansion. CSUB's Division II facilities are sub-standard compared to those of most Division I opponents. Examples of facilities in the greatest need are the track and field facility and the tennis courts. These two facilities lack the basic amenities needed to host home competitions. First-class facilities are an important recruiting tool and may play a substantial role in both a student-athlete's and a student's decision to attend a university, therefore, the university must commit to the best possible facilities in all areas – particularly those that bring the greatest notoriety or visibility to the university such as athletics facilities. Facilities are a necessary asset that will bring increased revenue, publicity, and commitment to the university. (Kelderman, 2008)

Making facilities improvements a priority will bring positive results.

Universities of all sizes are adding and improving facilities, including athletics facilities, at a scope and rate that has not been seen in decades (Hughes, 2006). Students consider many factors when choosing a college; however, educators now agree that first-rate physical facilities have become increasingly important in attracting students. The Carnegie Foundation study from the 1980s stating that 62% of students surveyed said that the factor that most influenced their college choice was the appearance of the buildings and grounds, was recently updated and results confirmed. (June 2006)

Schools across the nation have seen measurable results in recruitment because of facilities investment. Adrian College (Michigan) has experienced a 57% increase in enrollment since 2005 as a result of their expansion of athletics facilities and related recruitment. (Sander, 2008) Millions of dollars have been invested in university facilities across the nation, not only at the top institutions, but also in places like Iona College (New York), University of Wisconsin – Whitewater, Montclair State (New Jersey), and Adrian College. Between 2002 and 2007, colleges in the nation’s top six athletics conferences raised nearly \$4 billion for new buildings. More than \$250 million has been spent on new facility construction on NCAA Division II campuses. (Kelderman, 2008) Administrators on some college campuses believe that expansions like these will lead to recruiting advantages and greater prestige and that investment will pay off. (Hughes, 2006) Facilities that shape the student experience and create a lasting impression on students and campus visitors are invaluable. Without these assets, the university is at a distinct disadvantage. (Suggs, 2005)

Methods and procedures of the study

Research related to factors that impact a student’s choice to attend a specific college will be reviewed to support the claim that facilities do make an impact on a prospective student’s decision to attend. The primary research methods for this study are visual inspection and observation and personal evaluation interviews. CSUB Athletics facilities will be reviewed with their primary users: coaches and athletics administrators. The primary users of each facility possess the greatest experience and insight on the needs of each facility. Additionally, they regularly compete in other facilities that will be used as a source of comparison. The interviews, particularly with coaches who have been on staff for many years, can provide historical

perspective and opinions on the development of existing facilities and how the development has impacted the recruiting process. Lastly, coaches communicate with incoming students regularly and may provide insights on factors that impact the recruiting process for CSUB. Facilities of similar institutions in the region will be used as a point of comparison (benchmarking). Industry research and best practices, along with NCAA recommendations for facilities standards will be reviewed and used as supporting documentation where needed.

Importance of the study

Some in the university setting believe that expansion of athletics and substantial financial investments in athletics facilities is unnecessary and perhaps irresponsible. However, focusing on athletics facilities expansion has the ability to bring growth to the entire university and, in fact, may advance the university's goals more quickly than other initiatives. (Sander, 2008) University administrators who have an interest in growing support of their athletics programs may use this study or adapt it to support other types of campus expansion related to recruitment efforts, student life, or the overall student experience.

Overview

Other universities have taken the facilities expansion route to improve student recruitment. Fairfield University in Fairfield, Connecticut, completed expansion of its athletic center in 1997. Since then, the university has benefited from a high level of satisfaction from students, athletic coaches, and faculty, and the center is considered a centerpiece in its recruiting efforts for student-athletes and students at large. Fairfield's facilities have become the standard that other Mid-Atlantic Athletic Conference members now aspire to (Balancing athletics and

academics, 1999). Adrian College placed an emphasis on Athletics recruiting and built new facilities to attract more and better students to the school. They now enjoy the ability to attract students to the small college in Michigan from all parts of the country. (Sander, 2008)

This study will attempt to show the importance of quality facilities in the recruitment of student-athletes and the specific improvements needed on the CSUB campus. In chapter 2, stakeholders are defined along with the potential impact of improved facilities on each group. Chapter 3 provides a detailed look at each of the CSUB Athletics facilities and provides an overview of the needed improvements to each. Primary users of the facilities (CSUB Coaches and Administrators) were asked to weigh in on the evaluation and provide insights on safety issues and they suggest improvements that they believe will provide a distinct recruiting advantage over other universities. Chapter 4 provides recommendations for expansion and examines some of the challenges that must be addressed if the facilities improvement projects are considered. And finally, chapter 5 offers a summary and conclusions potential improvements and expansion.

CHAPTER 2

Further Definition of the Problem

CSUB needs to improve its athletic facilities on campus. Current facilities are substandard compared to other Division I institutions. The campus must develop recruiting assets in order to attract more and higher-profile student-athletes. Improved and expanded athletics facilities will make an impact in this area.

Stakeholders

Student-athletes. CSUB student-athletes have a great stake in the improvement of athletics facilities. Athletes spend a tremendous amount of time in athletics facilities and many times are not able, due to team requirements, to take advantage of many of the services in other areas of the campus. New and expanded facilities have potential to provide an environment that will allow students a greater convenience and opportunity to experience student life outside of the gym (J Price, personal communication, November 6, 2009). Ample space to store books and belongings securely in addition to a space that is available to study or meet with other students could be a great asset to the student-athletes. Facilities that contain “lifestyle” space as described will serve as a great recruiting tool for future student-athletes. (Balancing Athletics and Academics, 1999)

Adrian College (Michigan) was suffering from decreases in enrollment and student interest. They developed a plan that placed athletics at the center of the recruiting efforts. In three years the university transformed the physical campus with the addition of a number of athletics facilities. The once modest athletics operation placed recruiting quotas on their coaches

and held them accountable for reaching their goals. According to the numbers, the plan has produced results. Enrollment has increased 57 percent since 2005 and applications increased from 1,200 in 2005 to 4,200 in 2008, allowing the university to be more selective about the students they accept. Faculty members say that the caliber of the students in the classroom has improved. (Sander, 2008)

The relationship between facilities improvement and student-athlete recruitment is clear at Adrian. Athletes are now one of the largest groups on campus with more than 300 competing on eight teams in NCAA Division III. Prior to 2005, teams were competing in run-down facilities, and in some cases using nearby high school facilities. A number of Adrian student-athletes interviewed stated that they thought poorly of Adrian prior to the expansion and would not have chosen Adrian had it not been for the chance to compete in the new buildings. The tuition dollars that have been generated by athletics have already been reinvested in academic building improvements and faculty. (Sander, 2008)

Students at large. The general student population has much to gain from improved athletics facilities. Although the benefits are more indirect than those the student-athletes receive, they are still significant. Students choose universities that have first class facilities and these physical assets serve as a great source of pride for alumni and current students and an incentive for future students to choose a university. (June, 2006) Recruiting tools that produce results will benefit all CSUB students.

Facilities such as dormitories, libraries, student unions help recruit and keep college students. A study completed by higher-education consultant David Cain and Gary Reynolds confirms earlier research by the Carnegie Foundation for the Advancement of Teaching, stating that the appearance of the grounds and buildings are the factor that influenced students the most

as they selected their university. (June, 2006) In the study, students focused primarily on facilities that they would likely use most and stated that their decision to choose a college was “extremely important” or “very important”. Athletics facilities, exercise and student recreation centers were not at the top of the list in importance but were considered an important factor in the decision of many of the students surveyed, particularly male students.

The competition to attract students has led to an unprecedented rate of new construction on college campuses across the country. Iona College, student population 3,000, invested \$26 million on two buildings with the belief that they would be in a better position to attract students who may otherwise choose to attend elsewhere. (Hughes, 2006) Iona’s President, Brother James Liguori, realizes the tremendous pressure that is placed on the university but recognizes the need to meet student expectations in a competitive environment. Susan Cole, President at Montclair State (16,000 students), agrees that if increasing enrollment and attracting students is a priority then state-of-the-art facilities are vital. Additions on the campuses of both Iona and Montclair State (and Quinnipiac University also mentioned in the article) include facilities that are dedicated to or shared by Athletics and that enhance the student experience. A State University of New York spokesperson, David Henahan, has recognized that outdated and aging buildings need attention. The Farmingdale campus has committed more than \$40 million to campus buildings since 2001 and applications have jumped 65% since then according to a university spokesperson. (Hughes, 2006)

Coaches and other athletics administration. Coaches are some of the most active recruiters on the CSUB campus. They look for the best athletes and the brightest students to build their teams. Providing the coaches with top-notch facilities is certainly a goal of athletics administration, knowing that it would place CSUB coaches in a position to recruit higher-

echelon athletes and students to the university. Currently, the coaches are limited by a number of challenges that exist in many small universities. Better facilities would offset some of these challenges. (Kelderman, 2008)

Coaches at Adrian College continue to have greater success recruiting students from the immediate area as well as from out of state and now have much larger budgets to work with. It is a process, but as the reputation of the school grows, more students are willing to listen to the coaches and consider attending Adrian. (Sander, 2008) Fairfield University (Connecticut) coaches are also pleased with the expansion of athletics facilities and have cited the facilities as a major part of their recruitment conversations with potential student-athletes. Fairfield's athletics center, which includes academic support facilities completed in 1997, became the envy of visiting teams and serves as the hub of activity for the more than 500 student-athletes. (Balancing athletics and academics, 1999)

At smaller institutions like CSUB, facilities could serve as a recruiting and retention tool for members of the coaching staff. At non-scholarship institutions or where coaching salaries are not at the six and seven-figure level of the elite universities, facilities can help to attract or keep the best coaches on staff. (Kelderman, 2008)

Campus community. Administration, faculty, and staff will also enjoy the benefits of improved athletics facilities. Better and brighter student-athletes, have the potential to bring more resources and a greater level of engagement to campuses; creating a collegiate experience that affects the entire campus community. (Sander, 2008) Other universities have enjoyed the notoriety that a high profile athletics program brings to the institution. Although the rise of athletics at the University of Oregon has sometimes been controversial, school officials assert that the investments help the institution overall. President Frohnmayer, Oregon's President since

1994, believes in the investments and does not believe that investing in athletics puts academic programs at risk. Oregon has already invested and continues to invest millions of dollars in facilities construction and improvement. Frohnmayer also believes that the enthusiasm associated with athletics increases the number of student applications. (Fain, 2007)

Bakersfield community. Small universities have the potential to be the crown jewel of the communities they serve. CSUB is no different. The university has not met its full potential in the eyes of the community and physical improvements to the campus would play a substantial role in improving the community's attitude about CSUB. The reputation of the University in the eyes of the community needs rapid improvement if the goals and vision of the University are to be met. (University Image Survey, 2007)

Fans and alumni. Proven by the recent opening of the new baseball facility on the CSUB campus, fans respond to new and quality facilities. Hardt Field and the CSUB baseball team enjoyed tremendous fan support in their opening weekend in February 2009. The brand new, high-quality playing surface has generated new fan and financial interest in the Athletics Department and the University as a whole. The bond that is built with the team may be one that is long lasting with community fans, CSUB students, faculty and staff, and alumni. As the expansion of Hardt Field continues, fans and potential donors will watch closely and are already expressing their desires for top-level services.

In 2003, now former Louisiana State University Athletic Director, Skip Bertman, issued a memo to supporters and fans about the importance of improving Tiger Athletics facilities in order to remain competitive in the Southeastern Conference (SEC). He agreed that fan input is important throughout the process and that better facilities not only attract the best student-athletes but that they are designed to create the best experience for the fans. He stated that he

recognizes that other SEC schools have made improvements and have increased their ability to generate more revenue and fan support. (Bertman, 2003)

Goals and Objectives

Improvement to athletics facilities will result in enhanced student-athlete recruitment for CSUB Athletics. These objectives are in line with the university's overall vision for "excellence in all areas" (Our Vision, 2009). Another desired outcome is the creation of new and renewed fan interest. This interest will result in increased revenue and future opportunities.

Measures of Effectiveness

The goals and objectives defined above are measurable. Student-athletes consistently communicate the desire to compete in top-notch facilities to the coaches who recruit them and research shows that facilities impact the decision making process. More challenging is the ability to determine the cause-and-effect relationship between improvement of facilities and any increases in interest, enrollment, or revenue. Program evaluations must be regularly administered in cooperation with campus administration in order to confirm the connection.

Exit interviews are currently completed for all out-going senior student-athletes. This survey may be expanded to include their evaluation of the facilities and how important the CSUB facilities have been to them related to their overall experience. Unfortunately, this survey may not accurately represent to what degree the facilities influenced their original decision to attend CSUB which is an important part of the study. However, it will continue to support the importance of first-class facilities to CSUB student-athletes.

The most significant measure of success, however, may be in the win-loss columns. If first-class facilities were provided to create an environment that attracts a higher quality student-athlete, arguably then, CSUB teams would deliver an equally first-class performance on the field of competition, resulting in a greater win-loss record.

Overview of Potential Solutions

Expand existing facilities. To meet NCAA Division I athletics standards, creating multi-use areas adjacent to athletics facilities that are better suited for competitors and fans on game day and that also have uses that are in line with university objectives during non-competition days will create distinct advantages. (Suggs, 2005) One example of a facility that needs this type of expansion is the Icardo Center. The facility does not contain adequate locker rooms for teams and officials on game day (T. LaKose, personal communication, November 6, 2009). On a typical competition date for women's basketball, there is a need for space for visiting teams, their fans, officials of both genders, boosters, and student-groups including the cheer squad. College athletics is an "entertainment production" and there is a great need to have adequate "back-stage" resources to house all the necessary "actors".

Construct new facilities. Where needed to enhance competitiveness with other Division I institutions, the University may need to construct new facilities. An example is the facility used by Track and Field and Cross Country teams, which combine for nearly half of the participating student-athletes attending CSUB. Currently, the CSUB Track is not adequate to host a Division I competition. A new facility location on the campus needs to be determined and funds secured to proceed with new construction. No physical buildings are needed immediately, but the

competition surface must be replaced in a sustainable location with adequate water and resources (C. Goodmon, personal communication, October 6, 2009).

Create multi-use facilities for students and student-athletes. Multi-purpose sports venues are commonly shared by student and student-athlete interests across the nation. The model furthers the ability to delivery top-quality athletics facilities and to recruit top-quality students and student-athletes. University of Wisconsin is an example of a success story with the renovation and expansion of the Williams Center and DLK/Kachel Fieldhouse. The expansion focused on creating a meeting ground for students and student-athletes in order to remain competitive in the collegiate environment. (American School and University, 2003)

Pursue public –private partnerships for facilities expansion. CSUB has preliminarily reviewed proposals for public-private partnerships and this is a method of expansion that is familiar to University administrators and is viable on the CSUB campus (M. Neal, personal communication, November 13, 2009).

Adrian College added Arlington Community Ice Arena to their campus in September 2007 to house the intercollegiate hockey team and to provide locker rooms for the student-athletes and office space for coaches and administrators along with an NHL-sized ice rink with spectator seating. The facility was partially funded by local government and it open to the public (Architectural Showcase 2009, 2009).

Drake University (Iowa) received private donations and a \$1 million tourism grant from Vision Iowa to support the \$15 million renovation of Drake Stadium, home of one of the premier track and field event in the nation. The renovations enhanced a joint-use facility that is capable of hosting events that bring substantial economic impact to the area including the Drake Relays and the 2008 NCAA Track and Field Championships (Drake Stadium, 2009).

CHAPTER 3

CSUB Facilities Evaluation

Coaches and administrators from the CSUB Athletics Department were interviewed about the needs of the facilities. They consistently raised concerns about our ability to recruit top athletes due to less than favorable facilities. They were asked to evaluate the needs of the facilities they use and to make comparison to other universities they visit to identify needs that are related to the safety of student-athletes, recruiting, competitive standards, and fan experiences. Largely, it was agreed that all of the CSUB Athletics facilities are in need of improvements in order to attract more talented Division I athletes that will make the teams more competitive. Most interviewed focused on improvements to existing facilities to enhance recruiting and many suggested that new facilities are needed for academic support, that team rooms and improved locker rooms serve as the most important facility to visiting recruits, and expanded weight training facilities are needed in order to keep up with the competition. The following is an evaluation of the athletics facilities on the CSUB campus and recommendations made by primary users for the improvements necessary to bring the fields and buildings up to competitive Division I standards and to impact recruitment of top-level student-athletes.

The Icardo Center

The Icardo Center is a multi use facility that is the home of Roadrunner basketball, volleyball, and wrestling. The facility opened in February 1989 and was the home to the men's basketball teams during three NCAA Division II national championship seasons in the 1990s (R. Carvajal, personal communication, October 4, 2009). Named after long-time booster, local

farmer and major donor to the facility, Jimmie Icardo, The Icardo Center is approximately 44,000 square feet and seats 3,800 spectators. The lobby area includes a ticket office, The Icardo Room (2,000 sq. ft. meeting/reception room with full kitchen), public restrooms, concessions, and offices for administration and coaches. The building also includes men and women's locker rooms, a satellite training room, and equipment and storage rooms (The Icardo Center, 2009). In the main competition area, there are three full-sized basketball courts and state of the art Daktronics scoring equipment including a LED video board and sound system. Primarily funded by the State of California, The Icardo Center construction exceeded \$5 million including privately funded chair back seating for 700, air conditioning (the only gymnasium in the CSU with A-C at the time) and a \$100,000 investment in The Icardo Room by Jimmie Icardo and his wife (R. Carvajal, personal communication, October 4, 2009).

The Icardo Center construction is still considered one of the most important developments in the Athletics Department's history. The facility was designed to maximize the competition space allowed by the State calculated on full-time enrollment (FTE) at that time. The original design considered options for future expansion including a U-shaped seating bowl on the east end of the building that could accommodate up to an additional 2,000 fans along with other student services and amenities (R. Carvajal, personal communication, October 4, 2009).

Two teams practice and compete in The Icardo Center full time, women's basketball and volleyball. The wrestling team practices in the Antonino Sports Complex and meets are held in The Icardo Center. The men's basketball team practices in The Icardo Center; however, their competitions currently take place in the City-owned Rabobank Arena. Coaches of the teams that compete in The Icardo Center feel that it is "average" as a competition facility and that it needs modernization and upgrades in a number of areas that have become worn over time. When

compared with most facilities the teams visit, the biggest shortcoming of the facility is the lack of space for student-athlete support on game day. The locker rooms create challenges due to the number of athletes that are currently using the very small spaces located at the east end of the building (J. Price, personal communication, November 6, 2009). During a women's basketball or volleyball contest, the men's locker room must be closed to all male athletes to provide space for visiting teams. Additionally, the satellite training room in The Icardo Center is too small for the use of two teams simultaneously. Officials also need a private and secure place during competition breaks that includes lockers and showers, which are not available in The Icardo Center (C. Goodmon, personal communication, October 6, 2009).

Primary users of The Icardo Center feel most strongly about the lack of amenities rather than the quality of the competition space. Respondents did not identify any issues that need to be improved in The Icardo Center due to basic safety. The consensus among coaches is that, on competition day, the facility is lacking in a number of areas needed to accommodate our visitors – we are not able to offer them similar services or an environment that is the expectation among NCAA Division I athletes. For the same reason, CSUB coaches face challenges when recruits visit the University. The recruits are impacted by the quality and types of facilities offered and make comparisons with competing universities they visit prior to making their decision on which university to attend (J. Price, personal communication, November 6, 2009). For fans, the experience could be improved with the upgrade of existing bleachers and the addition of seating (T. Kerr, personal communication, November 6, 2009).

A major expansion of The Icardo Center could bring the men's basketball team back to campus for their competitions, regaining the home court advantage that they enjoyed in the 1990s (K. Brown, personal communication, November 10, 2009). The original plans for The

Icardo Center allowed for future construction that would create a u-shaped seating bowl on the east end of the building and could expand space for other services including additional locker rooms, new team rooms, expanded office space, and improved fan services such as a ticket office, concessions stand, and lobby restrooms (R. Carvajal, personal communication, October 4, 2009).

Coaches who use The Icardo Center were asked to provide examples of the most impressive facilities they visit that have been reconstructed or renovated. They cited Stanford's Maples Pavilion (completed in 2004-2005), which underwent a \$26 million renovation project that added updated locker rooms, student-athletes lounges, media rooms for game film review, and a strength and conditioning center (Maples Pavilion, 2009), and Wichita State's Charles Koch Arena (opened September 2003), which underwent a \$25 million reconstruction of the arena formerly known as the Levitt Roundhouse, adding academic services and greatly expanded sports medicine facilities (Charles Koch Arena, 2009). Both reconstruction projects were privately funded.

Physical Education Building

The original home of Roadrunner Athletics, "The Old Gym" currently houses offices for Athletics staff, a small weight room, sports medicine, and men's and women's locker rooms. Opened in 1975, the Old Gym was designed by CSUB's first Athletics Director, Jim Whitley and has undergone multiple transformations based on needs and other available facilities (R. Carvajal, personal communication, October 4, 2009). The main gym space accommodates one regulation basketball court or 3 volleyball courts and has no seating. The building underwent significant reconstruction in the office areas and an air conditioning unit was installed in 2006.

Thanks to an in-kind donation made by a local financial institution, the weight room was outfitted with new circuit training equipment in 2008. At the same time, the sports medicine offices were expanded to include a physician's exam room for team doctors. Timing clocks were installed in the practice area in 2009. In 2010 a portion of one of the locker rooms will be converted to a team meeting room that will be shared by all teams (C. Goodmon, personal communication, October 6, 2009).

The Physical Education Building is shared with academic programs and has space available for expansion. No team uses the building as their primary facility. The primary uses are in office space for coaches, an auxiliary practice facility for men and women's basketball and women's volleyball, and the varsity athletics weight room. Primary sports medicine facilities are located in the Old Gym. Coaches and administrators have identified a number of improvements that are needed to enhance recruiting. If joint use areas that are outlined in a following section of this report were added, the Old Gym would be a likely location for additions.

John B. Antonino Sports Center

Thanks to contributions made by a local contractor, ground was broken on the Antonino Sports Center June 13, 1984 (Antonino Sports Center, 2009). It is home to CSUB's first Division I team, men's wrestling. The building is a 40-foot by 120-foot stand-alone facility made of steel construction and contains an 80-foot practice area, offices, a small locker room with showers, and a large team-conference room. The facility was fully funded by private financial and labor donations (Antonino Sports Center, 2009). The wrestling competitions are held in the Icardo Center.

Coaches and athletes agree that the Sports Center is a nice facility and has met the needs of the team for many years. As competitive standards continue to rise, however, the need for an improved facility has become apparent (T. Kerr, personal communication, November 6, 2009). Although the current facility does not have any major safety improvements needed and is the only CSUB Athletics facility that provides its sole users with private team space and locker rooms, the competition to recruit the best wrestling student-athletes has increased (T. Kerr, personal communication, November 6, 2009). Only 84 universities sponsor Division I wrestling (just 5 in California –there are 353 that sponsor men’s basketball [ncaa.org]), making recruiting against the powerhouse programs in the Midwest much more difficult. Many of the universities that continue to sponsor wrestling are the nation’s elite that can offer student-athletes the highest quality facilities (T. Kerr, personal communication, November 6, 2009).

Plans have been drawn to create a new, first-class facility for wrestling that would allow the Athletics Department to repurpose the Antonino Sports Center. The plan, a creation of Head Coach, TJ Kerr, includes a new stand-alone building, which is double the size of the existing facility, featuring a larger practice area, space for academic support, video review, strength and conditioning equipment, expanded locker rooms, and a viewing platform. In addition, the plans call for an open area where an impressive 43 Division I All-America awards and many team awards would be prominently displayed. The plans are modeled after one of the top facilities in the sport, the \$4 million Lorenzo Wrestling Complex at Pennsylvania State University that opened in 2006 (Lorenzo Wrestling Complex, 2009). Private funding sources for this project have yet to be secured.

Main Soccer Field

Until 1987, the CSUB men's soccer teams competed on a grass field that was often used for over-flow parking (S. Tobin, personal communications, November 17, 2009). That same year, Simon Tobin was named head coach and his first task, along with his players, was to install a fence surrounding the field. Temporary bleacher seating was also installed. In October 1996, the team played their first game under the lights following a community fundraising campaign to support the \$180,000 installation. In 1999, permanent bleachers for 1,500 spectators were added, along with an electronic scoreboard, as part of the final transformation from a non-descript grass field into a quality competition facility named the CSUB Main Soccer Field. The playing field was resurfaced in 2003 thanks to locally donated labor and equipment (Main Soccer Field, 2009). Permanent goals were installed, replacing portable structures, in the summer of 2006. Upgraded scoring and sound equipment was installed in the spring of 2009 and reconfiguration of team benches and scorers table were completed prior to the fall 2009 season (S. Tobin, personal communications, November 17, 2009).

Both the men and women's soccer coaches agree that the field is a quality facility when compared to the competition. There are no safety issues at the facility but it does lack services that would greatly improve recruiting and the overall fan experience. Portable restrooms are used during the competition season for fans and athletes. A permanent structure for restrooms, concessions and ticketing would be a significant aesthetic improvement and would provide a recruiting advantage over other California schools (N. Van Dyke, personal communications, November 6, 2009).

John S. Hillman Memorial Aquatics Center

Home to the highly decorated men's swimming team and the women's swimming and water polo teams, the Hillman Aquatics Center was dedicated on April 23, 1983 and was made possible by a generous donation from Mike Hillman as a memorial to his son John, a former high school swimmer, who was killed in an accident as a teenager. The facility includes two pools, one 50-meter Olympic sized competition pool with 8 lanes and a six-lane, 3-foot deep training pool. The facility uses a Colorado Timing system and new timing pads were purchased in 2009. There are 1-meter and 3-meter spring diving boards. The pools are heated year-around. The office area includes space for 3 coaches, a small restroom, and a warming pool (John S. Hillman Memorial Aquatic Center, 2009).

Prior to construction of the pool, State funds were allocated to build one 25-yard pool. A successful request to the State legislature allowed for expansion of the plans due to available private funding. The additional funding allowed designers to build an exceptional facility with room to expand. The Hillman Aquatics Center is one of the most heavily used facilities on the CSUB campus as the home of three varsity teams, club practices, high school meets, recreation swim, and community rentals (R. Carvajal, personal communication, October 4, 2009).

Three CSUB coaches weighed in on the facility informally known as "the pool". The first and only CSUB women's swimming Head Coach and Director of Aquatics, Pat Skehan, has been with the program since 1989. Jason Gall was named the women's water polo coach in 2007. Chris Hansen leads the men's swimming team for his second season in 2009-2010.

Although each of the teams has different needs, they all agree on the major improvements needed for the pool. The only major safety issues are related to lighting, above ground and underwater. The facility is used at night, underwater visibility is limited, and the deck is poorly

lighted. Permanent shade structures are also needed for athlete safety. It was suggested that the shade structures could be outfitted with solar panels that could offset pool expenses (P. Skehan, personal communication, November 2, 2009).

The shortcoming in competitive standards is the timing/scoring equipment. The system is outdated and unreliable, even with recent upgrades. When hosting competitions against elite programs, there are minimum expectations and a working and reliable timing system is necessary. Wireless internet is also needed to allow for electronic event submissions and receipt of times and results, which is standard at all collegiate competitions (C. Hansen, personal communication, November 2, 2009).

All three coaches agree that the pool is a nice facility and provides an experience that compares with most universities that CSUB competes against. However, there are amenities that could provide a distinct recruiting advantage, including dedicated locker rooms and restrooms for the facility and team rooms for varsity athletes. Athletes currently use lockers and showers that are located outside the pool complex in the Icardo Center. Additionally, a dry land training area in the complex would provide space for training during poor weather. Currently, there are limited fan amenities in the complex. Better seating, particularly for water polo, plus proper restrooms and aesthetic improvements (CSUB décor) would create a better environment for fan support of the teams (J. Gall, personal communication, November 2, 2009).

The original design of the Hillman Aquatics Center allowed space for a third pool, which could accommodate a 10-meter diving platform. The third pool would create a number of different opportunities for the aquatics program at CSUB including the ability to host major competitions at all different levels that would bring substantial revenue to the university, making the Center one of only a few complexes with 2 competition pools in California (C. Hansen,

personal communication, November 2, 2009). Additionally, the pool is frequently used by community groups, often displacing varsity teams. A third pool would minimize that impact. The envy of the swimming community is the indoor aquatics facility at Georgia Tech University that was built specifically for the 1996 Olympics in Atlanta with construction costs totaling more than \$16 million (Georgia Tech Aquatics Center, 2009).

The aquatics programs at CSUB enjoy the financial support of a group of former Division I swimmers (for schools other than CSUB) in the community who formed a non-profit support group called The Gold Wave. The group was instrumental in securing the original Hillman funds and they continue to provide financial support to the aquatics program at CSUB (R. Carvajal, personal communication, October 4, 2009).

CSUB Softball Complex

The CSUB Softball Complex received substantial renovations in 1998, greatly improving the existing field the team had used since its inception in 1986. The renovations included a brick-dust infield, new irrigation systems, batting cages and a practice infield beyond the centerfield fence. The renovations were spearheaded by the father of one of the top players in CSUB history, Marty Whitton (Roadrunner Softball Complex, 2009). No state funds were used for the renovations – all were made through financial and labor donations (R. Carvajal, personal communication, October 4, 2009). The facility seats 400 in aluminum bleachers. A new scoring system was installed in 2009.

According to CSUB Softball Head Coach, Kathy Welter, the CSUB Softball Complex is a facility that is average in comparison to other softball facilities that the team currently visits. Coach Welter has been coaching on this field for more than 20 years and takes a hands-on

approach in the up-keep and maintenance of the facility. She cites two issues that are related to safety that need immediate attention. The outfield fence height must be raised to 6' – a new NCAA safety standard (the outfield fence is now 5' high). Additionally, a fenced in or protected bullpen would improve the safety of the catchers and pitchers that are warming up during live play. When asked to identify needs of the facility in order to create a recruiting advantage Welter suggests the need to convert to stadium style seating with concessions, restrooms and storage built in below and behind the seating. Converting from a field with bleachers to a stadium would make the biggest impact on the quality of the facility and the ability to impress top-level recruits (K. Welter, personal communication, November 6, 2009).

Two improvements were identified that would have the ability to set CSUB apart from the competition. First, a clubhouse and locker room for the players that is adjacent to the field. The clubhouse would ideally be an entry point to the home dugout, would provide restrooms for the players during games, lockers at the field (instead of in The Icardo Center), and indoor workout facilities for cold or rainy days in the early months of the season (January/February). Second, enclosed batting tunnels would also provide for training in any climate or during any time of day. Because lights are required to host any championship tournament, an investment in field lighting, additional upgrades to the scoreboard, and an improved sound system would enhance the fan experience at the Softball Complex (K. Welter, personal communication, November 6, 2009).

Estimated cost to provide the CSUB Softball team with improvements that would place the facility among the ranks of some of the top programs in the west such as Arizona State and University of Nevada, Las Vegas (UNLV) would be between \$2 and \$3 million (Eller Media

Stadium, 2009). Both facilities include stadium seating, a clubhouse, and fan amenities that have the ability to make a first-class impression on top recruits.

Hardt Field

Home to Roadrunner Baseball, the field opened just in time for the inaugural season in February 2009. Named after local contractor, Tom Hardt, who contributed \$1 million to the project (and much of the actual construction), the field touts a first-class playing surface, which was the primary focus in the first phase of construction. Future plans are on the drawing board for additional amenities including stadium seating, press facilities, restrooms and concessions, enclosed batting tunnels and a scoreboard. Further expansion is pending additional funding (C. Goodmon, personal communication, October 6, 2009).

Sally Ann Silva Tennis Courts

The tennis courts are located in the southwest quadrant of the campus and include a small storage building with bathrooms. The six-lighted courts have been in their current location since 1974 and were named after Sally Ann Silva, a former CSUB student who was instrumental in organizing the efforts to bring intercollegiate tennis to CSUB (G. Friedman, personal communication, October 6, 2009). The naming was in memory of Ms. Silva after she was killed in a car accident while still a student at CSUB.

Gloria Friedman was the head coach of the first CSUB women's tennis team, which began competing in 1974 – the same year the courts were constructed. Head Coach, Dan McCain, now leads the team. Both provided an evaluation of the courts and insights about the tennis facility and the needs to improve it in order to create recruiting advantages over other

universities. The surrounding trees create a major safety issue at the tennis courts. Needles from the trees fall onto the courts, which cause the surface to become slippery and leaves a residue on the courts, damaging the surface. Because the courts have undergone complete resurfacing only two times in almost 35 years, the facility requires substantial upgrades to meet modern competitive standards. Maintenance of court surface is critical and, when done properly, will allow courts to last for many years without major repairs and failure to do so will accelerate the damages (G. Friedman, personal communication, October 6, 2009).

Both Coach McCain and Coach Friedman agree that 95% of the tennis facilities on the campuses of our regular competitors are superior to the courts at CSUB. They also agree that, to create a recruiting advantage, a new facility is needed. The University master plan calls for the construction of a parking lot in the current location of the tennis courts and a space for a new complex is designated closer to the Athletics Department's administrative offices and other student-athletes services (CSUB Proposed Master Plan, 2009). However, funding for this project is uncertain.

The current facility lacks restrooms, locker rooms, and adequate seating for spectators forcing the team to go off-campus for many of their competitions. In lieu of a new facility, the existing courts require a full resurfacing, new fencing and aesthetic improvements of the surrounding environment including replacement of the surrounding trees. A small building adjacent to the courts could be converted to locker rooms, restrooms and storage that are needed. In order to create a recruiting advantage, the existing courts (or a new facility) need a digital scoreboard and spectator seating which creates an environment that is attractive to prospective student-athletes (D. McCain, personal communication, November 6, 2009).

The tennis stadium at UC Irvine is an example of a basic facility that provides the teams with a quality facility and features that a college recruit is looking for (D. McCain, personal communication, November 6, 2009). The complex contains 12 championship courts with lighting and seating for 500 (Tennis Stadium, 2009). One of the top college tennis facilities in the nation is just more than 100 miles away from CSUB at University of California, Los Angeles (UCLA). The Los Angeles Tennis Center is the home to the UCLA men's and women's teams providing the teams with a distinct recruiting advantage over schools like CSUB (D. McCain, personal communication, November 6, 2009). The facility has eight lighted courts and permanent seating for 5,800 around three of the courts. Locker rooms, team rooms, and offices are part of the two-level clubhouse that is shared with the Southern California Tennis Association (UCLA Facilities, 2009).

CSUB Track

The CSUB Track and Field athletes and many of CSUB's other teams train on the CSUB Track. This gap between minimum Division I competition standards and the current status of the CSUB Track is the greatest of all the CSUB facilities (A. Collatz, personal communication, November 10, 2009). Head coach of the five track and field programs, Alan Collatz, provided a detailed assessment of the needs of the facility and the immediate nature of the needs.

The track is used regularly by approximately 75% of CSUB student-athletes at some time throughout the year. Although it is the primary facility for men's and women's indoor and outdoor track and field and women's cross country teams, other CSUB teams use the track for conditioning and off-season training. This creates two substantial challenges; first, it puts a large

number of the athletes at risk due to safety issues in the facility and, second, it contributes to the rapid deterioration of the track (A. Collatz, personal communication, November 10, 2009).

The track needs to be, at minimum, resurfaced. The last time the track was resurfaced was in the early 1990s. There are many cracks and tears in the synthetic surface that lead to soft spots under the surface causing foundation erosion. The runways for the long/triple jump pit are uneven and not usable for competition. There is no javelin runway, which became standard at the college level in the mid-1980s. In addition, a water main that was located under the pole vault pit broke in 2004. Repair required that the concrete slab that held the pit be removed. Following the repair, the concrete slab was not replaced, leaving the facility without a pole vault pit and incapable of hosting Division I competitions. Additionally, the irrigation system that is in place at the track is inadequately maintained. Proper watering of the grass infield is important. Even more important is making sure that the synthetic track surface is not watered because it accelerates the deterioration of the track surface and the erosion below the track (A. Collatz, personal communication, November 10, 2009).

Having substandard facilities creates recruiting challenges for a program that has 200 participants (47% of the total participating student-athletes are part of the 5 track programs). Coach Collatz stated that, “facilities are a huge part of recruiting” and that the CSUB Track is so substandard that he does not bring recruits to the campus as part of the recruiting process. He feels that when prospective student-athletes see the facility they are immediately turned off. Collatz noted that many of the high schools in the region have better track and field facilities than CSUB.

What is needed is a new track in a new location on the CSUB campus. The current location of the CSUB Track is in an area that is adjacent to space that has been dedicated to

public-private partnerships and could be of value to the campus. In 2005, estimates were reviewed to repair the existing facility or to construct a new facility. It was estimated at that time that renovation of the current facility would require substantial efforts at an estimated cost of \$500,000. Facility replacement was estimated at approximately \$1.5 million and should include a top of the line track surface, runways and space for all the field events, spectator seating and scoring equipment. The next step up, although not necessary, would be a stadium style facility, which would dramatically impact CSUB's ability to recruit top athletes and events to the University (A. Collatz, personal communication, November 10, 2009).

Drake University (Iowa) recently renovated Drake Stadium (a combined football/soccer/track and field stadium) including installation of the new Jim Duncan Track with a high quality surface and reconfigured areas for field events. The \$15 million renovation was part of a complete stadium makeover and the improvements have allowed Drake to host major track and field events including the 2008 NCAA Championships, bringing \$25 million in economic impact to the city of Des Moines. (Drake Stadium, 2009)

Joint Use Facilities and Amenities

Student-athlete support facilities and amenities outside the field of competition are becoming more a more important part of the recruiting process. Many colleges have expanded weight rooms, academic centers, locker rooms and team rooms in order to recruit the best players. (Wolverton, 2008) CSUB coaches agree that these facilities make a big impact on student-athlete recruits and the amenities are impacting the prospects decisions when selecting a college.

Locker and Team Rooms. There are seven locker rooms inside CSUB Athletics facilities. They include two for female student-athletes, two for male student-athletes, two for coaches, staff or officials (one small room for each gender), and a small room in the wrestling complex that is dedicated solely to that team. Men and women's locker rooms in the Icardo Center are used by teams that compete in the facility and athletes from the pool and other outdoor competition fields (men and women's basketball, men's and women's swimming, water polo, volleyball, softball, baseball). Men and women's locker rooms in the Old Gym are used by men and women's soccer, men and women's track and field, tennis and women's cross country.

The newest of all the locker rooms are in the Icardo Center, which was opened 20 years ago. The locker rooms are one of the top concerns of the CSUB coaches. They are in need of maintenance and are too small. CSUB has added four intercollegiate teams with nearly 100 additional student athletes since the opening of The Icardo Center. To attract the top recruits to Bakersfield, the team sports need dedicated space for their student-athletes to meet, review game film, study for exams, and relax between classes and workouts. (June, 2006)

Academic Advising. Academic advising centers that are dedicated to the needs of student-athletes are becoming more popular in some of the top institutions in the country. (Kelderman, 2008) CSUB student-athletes are currently using a campus-tutoring center and they have access to one full time athletics staff member (for more than 400 student-athletes) that is dedicated to academic advising for athletes. Competition for the best athletes continues to grow and academic standards for NCAA Division I continue to increase. When teams fall short of academic requirements, coaches run the risk of losing scholarships, increasing the pressure on athletics programs across the country to provide academic services to student-athletes. Lavish academic advising and tutoring centers are being built for the most elite athletics programs in the

country (Wolverton, 2008). Even a modest academic and advising center that is located in the athletics complex would make a tremendous impact on recruiting at CSUB (J. Price, personal communication, November 6, 2009).

Athletics Offices. There is a shortage of offices available for athletics coaches and staff. Many of the coaches are doubled or tripled-up in their offices and staff has limited workspace. Storage is in short supply and shared working rooms (for mail, copy machines and supplies) are limited. Office space is spread across all facilities. The Icardo Center offices thirteen staff members including the Director of Athletics and all basketball coaches. The Old Gym offices 17 including coaches and the compliance and academic advising staff. Three portable office buildings located to the east of the Old Gym office 15 including coaches and all fundraising, marketing, and media relations staff.

Training Rooms. The primary Sports Medicine facilities are located in the Old Gym and have been recently expanded to include a doctor's exam room, doctor's office, and a satellite training room in the Icardo Center. As part of the NCAA reclassification process, a peer review team visited CSUB in October of 2009 and was extremely impressed with the Sports Medicine facilities. The peer group commended the amount of space dedicated to sports medicine as well as the comprehensive medical partnerships that have been created. However, coaches agree that the allocated space is too small to properly care for the more than 400 CSUB student-athletes.

Weight Room. CSUB has one strength-training facility for all 400+ student-athletes. The single room workout center is approximately 2,500 square feet and is located in the Old Gm. Prior to 2008, the equipment was outdated. Donated circuit training equipment made substantial improvements but created greater space constraints (J. Price, personal communication, November 6, 2009). The addition also included much needed cardio equipment used by sports

medicine for rehab purposes (C. Goodmon, personal communication, October 6, 2009).

Although CSUB recently opened the Student Recreation Center, varsity athletics teams are not permitted to train in groups in the facility, maintaining the need for added strength and conditioning facilities in the Athletics Department.

Safety has been a past concern of coaches who use the existing weight room (N. Van Dyke, personal communication, November 6, 2009). The room has received some aesthetic improvements as well as new equipment, but still poses safety hazards due to its small size and the older equipment that remains. Most agree that the facility has been greatly improved but remains largely inadequate.

CHAPTER 4

Alternatives

The needs for improvements to CSUB Athletics facilities have been outlined, however, moving forward with these projects is complex. The risk in doing nothing is too great to consider. The University has already invested a great deal of time and resources in the athletics program and has shown a commitment to enhancing the program through the move to Division I. The next step is finding realistic solutions to continue to support excellence in athletics through the expansion and improvement of facilities that will attract the highest caliber student-athletes to CSUB.

Priorities

In a memo to University President, Horace Mitchell dated October 2007, CSUB Director of Athletics, Rudy Carvajal, detailed needs and priorities for improvements to athletics facilities. The priorities outlined in the memo are similar to the concerns and needs have been identified by the primary users of the facilities, the CSUB coaches. In closing the memo Carvajal states that image will be one of the key measures of excellence for CSUB Athletics as it provides the ability attract quality student-athletes and create other advantages for the University. He points out the image is largely impacted by facilities.

Carvajal's priorities focus on improvement of infrastructure and designs for existing facilities (water delivery to outdoor venues, structural repairs), the expansion of the department with new facilities that would enhance student-athlete performance on the field of competition and in the classroom (academic advising/tutoring and weight training centers), facilities that

attract fans and have potential to generate revenue (addition of a baseball stadium and Icardo Center improvements), and space that provides for a better working environment for staff and an improved student experience for athletes (expanded office space, storage and team rooms). Carvajal states that these facilities improvements will be the foundation of future success in Division I competition for CSUB Athletics.

Recommendations to Address Safety Issues

The following are recommendations for improvements to CSUB Athletics facilities, which will improve safety to student-athletes and others who use the facilities. Cost estimates are available for some projects based on similar and recent projects on other university campuses. The order of priority would be based upon available funding for each project. Each of these improvements will provide a greater level of safety and may contribute to meeting competitive standards, attracting recruits or enhancing the fan experience.

Pool lighting. The underwater and deck lighting systems should be replaced. The underwater lighting does not cover the entire pool and with the number of outside groups using the pool, this creates a liability issue for the University and places all evening users at risk. Improved deck lighting is also needed and would further enhance underwater visibility. This is of great priority due to the extensive community use of the pool. Stadium lighting was installed on the Main Soccer Field in 1999 and the cost was \$180,000. The pool is much smaller and the electrical infrastructure is already in place. Estimated cost: \$60,000.

Replace aging weight room equipment. A substantial donation was made to CSUB Athletics in 2008 replacing some of the outdated equipment and adding cardio equipment. Additional replacements are still needed including dumbbells, weight racks, and updated

flooring. This improvement is important since nearly all of the 400+ student-athletes use this facility, the risk of injury is high, and the cost estimate is relatively low. Estimates for the cost of dumbbell replacements and new flooring have been researched by the athletics department and will be approximately \$22,000 (C. Goodman, personal communication, October 6, 2009).

Softball Complex fencing. NCAA rules require that CSUB replace the outfield fence at the CSUB Softball Complex. At the same time, fenced in bull pen areas should also be created to protect pitchers and catchers from both teams while warming up during live play. This improvement is a priority since it is an NCAA requirement and the estimated costs are expected to be relatively minimal.

Remove trees near tennis courts. Although the courts will eventually need major renovation, one immediate safety improvement that is necessary is the removal of the surrounding trees. Cost will be relatively low and the removal of the trees will reduce slipping on the court surface, reduce damage to the courts, and minimize maintenance in the short-term.

Build new Track and Field training and competition facility. The CSUB Track needs to be replaced for many reasons. The current location lacks proper infrastructure for water delivery and the damage to the existing track may be beyond repair. Additionally, the current location of the track is adjacent to a University entrance and may be put to better use as part of the public-private partnership projects in the area. The cost of construction for a new track would depend upon the scope of the project. Basic resurfacing in the existing location was quoted at \$400,000 in 2006. The cost of the complete Drake Stadium renovation with supporting team rooms and other amenities along with lights, state of the art scoring equipment, and a new turf infield cost approximately \$15 million (Drake Stadium, 2009).

Needs to Meet Competitive Standards

NCAA Division I competitive standards focus on providing quality facilities that offer the student-athletes a safe and accessible environment where all the rules of competition can be met. The expectations are that men and women's facilities will be comparable and that adequate space should be provided for both home and visiting teams. Additionally, basic services such as sports medicine, locker rooms, and academic advising should also be provided (P. Kyle, personal communication, October 5, 2009). These expectations were outlined during a peer review site visit on the CSUB campus in October 2009 as one of the final phases of the NCAA Division I reclassification process.

Projects that are needed to bring CSUB Athletics facilities up to NCAA Division I competitive standards are outlined here in no order of priority. Highest priorities, however, will be given to projects with available funding.

Modernization of Old Gym locker rooms. Modernization of Old Gym locker rooms has begun but the process is slow (C. Goodmon, personal communication, October 6, 2009). Space in the Old Gym locker rooms has been converted to team rooms but there is not enough room to accommodate all teams. The scope of the project would determine the cost, however, basic updates such as internet and video services and modern lockers are needed and will cost approximately \$50,000. This will not accommodate all student-athletes.

Hardt Field scoreboard. The next phase of Hardt Field should include a scoreboard. Coaches are asked to schedule top teams and it is difficult to do so without basic game day services. CSUB Athletics received a quote of \$150,000 for an electronic scoreboard with a small

video board in Spring 2009. A new scoreboard will also enhance the fan experience. Lacking a scoreboard may also create a recruiting obstacle.

Update tennis storage facility to include changing rooms. A small storage building with restrooms is located near the existing tennis courts. This building could be converted to provide more efficient storage space and allow for a locker room or team room for women's tennis. The courts are not adjacent to other athletics facilities where locker rooms and training rooms are located, making this an important improvement. An estimate of \$80,000 was provided to CSUB Athletics for a similar project in this area in 2004 (C. Goodmon, personal communication, October 5, 2009). This improvement may also provide the CSUB tennis team with a facility that would attract potential student-athletes to the University.

Needs to Create Recruiting Advantages

Improvements that would provide a distinct recruiting advantage for CSUB would require a substantial investment. Funding would need to come from private sources and may be difficult to secure in the current economic environment. Because of the scope of these projects, many of the amenities that student-athlete recruits find most attractive would need to be incorporated. Creating a vision for the future of CSUB Athletics through the development of these ideas may inspire community investment for key projects.

Construction of new Wrestling Complex and repurposing of space. Construction of a new wrestling center would create a recruiting advantage for the wrestling team and would create an additional opportunity for the Athletics Department to repurpose the Antonino Sports Center for an expanded strength and conditioning facility and then the weight training area for an academic advising and study area. Construction of a similar wrestling facility at Penn State cost

\$4 million in 2006 (Lorenzo Wrestling Complex, 2009). A facility with similar amenities was constructed on the Adrian College campus for \$6 million. (Architectural Showcase 2009, 2009)

Because CSUB wrestling competes against the elite universities in the country, maintaining top facilities is critical. The opportunity to enhance weight training for all athletes would create a recruiting advantage and address one of the major safety issues for all student-athletes. Moving the weight-room to the Antonino Sports Center would create space in the Old Gym to expand academic advising and create a study center.

Tri-venue sports center. The Tri-Venue project has been on the drawing board at CSUB Athletics for many years. The facility would connect three of the competition facilities and would provide each with space that would create a distinct recruiting advantage for the six teams that use the three facilities (men and women's swimming, water polo, men and women's soccer, and softball) as described in Chapter 3. Chapman University, in Southern California, constructed a multi-venue support facility that included stadium seating on two sides for the soccer field and the pool. Below, the facility provides restrooms, concessions, ticketing, and other team services. Cost of the complex was \$25.3 million in 2008. (Architectural Showcase 2009, 2009) A facility like this would be an exciting improvement for the pool and the soccer and softball fields. In addition to recruiting features, a similar facility would greatly enhance the fan experience across the three venues.

Construction of new tennis complex. A new tennis facility would greatly increase CSUB's ability to recruit top athletes in the sport and engage more fans in the community. Currently, there are no fan amenities adjacent to the Sally Ann Silva tennis courts. Seating and concessions are not available, the facility lacks scoreboards and there are no restrooms in the immediate area. Cost of this improvement is unknown.

Needs to Engage Community and Fans

Engaging the community and CSUB Athletics fans is an important part of maintaining financial support of the teams. State funding for CSUB Athletics continues to decline, making community support more important than ever. The facilities in this section would provide an exceptional fan experience but would require financial support from the community that CSUB wishes to engage. All improvements on this scale ensure that CSUB is meeting Division I standards and are in the best position to attract top student-athletes and fans to the University.

Icardo Center expansion. Expansion of the Icardo Center could bring men's basketball back to campus, providing the team with the home court advantage they enjoyed in the 1990s. Expansion of existing facilities at Stanford and Wichita State cost approximately \$25 million and, if an expansion of this scope were to take place on the CSUB campus, could provide the coaches with recruiting assets that rival some of the top institutions in the country – especially those who feature basketball as their marquee sport. New seating on the north and south ends and expanded bowl seating on the east end of the building would create an exceptional facility for fans with seating that is close to the court and the action.

Additional phases for Hardt Field. Costs for the next phase of Hardt Field construction are still being evaluated. Stadium style seating facing the field with services below is being planned. The services would include an aesthetically pleasing entry point for fans including ticketing, concessions and permanent restrooms that would create a positive fan environment.

Softball stadium conversion. Similarly, converting the CSUB Softball complex from bleacher seating to stadium seating would improve the fan experience greatly. Expansion on a similar scale at Arizona State and UNLV cost \$2-3 million as described in Chapter 3. A stadium style facility allows for the space needed to accommodate all fans and student-athletes from both

the home and visiting teams. A first-class softball stadium would be attractive to potential recruits and fans.

Construction of third pool with diving platform. Space for a third pool was included in the original design of the Hillman Aquatics Center. The third pool should include and accommodate a 10-meter diving platform. This project could create revenue opportunities for the University to host major swimming events, however, aquatics facilities are expensive to maintain. Cost estimates for the third pool have not been updated since the construction of the facility and no similar facility improvements were found for comparison.

Challenges

Two major challenges related to facilities expansion at CSUB are the ability to secure funding in an unstable economic environment and navigating the State's prescriptive requirements for construction on the CSUB campus.

The economy has faced substantial challenges in recent years leaving funding resources unpredictable. Due to massive deficits in the State's budget, it is unlikely that CSUB will receive State funding for new construction or major renovations of the athletics facilities in the foreseeable future (M. Neal, personal communication, November 13, 2009). Minor capital improvements for projects valued at \$400,000 or less may be requested, but these funds are limited and are allocated only to the 23-campus, system-wide priorities (Capital Outlay Program, 2010/2011, 2009). Non-state funding would be required to pursue the type of expansion and improvements needed. Non-state funding comes in many forms; however, the most likely source for CSUB Athletics is private donations or public-private partnerships. Securing private donations for athletics projects in an unstable economy will take time. Public-private

partnerships must also be funded and then approved by the California State University (CSU) Board of Trustees, which requires that the projects serve a purpose for and fit within the mission of the University. Additionally, non-state funded projects must demonstrate the ability to finance the construction phase of the project as well as the ability to financially support and maintain the facility in the future through secured endowments or revenue-generating capabilities (M. Neal, personal communication, November 13, 2009).

The State of California has extremely prescriptive guidelines for construction projects on State property. Navigating the process requires substantial investment of campus human resources and may frustrate private industry due to strict CSU construction standards, for example, the requirement of prevailing-wage for labor or rigorous seismic reviews that are not required in private industry (M. Neal, personal communication, November 13, 2009).

Despite the challenges, CSUB Athletics and the University must continue to seek out opportunities for new and improved facilities. CSUB has proven the ability to secure a number of private investments for facilities on the CSUB campus (Dezember Leadership Center, Icardo Center) in the University's short history. Additionally, the community has shown its willingness to support CSUB Athletics in the move to Division I through the initial \$6 million fundraising campaign and projects such as Hardt Field.

CHAPTER 5

Summary

It is in the nature of those who participate in athletics competition to seek greatness. To be the best, coaches and athletics programs must do all they can to attract top athletes and competitors to their organizations. Facilities play a large role in the recruitment of potential student-athletes to a university's athletics program and CSUB's facilities are in great need of improvement and expansion in order to attract top-tier recruits. Goals to enhance facilities dovetails perfectly with CSUB's vision for the future – to seek excellence and to be the best in the CSU in all areas (Our Vision, 2009).

For CSUB Athletics, there is a wide range of needs for the facilities. Costs range from minor upgrades to multi-million dollar construction projects. Priorities will vary based on availability of funding and opportunities for immediate and substantial impact. Some projects are required due to safety issues and minimum standards required to compete at the NCAA Division I level. Others place CSUB in a position to provide recruiting advantage and will offer an exceptional experience for the student-athletes, staff, coaches, and fans. All improvements will take Roadrunner Athletics into the next decade better equipped to recruit the best student-athletes and field better teams.

Attaining these goals will not be easy. Economic challenges and the difficulty of funding at the level needed will require significant efforts by many and it will take time. Despite the challenges, CSUB must continue to focus on the needed improvements and making them a reality. The payoff will be a first-class athletics program that will bring notoriety to the university and increase interest in the campus. This may lead to a stronger bond with the

community and alumni, increased opportunities with donors and financial supporters, increasing the University's ability to meet its goals and objectives.

Conclusion

Recommendations for improvement are detailed in Chapters 3 and 4. However, the improvement of CSUB Athletics facilities is a project that will take many years and significant efforts to complete. The recommendations in Chapter 4 make the assumption that the improvement projects will have a high level of priority across all areas of the campus and that funding will be secured. Good planning along with cooperation and teamwork among campus staff will be vital to the success of the projects.

An important step will be to create a detailed account of the needs through diverse committees. Evaluations of each of the facilities are made each day through constant use; however, further investigation must be done on each of the needs to establish costs and timelines associated with each project. In addition to understanding the financial obligation required, it is important to identify factors such as, "will the facility need to be closed during improvements or installations?" and "how long will the project take?" as well as "will alternate facilities need to be secured during construction?"

It will take many participants to further prioritize the projects. The goals of the teams, the Athletics Department, and the University, as well as the immediacy of the needs are all important. There must be an understanding that projects with a lower priority may be easier to fund, therefore accelerating the timeline for completion.

A comprehensive fundraising plan associated with the collective projects should be developed that includes venue specific plans for naming and recognition of donors. Putting the

plans on paper with drawings and renderings may inspire the community to make these improvements possible. This effort will require support from CSUB University Advancement staff, the CSU Bakersfield Foundation Board and campus administration to be successful.

It will be necessary to form affinity groups consisting of people in the community who are committed to obtaining support, assisting in the process to research grant opportunities and other financial partnerships, and to secure funding. Again, all participants must be willing to review and adjust priorities as funding becomes available. Through long-term commitment to the enhancement of CSUB and Roadrunner Athletics, obtaining first-class facilities and attracting first-class student-athletes will prove to be a rewarding endeavor.

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