

NCAA Football Bowl Subdivision Athletic Directors

If a person has an interest in working as an athletic director for an NCAA Football Bowl Subdivision (FBS) school (formerly Division I-A), a lot can be learned from examining the educational backgrounds and previous work experiences of current athletic directors. To conduct this analysis, information was gathered on every athletic director from schools in the Pac-10 and Big Ten conferences as of April 2008. The Pac-10 and the Big Ten represent 2 of the 11 college athletic conferences that compete at the NCAA Football Bowl Subdivision level. In total, 21 athletic directors are analyzed in this chapter, providing an indication of the general make-up of current athletic directors working at NCAA Football Bowl Subdivision schools.

Tables 55-1 and 55-2 list the educational background and work experience of the 10 Pac-10 and 11 Big Ten athletic directors, respectively. These individuals represent the highest leadership position in each school's athletic department.

To better understand the organizational context of the athletic director position, Chapter 61 provides example organizational charts for college athletic departments. Reviewing these charts provides insight into how schools structure their athletic departments, including what positions report directly to the athletic director and how the athletic director reports to the school's administrative offices (such as a university's president or chancellor). In addition, Section 5 provides information on the common job requirements, duties, and responsibilities for athletic directors. An actual job announcement for an athletic director position at a Football Bowl Subdivision school can be found in Chapter 73, and an Athletic Director "Position Spotlight" also can be found in Chapter 73. Reviewing this information will help you to understand the job of an athletic director at the FBS level.

Athletic directors at the Division III level have been analyzed in a separate career section. This information can be found in Chapter 56.

BACKGROUNDS OF NCAA FOOTBALL BOWL SUBDIVISION ATHLETIC DIRECTORS

What is the current make-up of athletic directors in the Pac-10 and Big Ten? The following analysis provides some insight into answering this question.

How many FBS athletic directors had a significant athletic career?

- 13 of the 21 FBS athletic directors played sports at the collegiate level. This represents almost 62% of the group.
- Of the 13 FBS athletic directors who participated in college athletics, two went on to play professional football in the NFL (Murphy and Garrett).
- Although it is not a job *requirement* to have previous playing experience at the college level, such playing experience does seem to provide some benefit to people looking to work in college athletics. This benefit may come from firsthand knowledge gained during the person's athletic playing career, or it may come from networking opportunities with coaches, college administrators, and alumni.

Table 55-1 Career Tracks: Pac-10 Conference Athletic Directors (As of April 2008)

<p>School: University of Arizona</p> <p>Athletic Director: Jim Livengood¹</p> <p>Education: Undergraduate: Washington State, Everett Community College and Brigham Young University (Physical Education) Graduate: Central Washington University</p> <p>Career Path</p> <p><i>High School Teaching and Coaching Career:</i> Was a teacher and coach at Moses Lake High School (WA) in 1968–1969; assistant football coach and head track coach.</p> <p>Was a teacher, head football coach, and head basketball coach at Oroville High (WA) from 1969 to 1972.</p> <p>Was athletics director, head football and basketball coach, and counselor at Ephrata High (WA) from 1972 to 1980.</p> <p><i>Washington State University:</i> Washington State hired Livengood as its Cage Camp director in 1980–1981, and promoted him to assistant athletics director in charge of Cage Camp and high school relations in 1981–1982.</p> <p>Was associate athletics director responsible for development and public relations from 1982 to 1985.</p> <p><i>Southern Illinois University:</i> Became director of athletics at Southern Illinois University from 1985 to 1987.</p> <p>Also served as president of the Gateway Conference in 1986–1987.</p> <p><i>Washington State University:</i> Rehired by Washington State as athletics director in September 1987.</p> <p><i>University of Arizona:</i> Named athletic director at Arizona in 1994.</p> <p>Notes: Earned honorable mention all-state honors in basketball at Quincy High School. Served as of National Association of Collegiate Directors of Athletics (NACDA) president in 1998–1999.</p>	<p>School: Arizona State University</p> <p>Athletic Director: Lisa Love²</p> <p>Education: Undergraduate: Texas Tech University (Physical Education) Graduate: University of North Texas (Education Administration)</p> <p>Career Path</p> <p><i>High School Volleyball Coach:</i> Compiled a 79–40 record as head coach at Bowie High School in Arlington, Texas (1978–1982).</p> <p><i>University of Texas at Arlington:</i> Head women’s volleyball coach from 1982 to 1988 at Texas Arlington.</p> <p><i>University of Southern California:</i> Served as head women’s volleyball coach (1989–1998) and administrator (1991–2005).</p> <p>After leaving the coaching ranks following the 1998 season, devoted herself full time to administration, eventually ascending to the position of senior associate athletic director in 2002.</p> <p><i>Arizona State University:</i> Named Arizona State’s vice president for university athletics (athletic director) in April 2005.</p> <p>Four-year volleyball starter and an all-region performer at Texas Tech.</p> <p>Notes: Member of the Texas Tech University and Texas Arlington athletic Halls of Fame as a volleyball player.</p>
<p>School: California University</p> <p>Athletic Director: Sandy Barbour³</p> <p>Education: Undergraduate: Wake Forest University (Physical Education) Graduate: University of Massachusetts (Sport Management); Northwestern University (MBA)</p> <p>Career Path</p> <p><i>University of Massachusetts:</i> Began as a field hockey assistant coach and lacrosse administrative assistant at UMass in 1981.</p> <p><i>Northwestern University:</i> Between master’s degree programs, Barbour served as assistant field hockey and lacrosse coach at Northwestern from 1982 to 1984. She also held the position of director of recruiting services during that period.</p> <p>Promoted to assistant athletic director for intercollegiate programs in 1984, a position she held until 1989.</p> <p><i>FOX Sports Net:</i> Worked in programming and production for FOX Sports Net in Chicago during the summer of 1990.</p> <p><i>Tulane University:</i> In 1991, was recruited to Tulane as an associate athletic director.</p> <p>Appointed Tulane’s athletic director in 1996; served in this capacity for 3 years.</p> <p><i>University of Notre Dame:</i> Hired as associate athletic director in 2000.</p> <p>Served as deputy director of athletics at Notre Dame from 2003 to 2004.</p> <p><i>California University:</i> Named Cal’s athletic director in September 2004.</p> <p>Notes: While attending Wake Forest, was a 4-year letterwinner and served as captain of the field hockey team. She also played two varsity seasons of women’s basketball.</p>	<p>School: University of Oregon</p> <p>Athletic Director: Pat Kilkenny^{4,5}</p> <p>Education: Attended the University of Oregon as an undergraduate, but did not receive a degree.</p> <p>Career Path</p> <p><i>Central West/Puritan Insurance Company:</i> Initiated his career in business as western regional manager of Central West/Puritan Insurance Company (a subsidiary of General Electric Credit Corp.) from 1974 to 1979.</p> <p><i>The Managing General Agency:</i> Became president of The Managing General Agency in Seattle in 1980; sold the insurance business 4 years later to purchase Arrowhead.</p> <p><i>Arrowhead General Insurance:</i> Served as chairman and chief executive officer of the San Diego–based Arrowhead General Insurance Agency (1984–2006); sold the company in 2006.</p> <p><i>University of Oregon:</i> Hired as the school’s athletic director in February 2007, despite possessing no college athletics administration experience.</p> <p>Notes: Served on the University of Oregon’s athletic department advisory board and the board of trustees for the University of Oregon Foundation.</p> <p>Served on the University of California San Diego’s athletic advisory board and the San Diego State University athletic director’s cabinet.</p> <p>Currently serves on the board of directors of the San Diego International Sports Council.</p>

1. Mr. Jim Livengood. (n.d.). Retrieved November 9, 2007, from <http://www.arizonaathletics.com/sport/page.aspx?id=1272>.

2. Lisa Love Profile. (n.d.). Retrieved November 9, 2007, from http://thesundevils.cstv.com/genrel/love_lisa00.html.

3. Sandy Barbour Profile. (n.d.). Retrieved November 9, 2007, from http://calbears.cstv.com/genrel/barbour_sandy00.html.

4. Athletic Director Pat Kilkenny. (n.d.). Retrieved November 9, 2007 from http://www.goducks.com/ViewArticle.dbml?DB_OEM_ID=500&KEY=&ATCLID=885642.

5. Andrews, L. (2007, Mar. 14). The New Face of Oregon Athletics. *Oregon Daily Emerald*. Retrieved November 9, 2007, from <http://media.www.dailyemerald.com/media/storage/paper859/news/2007/03/14/News/The-New.Face.Of.Oregon.Athletics-2775266.shtml>.

Table 55-1 Continued

School: Oregon State University
Athletic Director: Bob De Carolis⁶
Education: Undergraduate: Bloomsburg State College (Business Education)
 Graduate: University of Massachusetts (Sport Management)
Career Path
Bloomsburg State College: Served as an assistant coach in baseball and football from 1976 to 1978.
University of Michigan: Started his Michigan career in 1979 as an administrative assistant.
 Promoted to assistant business manager in 1980.
 In addition to his assistant business manager duties, was also named the head softball coach; he held this position until 1984.
 Promoted to business manager in 1983.
 In 1987, promoted to assistant athletic director for business.
 Named associate athletic director for internal operations in 1990.
 His title and duties were expanded again in 1994, when he was named senior director for financial operations.
 In 1996, was named senior associate athletic director and became responsible for all athletic facilities and venues.
Oregon State University: Joined the OSU staff in 1998 as associate athletic director of internal operations
 Promoted to senior associate athletic director in 1999.
 Appointed to the position of athletic director in 1999.
Notes: During his undergraduate days at Bloomsburg, De Carolis was a 2-year letterwinner in football and baseball from 1973 to 1975.

School: Stanford University
Athletic Director: Bobby Bowlsby^{7,8}
Education: Undergraduate: Moorhead State University
 Graduate: University of Iowa
Career Path
University of Northern Iowa: Served as assistant athletic director for facilities.
 Worked his way up to the athletic director position; served in this capacity from 1984 to 1991.
University of Iowa: Hired as the school's athletic director in 1991; spent nearly 15 years in this role at Iowa.
Stanford University: Named the Jaquish & Kenninger director of athletics at Stanford University in April 2006.
Notes: Wrestled at Moorhead State University.

School: UCLA
Athletic Director: Daniel Guerrero^{9,10}
Education: Undergraduate: UCLA
 Graduate: Cal State Dominguez Hills (Public Administration)
Career Path
Cal State Dominguez Hills: Took an unpaid position as Cal State Dominguez Hills' associate athletic director in 1982.
 Led the program to national prominence while serving as athletic director from 1988 to 1992.
University of California-Irvine: Served as athletic director from 1992 to 2002.
UCLA: Appointed athletic director at UCLA in 2002.
 Played second base in the Bruin baseball program for 4 years.
Notes: Inducted into the UCLA Baseball Hall of Fame in 1996.

School: University of Southern California
Athletic Director: Michael Garrett^{11,12}
Education: Undergraduate: University of Southern California (Sociology). Law School: Western State University College of Law
Career Path
NFL Playing Career: Played 8 seasons (1966–1973) in the NFL with the Kansas City Chiefs and San Diego Chargers.
Post-Playing Career: Following his NFL career, had a variety of experiences, including working for the San Diego district attorney's office; holding management positions in the retail, construction, and real estate industries; and doing color commentary on USC football telecasts.
Great Western Forum: Worked as director of business development.
University of Southern California: Returned to USC as associate athletic director in December 1990.
 Named USC's athletic director in 1993.
Notes: A football star as a student, was a two-time All-American and set 14 NCAA, conference, and USC records.
 In 1965, became USC's first Heisman Trophy winner.
 In 1985, was inducted into the National Football Foundation's College Football Hall of Fame.
 Ran for Congress (1982) and San Diego City Council.

6. Bob De Carolis. (n.d.). Retrieved November 9, 2007, from http://www.nmnathletics.com/ViewArticle.dbml?&SPSID=25034&SPID=1968&DB_OEM_ID=4700&ATCLID=130561.
 7. Bob Bowlsby, the Jaquish and Kenninger Director of Athletics. (n.d.). Retrieved November 9, 2007, from <http://gostanford.cstv.com/school-bio/stan-athdir.html>.
 8. Smith, M. (2006, Apr. 26). Cardinals Hire Iowa AD Bowlsby. *San Francisco Chronicle*. Retrieved November 9, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2006/04/26/SPGCRIFVJ1.DTL>.
 9. Daniel G. Guerrero Profile. (n.d.). Retrieved November 9, 2007, from http://uclabruins.cstv.com/genrel/guerrero_danielg00.html.

10. King, D. (2002, May 20). Courting Success: Incoming UCLA Athletic Director Dan Guerrero Returns to His Alma Mater Intent on Maintaining Its Level of Excellence While Defending Its Graduation Rate. *Los Angeles Business Journal*. Retrieved November 9, 2007, from http://findarticles.com/p/articles/mi_m5072/is_20_24/ai_91092124.
 11. Michael Garrett Athletic Director. (n.d.). Retrieved November 9, 2007, from <http://www.usc.edu/about/administration/senior/garrett.html>.
 12. Berkowitz, K. (2003, Mar. 20). Winning Ways: USC A.D. Mike Garrett Talks with Athletic Management Magazine about His Strategies for Success. *Athletic Management*. Retrieved November 9, 2007, from <http://usctrojans.cstv.com/genrel/032003aaa.html>.

Table 55-1 Continued

<p>School: University of Washington Athletic Director: Todd Turner^{13,14} Education: Undergraduate: University of North Carolina (Religion) Graduate: Ohio University (Sports Administration) Career Path <i>University of Virginia:</i> Began his career at Virginia, holding positions such as athletic ticket manager, sports information director, director of sports promotions, and associate athletic director. Spent 11 years at UVA. <i>University of Connecticut:</i> Hired by UConn as the school's athletic director; served in this capacity from 1987 to 1990. <i>North Carolina State University:</i> Hired by NC State in 1990; served as the school's athletic director until 1996. <i>Vanderbilt University:</i> In 1996, accepted Vanderbilt's athletic director position, a job he held until 2003. <i>University of Washington:</i> Hired as Washington's athletic director in June 2004.</p>	<p>School: Washington State University Athletic Director: Jim Sterk¹⁵ Education: Undergraduate: Western Washington University (Physical Education and Business Education) Graduate: Ohio University (Sports Administration) Career Path <i>University of North Carolina:</i> In 1986, held an internship, working as the assistant to the director of ticket operations. <i>University of Maine:</i> Started as assistant business manager and ticket manager in 1987–1988. Promoted to director of athletic services in 1988–1989. From 1989 to 1990, worked as the assistant athletic director for finance. <i>Seattle Pacific University:</i> From 1990 to 1991, served as associate athletic director. <i>Tulane University:</i> Hired as associate athletic director for administration and external affairs in 1991. In 1992, promoted to senior associate athletic director and executive director of the Green Wave Club (the school's fundraising organization). <i>Portland State University:</i> From 1995 to 2000, served as the school's athletic director. <i>Washington State University:</i> Hired as WSU's athletic director in 2000. Notes: In high school, earned varsity letters in football, basketball, baseball, and track. At Western Washington University, earned four varsity letters in football and one in basketball; was the football team captain, team MVP, and all-district first team as a senior in 1977.</p>
<p>13. Todd Turner Profile. (n.d.). Retrieved November 9, 2007, from http://gohuskies.cstv.com/genrel/turner_todd00.html. 14. Turner resigned from his position at the University of Washington in January 2008, but was included in this study because no full-time replacement has been found prior to this study. 15. James (Jim) Sterk Profile. (n.d.). Retrieved November 9, 2007, from http://wsucougars.cstv.com/genrel/sterk_jamesjim00.html.</p>	

How many FBS athletic directors have coaching experience?

- 10 of the 21 FBS athletic directors (47%) have coaching experience:
 - Five ADs (Barbour, DeCarolis, Phillips, Smith, and Curley) have college coaching experience.
 - Two ADs (Maturi and Livengood) have high school coaching experience.
 - Three ADs (Guenther, Alvarez, and Love) have both high school and college coaching experience.
 - At least 7 of the 10 former coaches were also collegiate athletes (included above).

What type of education do FBS athletic directors have?

- Twenty of the 21 FBS athletic directors completed a 4-year, undergraduate program. Majors included physical education, business education, sociology, religion, behavioral science, mass communication, government, business administration, and industrial management. The diversity in degrees indicates athletic directors can come from a variety of educational backgrounds.

- None of the 21 FBS athletic directors completed a sport management undergraduate program; however, at least 6 ADs received a degree in physical education.
- Seventeen of the 21 FBS athletic directors completed at least one graduate program, while three ADs (Barbour, Hollis, and Martin) completed two graduate programs. Graduate degrees were received in areas including education administration, sport management, business administration, public administration, athletic administration, economics, counselor education, and industrial relations. Note that the degrees are applicable to athletics and administration in some way.
- At least 5 of the 17 FBS athletic directors receiving graduate degrees completed a sport management graduate program (Barbour, De Carolis, Turner, Sterk, and Greenspan).

It is important to note, graduate school can be used to refine one's educational background to meet the needs/requirements of an athletic director. A growing number of institutions require or prefer the school's athletic administrators to hold graduate degrees. Consequently, the large number of athletic directors who hold graduate degrees reflects the general requirements commonly found in college athletics.

Table 55-2 Career Tracks: Big Ten Conference Athletic Directors (As of April 2008)

School: University of Illinois
Athletic Director: Ron Guenther¹
Education: Undergraduate: University of Illinois (Physical Education)
 Graduate: University of Illinois (Administration)
Career Path
High School Teacher and Football Coach:
 Began career as a teacher and coach for two suburban Chicago high schools.
Boston College:
 Landed a job as an offensive line coach at Boston College; worked in this capacity from 1971 to 1974.
North Central College:
 Moved on to North Central College, where he spent 8 years (1975–1983); positions included director of admissions, associate head football coach, and vice president of development and public affairs.
University of Illinois:
 From 1983 to 1987, served as assistant athletic director for Chicago operations.
 Spent 3 years working as associate athletic director for development.
 From 1988 to 1989, served as interim director of athletics for external operations.
 Worked 2 years with the University of Illinois Foundation as director of major gifts.
 Named University of Illinois athletic director in May 1992.
Notes: Played football while attending Illinois, lettering in 1965 and 1966. Team MVP in 1966.

School: Indiana University
Athletic Director: Rick Greenspan²
Education: Undergraduate: University of Maryland (Behavioral Science)
 Graduate: Idaho State University (Physical Education with an Athletics Administration Emphasis)
Career Path
Universities of Wisconsin and New Hampshire:
 At the beginning of his career, held positions in physical education and recreational sports at the University of Wisconsin at Milwaukee and the University of New Hampshire.
University of California at Berkeley:
 Was at the University of California at Berkeley for 8 years, where he was associate athletics director for external affairs and also served as acting athletics director for 1 year.
University of Miami (FL):
 Spent 1 year as senior associate athletics director at the University of Miami.
Illinois Southern University:
 Appointed director of athletics at Illinois Southern University in 1993; worked there until 1999.
West Point Academy:
 Served as director of athletics at West Point from 1999 to 2004.
Indiana University:
 Hired as athletics director in September 2004.
Notes: Played baseball while attending the University of Maryland; 4-year letter winner.

School: University of Iowa
Athletic Director: Gary Barta³
Education: Undergraduate: North Dakota State University (Mass Communication and Broadcast Journalism)
Career Path
North Dakota State University:
 Began his career at NDSU in 1988 as an associate director of development and later became the director of development.
 During his time at NDSU, worked as a sportscaster for WDAY radio/television in Fargo, ND.
University of Northern Iowa:
 Served as director of athletic development and external relations at the UNI from 1990–1996.
University of Washington:
 From 1996 to 2003, served as Washington’s senior associate athletic director for external relations and sports programs.
University of Wyoming:
 Worked as the school’s athletic director from 2003 to 2006.
University of Iowa:
 Hired as University of Iowa athletic director in August 2006.
Notes: Played as option quarterback for North Dakota State Bison football squads that won the Division II NCAA National Championship in 1983, 1985, and 1986.

School: University of Michigan
Athletic Director: Bill Martin⁴
Education: Undergraduate: Wittenberg University
 Graduate: University of Stockholm, Sweden (Economics); University of Michigan (MBA)
Career Path
First Martin Corporation:
 In 1968, he founded First Martin Corp., a diversified real estate construction, development, and management firm.
Bank of Ann Arbor:
 Founder and chairman of the board of Bank of Ann Arbor.
Washtenaw Land Conservancy:
 Served as president of the Washtenaw Land Conservancy.
United States Sailing Foundation and Association:
 Served as president of the United States Sailing Foundation, as well as the U.S. Sailing Association, the national governing body of the sport, from 1988 to 1991.
United States Olympic Committee:
 Served as the president of the U.S. Olympic Committee, after having served on its board of directors for 8 years.
University of Michigan:
 In February 1999, was one of four members of a committee appointed by former University of Michigan President Lee Bollinger to review the financial management of the athletic department.
 Appointed interim director of intercollegiate athletics in March 2000. Named the permanent athletic director in August 2000.
Notes: Currently on the board of directors for the U.S. Olympic Foundation, National Football Foundation, and College Hall of Fame, Inc. Received the U.S. Olympic Committee General Douglas MacArthur Award, the organization’s highest award, honoring his leadership as acting president of the USOC.

1. Miller, S., and Burson, D. (2006). 2005–2006 Illinois Women’s Golf Media Guide, p. 22. Retrieved November 9, 2007, from http://grfx.cstv.com/photos/schools/ill/sports/w-golf/auto_pdf/06_wgolf.pdf.
 2. Hoosier Athletics: Rick Greenspan Profile. (n.d.). Retrieved November 9, 2007, from http://iuhosiers.cstv.com/genrel/greenspan_rick00.html.

3. Administration: Director of Athletics Gary Barta. (n.d.). Retrieved November 9, 2007, from <http://hawkeyesports.cstv.com/administration/athletic-director.html>.
 4. William C. Martin: Director of Intercollegiate Athletics. (n.d.). Retrieved November 9, 2007, from http://www.mgoblue.com/document_display.cfm?document_id=3065.

Table 55-2 Continued

<p>School: Michigan State University Athletic Director: Mark Hollis⁵ Education: Undergraduate: Michigan State University Graduate: University of Colorado (MBA) Career Path <i>Western Athletic Conference:</i> Hired out of Michigan St. in 1985 as an administrative assistant and rose to the level of assistant commissioner. <i>University of Pittsburgh:</i> Worked as an assistant and then later an associate athletic director. Oversaw Pitt's operations for external affairs, game day management, and university facilities. Also managed logistics and budgets of basketball and football programs. <i>Michigan State University:</i> Returned to Michigan State in 1995 to oversee the department's external affairs, which includes marketing, community relations, media relations, broadcasting, and corporate sponsorship Named athletic director in September 2007, and officially assumed duties on January 2008. Notes: Worked as a basketball team manager while an undergrad at Michigan State. Named 2002 National Marketer of the Year by the National Association of Collegiate Marketing Administrators.</p>	<p>School: University of Minnesota Athletic Director: Joel Maturi⁶ Education: Undergraduate: University of Notre Dame (Government) Graduate: University of Wisconsin-Platteville (Educational Administration) Career Path <i>High School Coach:</i> Started out coaching football, basketball, baseball, and track and field for 19 years at Edgewood High School in Madison, Wisconsin. <i>University of Wisconsin:</i> Began a 9-year career in the University of Wisconsin athletic department in 1987. From 1992 to 1996, served as associate director of athletics. <i>University of Denver:</i> Moved to DU as the athletic director in 1996; worked in this capacity until 1998. <i>Miami University of Ohio:</i> Hired by Miami University of Ohio as the school's athletic director in 1998; worked there until 2002. <i>University of Minnesota:</i> Named athletic director at Minnesota in 2002. Notes: Inducted into the Wisconsin Basketball Hall of Fame in 1992 (for his distinguished coaching career).</p>
<p>School: Northwestern University Athletic Director: Jim Phillips⁷ Education: Undergraduate: University of Illinois Graduate: Arizona State University (Masters in Education) Doctorate: University of Tennessee (Educational Administration) Career Path <i>University of Illinois:</i> Worked as a student assistant for Illinois Athletic Department as an undergrad. <i>Arizona State University:</i> In 1990 he joined the Arizona State basketball coaching staff as a restricted earnings coach. <i>University of Tennessee:</i> Joined the University of Tennessee Athletic Department where he acted as an assistant athletic director for development. <i>University of Notre Dame:</i> Hired by Norte Dame in 2000 as an associate athletic director. He was later promoted to senior associate director of athletics for external affairs, handling development, sponsorships, and ticketing. <i>Northern Illinois University:</i> Named athletic director of Husky athletics beginning in 2004, where he served until he was hired by Northwestern. <i>Northwestern University:</i> Hired as athletic director in 2008. Notes: Member of the NCAA Women's Basketball Committee.</p>	<p>School: Ohio State University Athletic Director: Gene Smith⁸ Education: Undergraduate: University of Notre Dame (Business Administration) Career Path <i>University of Notre Dame:</i> Following graduation, joined the Notre Dame coaching staff under Dan Devine and remained in that capacity until 1981. <i>IBM:</i> Left Notre Dame following the 1981 season to accept a marketing position with IBM. <i>Eastern Michigan University:</i> Returned to college athletics in April 1983 as assistant athletic director at Eastern Michigan University. In 1985, he was appointed as interim director of athletics. Was awarded the director position on a full-time basis in 1986. <i>Iowa State University:</i> In 1993, he was named athletics director at ISU. <i>Arizona State University:</i> Moved to ASU in 2000, as the school's athletic director. <i>Ohio State University:</i> Hired as Ohio State's athletic director in March 2005. Notes: Attended Notre Dame on a football scholarship and played 4 years as defensive end. Past president of the National Association of Collegiate Directors of Athletics (NACDA) and was that organization's first African American president. In total, he has over 23 years of AD experience.</p>

5. Mark Hollis Named MSU Athletics Director-Designate. (2007, Sep. 12). *MSUSpartans.com*. Retrieved April 25, 2008, from <http://msuspartans.cstv.com/genrel/091207aab.html>.
6. Athletics Director Joel Maturi. (n.d.). Retrieved November 9, 2007, from http://www.gophersports.com/ViewArticle.dbml?DB_OEM_ID=8400&KEY=&ATCLID=293874.

7. Jim Phillips Profile. (n.d.). Retrieved April 2, 2008, from <http://nusports.cstv.com/school-bio/nw-athdir.html>.
8. Gene Smith: Director of Athletics. (n.d.). Retrieved November 9, 2007, from http://www.ohiostatebuckeyes.com/ViewArticle.dbml?&DB_OEM_ID=17300&ATCLID=1051911.

Table 55-2 Continued

<p>School: Penn State University Athletic Director: Tim Curley⁹ Education: Undergraduate: Penn State University (Health and Physical Education) Graduate: Penn State University (Counselor Education) Career Path <i>Penn State University:</i> Served a year as a graduate assistant coach while pursuing his master’s degree. Named the Nittany Lions’ first full-time football recruiting coordinator in 1978. In 1981, was named assistant to the athletic director. Named director of athletics in December 1993. Notes: Played basketball and football at State College Area High School. Walked on as a football player at Penn State, only to have his career cut short by injuries. In 2007, served as president of the National Association of Collegiate Directors of Athletics (NACDA).</p>	<p>School: Purdue University Athletic Director: Morgan Burke¹⁰ Education: Undergraduate: Purdue University (Industrial Management) Graduate: Purdue University (Industrial Relations) Law School: John Marshall Law School Career Path <i>Inland Steel Company:</i> Pursued a successful career with Inland Steel Co. after law school, moving through 13 positions in an 18-year span. Was vice president when he departed Inland Steel. <i>Purdue University:</i> Named athletics director in January 1993.</p>	<p>School: University of Wisconsin Athletic Director: Barry Alvarez¹¹ Education: Undergraduate: University of Nebraska Graduate: University of Nebraska Career Path <i>High School Coach:</i> Coaching career began at the high school level, serving as an assistant at Lincoln (NE) Northeast High from 1971 to 1973. Took over as head coach at Lexington (NE) High from 1974 to 1975. Last prep coaching stop was at Mason City (Iowa) High where he was head coach from 1976 to 1978. <i>University of Iowa:</i> Hired as an assistant coach in 1979. <i>University of Notre Dame:</i> Left Iowa after the 1986 season to become linebackers coach at Notre Dame. Promoted to defensive coordinator and then again to assistant head coach. <i>University of Wisconsin:</i> Hired as head football coach of the Badgers in 1990. Added administrative duties to his job description in 2000 when he was named associate athletic director. Performed dual coaching and athletic director duties in 2004 and 2005. Following the 2005 season, stepped down as Wisconsin’s football coach; maintained AD position. Notes: Starred as a prep linebacker and went on to play at Nebraska (1965–1967). The 1993 National Coach of the Year, Alvarez is a two-time (1993 and 1998) Big Ten Conference Coach of the Year.</p>
<p>9. Tim Curley Profile. (n.d.). Retrieved November 9, 2007, from http://gopsusports.cstv.com/genrel/curley_tim00.html.</p> <p>10. Athletics Director Morgan J. Burke. (n.d.). Retrieved November 9, 2007, from http://purduesports.cstv.com/school-bio/pur-morgan-burke.html.</p>	<p>11. Barry Alvarez. (n.d.). Retrieved November 9, 2007, from http://www.uwbadgers.com/bios/?staffid=100.</p>	

Two of the 21 FBS athletic directors (Burke and Garrett) completed law school:

- Burke obtained a graduate degree in addition to his law degree and was included in the graduate degree analysis above.
- Garrett obtained only a law degree.

How did the FBS athletic directors begin their careers?

- Subsequent to any collegiate playing career, the 21 FBS athletic directors began their careers in a variety of manners, as follows:
 - Ten ADs began in the coaching ranks:
 - Five ADs (Livengood, Love, Guenther, Maturi, and Alvarez) started out as high school coaches.
 - Five ADs (Barbour, De Carolis, Phillips, Smith, and Curely) started out as college coaches.

- Seven ADs (Bowlsby, Guerrero, Turner, Sterk, Greenspan, Hollis, and Barta) began in college athletics administration.
- Three ADs (Kilkenny, Martin, and Burke) started out in nonsports, business positions.
- Two ADs (Garrett and Murphy) started out as a professional football player in the NFL.

Do athletic directors have nonsports, business experience?

- Only 5 of the 21 FBS athletic directors appear to have experience outside of the sports industry:
 - Kilkenny, Mason, and Burke established themselves as business leaders before making the transition into college athletics administration. They hold the most extensive nonsports, business experience among the 21 athletic directors.

- Following his NFL playing career, Garrett worked outside of the sports industry.
- Smith worked for IBM for 2 years during his transition from college coach to college athletics administrator.

Although many business skills are transferable, extensive nonsports, business experience does not appear to be the likely path to an athletic director position.

The 21 FBS athletic directors also appear to have very little sport management experience outside of college athletics (i.e., experience working for professional teams, sports marketing agencies, etc.). Martin is the one exception, having worked for U.S. Sailing and the USOC.

How many colleges has the typical FBS athletic director worked for during his or her career?

- On average, each FBS athletic director has worked for 3.38 different colleges during his or her career. Greenspan and Sterk lead the pack, working for seven schools and six schools, respectively.
- The high number of average schools indicates a need to be mobile in order to advance one's career. For instance, if a person is ready to move from an assistant AD position to an associate AD position (or possibly even an AD position), this often requires a move to a school with an opening at that level.
- It appears that 5 of the 21 athletic directors (Kilkenny, Garrett, Martin, Curley, and Burke) have worked exclusively for only one college. With the exception of Curley, each of these individuals got into college athletics administration later in their career.

Do FBS athletic directors get more than one opportunity to be an athletic director?

- On average, each FBS athletic director has held two athletic director positions in his or her career. Turner, Greenspan, and Smith have each held four AD positions.
- Nine of the 21 FBS athletic directors have held only one AD position.
- Although almost half of the FBS athletic directors have held only one AD position, there does appear to be an opportunity to hold more than one AD position during one's career.

IS THERE A PATTERN IN THE CAREER TRACKS?

Four viable career tracks stand out from the analysis of the athletic directors—the “athlete” track, the “coach” track, the “business leader” track, and the “entry-level administration” track. There is also an important trend to note, which can appropriately be called the “alumni connection.”

The Athlete Track

At least 13 of the 21 athletic directors played sports at the collegiate level, and two of these individuals went on to play professionally. Each of these 13 athletes arrived at their athletic director positions in a different way, but the common connection of being an athlete is important.

During a person's college athletic playing career, one is able to witness firsthand how a college athletic department operates and to understand the challenges of being a student-athlete. A person with no such college playing experience will have to learn about duplicating this experience and knowledge. Therefore, college athletic administrators often look favorably at previous playing experience when looking to hire new employees. This can improve a former athlete's chances of landing a college athletic administration position (i.e., it can help get one's foot in the door).

In addition to valuable playing experience, college athletes are also likely to have stronger network connections than nonathletes. For example, an athlete may develop connections with his or her coach, members of the school's athletic administration, or prominent alumni. Such connections can play an important role in one's job search in college athletics.

It is important to note that 7 of the 13 athletes took coaching positions following their playing careers. Their playing experience likely aided in their pursuit of a coaching position. They then made a transition from coaching to college athletics administration. These individuals are included in a separate career track (the coach track), discussed in the following section.

If you are a former athlete, current athlete, or someone looking to follow the athlete career track, look at the career tracks of Greenspan, Barta, Bowsby, Guerrero, Garrett, and Sterk. Each provides an example of how an athlete can make the transition from athlete to college athletics administrator. In addition, the career tracks of Guenther, Smith, Curley, Alvarez, Love, Barbour, and De Carolis provide insight into how an athlete can transition first into coaching and then into college athletic administration.

The Coach Track

As noted previously, 10 of the 21 athletic directors have coaching experience at the college level, high school level, or both. Although at least seven of these coaches also were athletes prior to becoming a coach (see the athlete track in the previous section), their coaching experience is significant enough to warrant a separate coach career track.

One's coaching experience is likely to play a significant role in the pursuit of a career in college athletics administration for a number of reasons. For example, the experience of working hands on with athletes, assistant coaches, and college athletic administrators can be invaluable. Another reason may be the transferability of leadership skills that are

required of both a successful coach and an athletic director. A coach is also likely to have strong network connections to college athletics, which can aid in one's transition into an administrative position. To some extent, the 10 former coaches turned athletic directors likely utilized these aspects in starting their careers in college athletics administration.

The 10 coaches had a wide variety of coaching experiences ranging from a few years to 30+ years. Each of the 10 coaches was able to transition from a coaching position to a college administration position; however, each did so in a slightly different manner. For example, Livengood and Maturi had short-lived coaching careers and made the leap from high school coach to college athletic administrator. Following their coaching careers, they took entry-level positions in college athletics and worked their way up through the athletic departments of multiple schools (similar to the entry-level administration track described later in this chapter). In contrast, Mason and Alvarez had long, distinguished college coaching careers, and both made the transition from coach to college athletics administration later in their careers. For the most part, they started their careers in college athletics administration at a much higher level in comparison to Livengood and Maturi.

If you have coaching experience, or plan to follow the coaching track into college athletics administration, look at the career tracks of Livengood, Love, Barbour, De Carolis, Guenther, Phillip, Maturi, Smith, Curley, and Alvarez. Each provides a unique twist on the coach track, providing insight into how you might try to map your own career path.

The Business Leader Track

The business leader track represents an additional athletic director career track. Kilkenny, Martin, and Burke all obtained extensive experience outside of college sports and established themselves as business leaders. They then were able to make a transition from business leader to college athletics administrator. Each did so in a different manner, so if you are planning to follow the business leader career track, review these individuals carefully.

A business leader will typically have a strong connection with a particular school, and this connection may become an important factor in the person becoming the school's athletic director. This interest could result from a number of reasons; for example, the person could have previously attended the school, the person could live and/or work in the school's community, or the person could know the school's president, chancellor, and/or prominent alumni. Without the aid of previous athletic administration experience, collegiate playing experience, or coaching experience, a business leader is likely to rely on a connection and a strong and established business record to move into college athletics.



Sandy Barbour, director of athletics at the University of California-Berkeley, speaks at a recent National Association of Collegiate Directors of Athletics (NACDA) meeting. Sandy is one of the few female athletic directors of a Bowl Championship Series school.

The Entry-Level Administration Track

Only 2 of the 21 athletic directors (Turner and Hollis) followed a pure entry-level administration track, but the track is a viable path to an AD position, nonetheless. The entry-level administration track is one in which a person without playing or coaching experience obtains an entry-level position within a college athletic department. This person then works his or her way up through the ranks, eventually earning an athletic director position. This type of path requires a great deal of on-the-job training, which may be supplemented with a graduate school education. The person generally takes an entry-level position, such as an internship or a position in a ticket office, to get his or her foot in the door. They stick with it because they find the work to be enjoyable. Over time, they receive promotions, with the likely order of higher-level positions being assistant athletic director, associate athletic director, and then athletic director. Moving into higher positions may require the person to move from school to school to find suitable openings.

Former athletes and coaches, once they get their start in college athletics, may also follow a track similar to the entry-level administration track. They may use their playing/coaching experience to get their foot in the door, but once they are in, they start at the bottom of the athletic department and work their way up. In addition, it's quite possible their playing/coaching experience may result in a speedier ascent to higher positions within an athletic department. Livengood and Maturi are two examples of coaches who followed an entry-level administration track once they got their start in college athletics. Furthermore, Bowsby, Guerrero, Sterk, Greenspan, and Barta are all former athletes who followed their own variation of the entry-level administration track.

School Connections

Although not constituting a career track in and of itself, the role that school connections play in a career should not be overlooked. Thirteen of the 21 athletic directors either currently work for or previously worked for the school from which they received their undergraduate or graduate education.

- Barbour began her career at the University of Massachusetts, from which she received her graduate degree.
- Kilkenny is the AD at Oregon, where he attended as an undergraduate student.
- Bowsby previously worked for the University of Iowa, from which he received his graduate degree.
- Guerrero is the AD at UCLA, from which he received his undergraduate degree. He also previously worked for Cal State Dominguez Hills, from which he received his graduate degree.
- Garrett is the AD at USC, from which he received his undergraduate degree.
- Guenther is the AD at Illinois, from which he received his undergraduate and graduate degrees.
- Barta began his career at North Dakota State, from which he received his undergraduate degree.
- Martin is the AD at Michigan, from which he received his graduate degree.
- Hollis is the current AD for Michigan State, from which he received his undergraduate degree.
- Smith began his career at Notre Dame, from which he received his undergraduate degree.
- Curley is the AD at Penn State, from which he received his undergraduate and graduate degrees.
- Burke is the AD at Purdue, from which he received his undergraduate and graduate degrees.
- Phillips coached at Arizona State while receiving his masters. Later he acted as an assistant athletic director at Tennessee while earning his PhD.

In total, eight athletic directors currently work for either their undergraduate or graduate alma mater. Additionally, eight athletic directors have previously worked for either their undergraduate or graduate alma mater.

The strong school connections for these athletic director career tracks are helped by the the networking opportunities created by attending an institution. It may be that these individuals used their time as students to develop personal connections with members of the athletic department or with important administrators and/or faculty members, and were able to call upon these connections when searching for a job. More importantly, it could be the school was interested in hiring one of its alums because of his or her knowledge of the school, their genuine interest in the institution, and the advantage of an alumnus or alumna in fundraising. Keep this in mind as you conduct your own job search. If you are a current student, use your time in school to develop network contacts that may aid in your future job search. A good place to start would be your school's athletic administrators, alumni, and faculty. If you are a former student, consider any job openings that your alma mater may have—you may have one important advantage.

CREATING YOUR OWN CAREER TRACK

Although the analysis of the 21 athletic director career tracks does not result in *one ideal* path toward an AD position, the four career tracks discussed in this chapter offer valuable insights for virtually anyone looking to become an athletic director. There is a track for athletes, a track for coaches, and a track for established business leaders. There is also the entry-level administration track, which can be followed by nonathletes and noncoaches. People in this track will increase their chances of success with a relevant graduate degree. The number of people in this track who become athletic directors may increase in the future. No matter what your starting point, if you aspire to become an athletic director at a major NCAA Football Bowl Subdivision school, look at the career tracks of the current athletic directors that most closely resemble your anticipated career path and use this knowledge to plan your own career.