

**A Sport Management Analysis
of the Long Beach State Athletics Department,
Featuring the Women's Soccer Team**

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September 22, 2008

Prepared For:

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KIN 521 – Foundations in Sport Management**



Letter of Transmittal

September 22, 2008

Mr. Vic Cegles
Athletics Director, California State University, Long Beach

Re: Management Analysis on the Long Beach State Women's Soccer Team and
Athletics Department

Dear Mr. Cegles:

This management analysis reports on the research conducted by our consulting team on the Long Beach State Athletics Department with an emphasis on the women's soccer team. The report offers an analysis of the internal and external structure of the Long Beach State Athletics Department, as well as the organizational culture. The report also offers a Service Quality Audit with some valuable insight from both the consumer's and consulting team's perspective on the women's soccer team, the Long Beach State Athletics Department, and the soccer facility, George Allen Field.

The report references and contains a copy of the Strategic Plan for the Long Beach State Athletics Department for 2008-2012, but the consulting team also offers suggestions for improvement from the perspective of a sport manager. As outlined in the report, with so many positive aspects of the Long Beach State Athletics Department it is our hope that the women's soccer team will reach its full potential in terms of fan support, a Division I caliber stadium (with quality and ample seating, stadium lighting, a quality public address system, and a scoreboard large enough to view from the stands), and the continued pursuit of elite players and an excellent coaching staff.

We are confident that the information provided in our management audit will be a useful aid during the pursuit of the Long Beach State Athletics Strategic Plan. Should you have any questions, please do not hesitate to contact any member of the consulting team.

All the Best,

Amy Fogg
Jill Kuenne
Jena Laolagi
Devin McElvogue

Graduate Candidates in Sport Management
California State University, Long Beach

Acknowledgements

We graciously thank:

- Vic Cegles for taking the time to speak to our class and offering valuable insight into the Long Beach State Athletics Department;
- Dr. Ketra Armstrong for providing us the opportunity to conduct a critical analysis and audit on a sport program; and
- All of the survey participants who took the time to answer our questions during the game.

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Executive Summary

Following is a comprehensive management analysis of the Long Beach State Athletics Department, with a focus on the Long Beach State women's soccer team. The analysis includes: (1) a management audit of the internal environment, external environment, and organizational structure of the Athletics Department; (2) a discussion about the management of change; (3) a service quality audit of the women's soccer team, featuring the perspectives of both the consumers and the consulting team; (4) a strategic analysis of the women's soccer team; and (5) suggestions for improving the women's soccer team.

The management audit provides an in-depth discussion of the mission, management, organizational structure, systems process, resources, consumers, competitors, workforce, governance, compliance, technology, ethics, social responsibilities, and globalization of the athletics department and women's soccer team. With regards to the management of change, the consulting team recommends that the athletics department strive to: (1) meet new and emerging needs of student athletes; (2) maintain a diverse workforce that resembles the community that it serves; (3) maintain the affordability of its educational system; and (4) continue looking for better ways to conduct business.

In conducting the service quality audit, the consulting team assessed consumer interest and perspectives and performed a strategic analysis of the strengths, weaknesses, opportunities, and threats of the women's soccer team. The consulting team quickly identified the need for the athletics department to make significant improvements to the soccer facility in order for the women's soccer team to remain competitive at the Division

I level of play. Improvements to the facility include: (1) adding permanent lighting; (2) increasing the seating capacity with improved and more comfortable seating; (3) adding locker room facilities for the home and visiting teams; (4) improving restroom access for spectators; (5) installing a better public address audio system; (6) adding permanent benches for the home and visiting teams, along with a permanent scorer's table, and press box; and (7) adding a large and permanent scoreboard. These facility improvements will increase community support of the soccer team, allow for a marked increase in ticket sales revenue, and increase and improve the recruitment of elite soccer players.

Lastly, the consulting team has identified several ways to help increase revenue and capitalize on potential fundraising opportunities, including (1) increasing the number of local sponsors; (2) improving concessions; (3) adding a merchandise table/booth at all home soccer games; and (4) capitalizing on the number of Olympic and professional athletes that have graduated from Long Beach State as potential large donors.

I. Management Audit

The consulting team conducted a comprehensive management audit of the internal environment, the external environment, and the organizational culture of the Long Beach State (LBS) Athletics Department. Based, in part, on the recent publication of the LBS Athletics Department Strategic Plan 2008-2012, in addition to analyzing the athletics department, the consulting team has focused its audit specifically on the Long Beach State women's soccer team. A copy of the 2008-2012 Strategic Plan can be found in Appendix A.

A. Internal Environment

Lussier and Kimball (2004) identify five key principles of the internal environment of an organization: (1) mission; (2) management; (3) resources; (4) the systems process; and (5) structure. These principles are discussed in terms of the Long Beach State Athletics Department and the women's soccer team below.

Mission. The mission of an organization is its defining purpose or reason for being (Lussier and Kimball, 2004). The mission, however, should also incorporate an understanding of where the organization is currently and where it wants to be in the future.

The Long Beach State Department of Intercollegiate Athletics is committed to pursuing excellence at the Division I level, and providing opportunities for its diverse student athletes to maximize their athletics, academics, and life-skills potential. The department will provide high quality coaches and administrators, whose goal is to instill a winning attitude on and off the field through core values such as teamwork, leadership, and service to others. As one of the most visible messengers of the university's story,

ICA strives to be a unifying entity with students, faculty/staff, alumni, and the community.

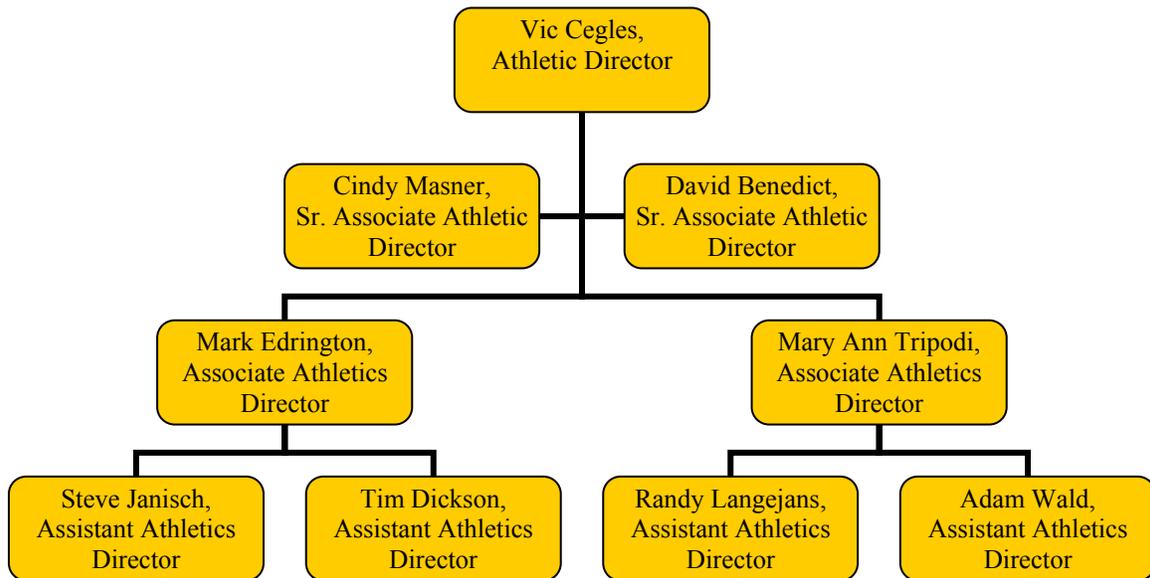
This mission statement is effective in that it creates a unifying goal of the “ends” that the Athletic Department wants to achieve. It is inspiring, concise, inclusive, and very specific. It does not, however, include a measurable means to this “end.” For example, a statement about the graduation rate they would like to achieve with their student athletes or a proposed winning percentage could be added. Also, it is important for the organization to include a statement that differentiates their program from other similar universities. According to Russell Ackoff, “missions should include objectives that enable performance to be measured and evaluated. They should also state how the organization differs from competitors” (Lussier & Kimball, 2004, pp. 27).

Management, Structure, and Systems Process. For the purpose of this management audit, it is essential to review the management, structure, and systems process of both the athletic department and the women’s soccer team. It is important to examine these separate management segments, as they work individually but also together to achieve a common goal.

Management at the Department Level. Long Beach State’s current Athletics Director, Vic Cegles, was named to the position in April 2006. His past experience lies in both in the collegiate realm, as well as in business. He holds a B.S. degree in business administration and was previously a vice president of business development for a sports management company in Arizona. He has big goals for Long Beach State – both within the Big West Conference as well as nationally. His main focus has been on fund-raising and increasing revenues. His mantra is “always getting better.” Working closely with

Mr. Cegles are a number of Senior Associate Athletics Directors, Associate Athletics Directors, and Assistant Athletics Directors. Figure 1 illustrates the management structure of Long Beach State Athletics at the department level.

Figure 1. Long Beach State organizational chart at the department level.



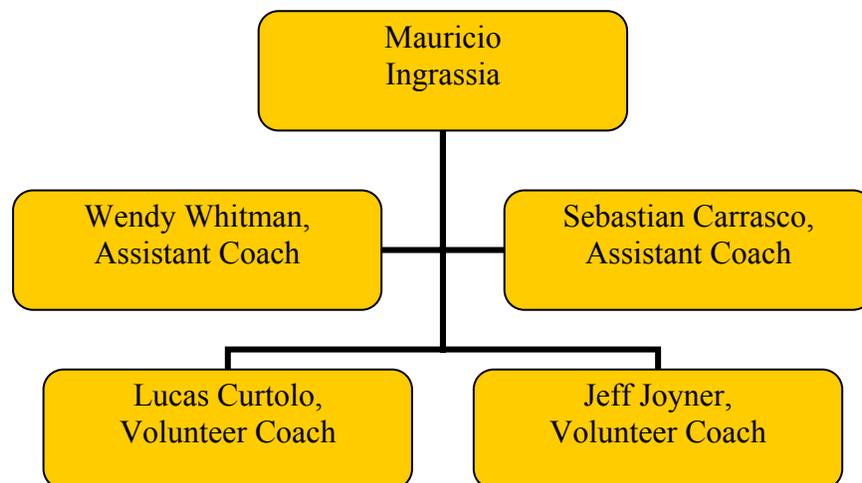
Management at the Team Level. Coach Mauricio Ingrassia is starting his fifth season with the Long Beach State women’s soccer program. He empowers his assistant coaches and allows them to take the reins for their own specific coaching area/special talents. By delegating to his assistant coaches, truly using their skill sets, and not micro-managing, he has created an efficient and productive coaching staff. This, along with the fresh, new approach that he brings to the program from his previous coaching experience, helps to define his transformational management style.

Long Beach State soccer has risen to a new level under Ingrassia, winning back-to-back Big West regular season titles (the university’s first), three straight Big West Semifinal appearances (also a first), and the most wins in school history (set twice). In four years at the helm, the 49ers have gone 45-26-7. Ingrassia’s winning percentage has

steadily improved over the years. In the last two years, the 49er's overall record was 27-12-1, with an 11-3-1 record in Big West Conference play.

Assistant Coach, Wendi Whitman, played her soccer career with the Stanford Cardinals. While she was a member of the team, the Cardinals went to three NCAA finals and won two Pac 10 Championships. She was twice named to the National Soccer Coaches Association of America All-Academic Team. Her main coaching role is working with the goalkeepers on the team, and she is also heavily involved with recruiting new talent. Figure 2 illustrates the management structure of Long Beach State women's soccer team.

Figure 2. Long Beach State women's soccer team organizational chart.



Resources. Lussier and Kimball (2004) indicate that an organization needs resources to accomplish its mission. This audit has broken down and reviewed three types of resources of the women's soccer team: (1) workforce or human resources; (2) funds or financial resources; and (3) facilities or physical resources.

Human Resources: The Workforce. The women's soccer team has three coaches; one head coach and two assistant coaches. One of the assistant coaches, Wendi

Whitman, also serves as recruiter for new talent. Additionally, the team has two volunteer coaches. For the 2008 season, the team maintains a roster of twenty-seven players.

Under the direction of Athletics Director, Vic Cegles, the Long Beach State athletics department has a wide array of senior associate, associate, and assistant directors. Under Cegles' management, more staff has been brought on to work on the task of fund-raising and generating revenue.

Financial Resources: The Funds. Cegles has a background in fund-raising, and this is an important focus that he brings to the athletic department. By increasing funds, the department will be able to support the sports programs in increasingly important ways: through hiring and attracting excellent coaching talent, with much-needed improvements to facilities, and by supporting student athletes with increased programming.

According to the Long Beach State Athletics Website, in the Spring of 2000, the students at Long Beach State passed the Beach Pride Referendum which provides additional funds for each of Long Beach State's 18 teams. The funding helps to pay for tuition, books, and housing for students on scholarships, and provides additional funds for recruiting, team travel, equipment, sports medicine, strength and conditioning, and capital improvement programs. Long Beach State's students now commit nearly \$1.8 million annually towards the athletics department, which helps to fund sport operations, scholarships, and capital improvements. The annual budget for all of the university's sports programs is \$11 million.

Physical Resources: The Facilities. George Allen Field is home to the women's soccer team, and it leaves much to be desired. While it is an appropriate facility for a high school soccer team, the field does not measure up to the facilities required for a competitive Division I university soccer team. The athletics department has identified the soccer field as one of its top priorities for facility improvements in the 2008-2012 Strategic Plan. Similarly, the consulting team and consumers both identified improvements to the soccer facility in order to remain competitive at the Division I level. These findings are discussed in greater detail in the Service Quality Audit section below.

B. External Environment

The external environment of an organization is defined, in part, by the organizations customers, competition, suppliers, workforce, shareholders, society, technology, economy, and governments (Lussier & Kimball, 2004). The following section discusses the external environment of the Long Beach State women's soccer team.

Consumers, Competition, and Workforce. The Women's Soccer Program is a shining example of what the Long Beach State Athletics Department is capable of producing through sport. With a great location near the beach, the southern California weather, and rising soccer interest in the area, Long Beach is a great spot for a university soccer team. If the Long Beach Athletics Department can keep up with the trends for new technology and facilities, the women's soccer team looks to have a bright future for years to come.

Long Beach is the 36th largest city in the nation and fifth largest in California. The port of Long Beach is one of the largest shipping ports in the world. California State

University, Long Beach is the second largest campus in the California State University system and the third largest university in the state in terms of enrollment (http://en.wikipedia.org/wiki/Long_Beach,_California#Economy). With a student body of over 36,000, Long Beach State has tremendous potential to field competitive sports teams.

In 1998 the women's soccer team reemerged at Long Beach State, along with an interest in women's soccer in the area. In 1999, the USA women's soccer team won the World Cup in Pasadena. The emergence in 2003 of the U.S. Soccer's National Training Center at the Home Depot Center and the 2007, \$250 million signing of world-renowned soccer star, David Beckham, to the Los Angeles Galaxy has raised the bar and interest in soccer in the surrounding community. However, soccer is still not the main sport in Long Beach according to the city of Long Beach website (www.ci.long-beach.ca.us). As for the Long Beach women's soccer team, it is conceivable that the growing interest in community soccer will translate into growing interest in the university's women's soccer team.

Attending a women's soccer match is not a bad way to spend an afternoon. Fellow student athletes, family, friends, alumni, youth, and adult soccer enthusiasts can be found in attendance at a match. During the 2008 season, there are ten (10) home games and one (1) home scrimmage match scheduled for the team. Five games are scheduled to start at 12:00 pm on Sunday afternoons, and five games are scheduled during weekday afternoons, all with start times before 5:00 pm. The weather plays a key role in the sports attraction, with the average temperatures during the three months of

regular season play as follows: August 2008 – 76.1° F; September 2007 – 73.0 ° F; and October 2007 – 67.9 ° F (<http://www.wunderground.com/weatherstation/>).

General Admission ticket prices for a home game are: \$9 for Adults (ages 15-59); \$6.50 for Youth (ages 4-14) and Seniors (age 60+); and no charge for Long Beach State students with valid student identification. There is a parking lot located next to the field, and parking costs \$5. Season tickets are also available for \$40/season for adults, youth, and seniors. Additionally, the promotions office offers group sales for 20 or more at \$6 for adults and \$3 for youth and seniors. Another promotional program offered by the athletic department is the Jr. 49ers Club which offers a birthday package of 40 game tickets plus special activities and gifts for \$200 (<http://longbeachstate.cstv.com/>).

Compared to the price of a Los Angeles Galaxy game, the Long Beach State women's soccer ticket is relatively inexpensive. All seating is close to the action and, for an afternoon game, seats are accompanied by shade and an ocean breeze. Although ticket prices are less expensive, unlike the Galaxy, the Long Beach State women's soccer team lacks in comparison to the Home Depot Center, the home facility of the Galaxy. George Allen Field, home of the 49ers, has a mere 500 person seating capacity, which is considerably smaller when compared to the seating capacities of other teams in the Big West Conference. George Allen Field ranks last in spectator capacity compared to all 9 Big West Conference soccer facilities. Long Beach State does, however, rank well with the 4th largest basketball and volleyball venue (The Walter Pyramid) and 4th largest baseball field (<http://www.bigwest.org/>).

It is important to note that the low ranking of George Allen Field does not prevent the Long Beach State women's soccer team from ranking high in talent. Long Beach

State ranked top-40 nationally from 2005-2007 in recruiting, and ranked tops in the Big West Conference during the same three-year span. In fact, in 2005 the Long Beach State recruiting class ranked 15th in the nation. High recruitment and conditions had the Long Beach State women's soccer program playing well, ranking as high as No. 21 nationally in 2005 and 2006. The 49ers team has played tremendously well over the past four years, and has won the Big West regular season titles during the last two seasons (<http://longbeachstate.cstv.com/>).

The facilities are clearly not the reason for talented recruits and great play; that honor may be owed to the women's soccer coaching staff and the Long Beach State athletics support. Athletics Director, Vic Cegles, remarked in an in-class panel discussion (September 15, 2008) that good coaching personnel is one of the main ingredients to the success of an Athletics Director. Although the Long Beach State Athletics budget of \$11 million annually may seem like fair amount of money, given the number of sports programs participating in the Big West Conference, there is only so much room in the budget for the Long Beach State women's soccer team. The team is fortunate to have two volunteer coaches in addition to their full-time paid staff.

Head coach of the Long Beach State women's soccer team, Mauricio Ingrassia, has had great success in his career as a head soccer coach. Coaching at Long Beach Community College prior to joining Long Beach State in 2004, Ingrassia was named the California State Coach of the Year five times and was recognized as the NSCAA/ADIDAS Junior College National Coach of the Year in 2003. Currently the Long Beach State women's soccer team ranks 9th, under the leadership of Ingrassia, in

the NCAA Women's Division I West Region with a record of 4-1-2 (NCAA Rankings Regional Women West DI – 9/16/08).

Governance, Compliance, Society, Economy, and Technology. The Big West Conference is the governing body for the Long Beach soccer team. The Conference enforces guidelines and has a Constitution. According to the Big West Constitution, women's soccer "must receive at least 80 percent of the maximum allowable scholarship funding." Scholarship is defined as "in-states tuition, room and board, and books" (www.bigwest.org). In order to meet conference compliance, the Long Beach State women's soccer team is required to assign two (2) statisticians, which according to the Big West conference code book must be "competent adults who are not current squad members" and one (1) "competent adult" timer to work each home game. The Big West Conference also states that "all conference matches are required to be filmed by the home team" (http://www.bigwest.org/code_book/six.pdf).

By laws are in place for operating women's sports teams, and there are specific regulations for women's soccer. The Long Beach State Athletics Department 2008 media guide specifically lists acts under federal and state law in its nondiscrimination policy as follows:

"The California State University is committed to providing equal opportunities to men and women CSU students in all campus programs, including intercollegiate athletics. CSULB, in compliance with the Civil Rights Act of 1964 (Title VI and Title VII), Title IX of the Education Amendments of 1972, the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and the Americans with Disabilities Act of 1990, does not discriminate on the basis of race, color, national origin, ethnicity, religion, sex, handicap or age in any of its policies, procedures, or practices; nor does CSULB discriminate on the basis of marital status or sexual orientation. This nondiscrimination policy covers all CSULB programs and activities, including employment. In addition to meeting fully its obligations of nondiscrimination under federal and state law,

CSULB is committed to creating a community in which a diverse population can live and work, in an atmosphere of tolerance, civility, and respect for the rights and sensibilities of each individual, without regard to economic status, ethnic background, political views, sexual orientation, or other personal characteristics or beliefs”

The NCAA and Big West guidelines play a major role in the fate of athletic programs; fines and penalties are strictly enforced for violations of set guidelines. In an article published in *The District Weekly*, Steve Lowery discussed how changes in the NCAA rules may have helped save the program: “NCAA changed its scholarship rules, limiting schools to a maximum of 85 total scholarships and a maximum of 25 new scholarships each year. That meant schools like USC were less likely to warehouse players, allowing the dispersal of more good players to more schools (Lowery, 2007). Lowery goes on to mention “as much as I hate to say it, there are some very good reasons why Long Beach State doesn’t, and won’t, have a football team this or any other year.” One reason Lowery mentions is funding. “The kind of money it takes to keep a top-level program can’t be raised through student fees and ticket sales. Not even close. You have to have generous boosters and local sponsorship – which Long Beach is well known for not giving the school” (Lowery, 2007).

With regards to boosters and local sponsorship, Long Beach State is hopeful that new technology will allow the university to expand to investors over the internet through “49er Athletic Club” membership opportunities. Although the George Allen soccer field is not equipped with top of the line technology such as a replay screen, a stadium speaker public address system, stadium lighting, or a largely visible scoreboard, the 49ers website does contain new up-to-date technology such as: game tracker updates, schedules,

promotions, news, and webcasts of multiple Long Beach State games, which are visible by all with an internet connection.

The Long Beach State website opens a new door for sponsors and donors. In an online booklet, Long Beach State lists the “countless accomplishments” and current success of the athletic program. Goals are set for the 2008 annual fund and promotions for and access to the 49ers Athletic Club membership application is available at the Long Beach State athletics website. Several Long Beach Athletic sponsors do exist including gold, silver, and bronze level sponsors. Banners for Women’s soccer sponsors are propped up around the field of play during home games, and sponsors are also prominently recognized online (<http://longbeachstate.cstv.com/sponsorship/lbst-sponsorship.html>).

Corporate Partners receive benefits at Long Beach State Athletic events including: game-day sponsorships, signage, giveaway and sampling opportunities, public address announcements, video-board exposure, hospitality access, on-site display, and in-game recognition. Partners may also receive website exposure, tickets, print advertising, and e-mail database exposure. Not only has new technology been able to access a broad variety of donations and sponsorship opportunities, but it has also provided recruitment information available online as well.

C. Organizational Culture

The culture of an organization is defined in part by the organization’s mission, values, ethics, and social responsibilities.

Values and Mission. The athletes at Long Beach State participate in two roles, one as athlete and the other as student. One of the highest values held as an athlete is

compliance with all NCAA rules and regulations. As a student, another highly held value is the importance of education and reaching the ultimate goal of graduation. To that end, the Long Beach State Athletics Department is committed to the academic and athletic success of students, and the Bickerstaff Academic Center (BAC) for Student Athletes is a valuable resource for students in order to stay academically eligible not only to participate on a team, but to reach the goals for their degree.

The mission of the BAC is to assist student-athletes in planning their academic programs and to provide academic support services in order to enable students to achieve their educational goals, persist to graduation, and meet NCAA eligibility requirements. The BAC is committed to: (1) serving as the central source of academic and NCAA eligibility information for student athletes; (2) providing and coordinating programs and services for student athletes with other service units on campus; and (3) providing a coordinated recruit visit program for prospective student athletes. The BAC has designed three programs to help aid in the success of student athletes: (1) the Student Athlete Success Program (SASP); (2) the HEADS UP! Mentoring Program; and (3) the Faculty/Athlete Connections Program.

The Student Athlete Success Program (SASP) “is designed to facilitate development of student athletes into independent, self-reliant, and dynamic college students. The program places its highest value on students’ academic potential and achievement, academic integrity, and personal responsibility while facilitating their growth toward becoming vested members of the college community” (BAC Website). SASP is committed to helping student athletes succeed academically in the college environment by providing core services such as college readiness assessments, directed

studies, College Survival Study Skills Seminars, individual and group tutorials, supervised study halls, individual learning strategist assistance, support service referrals, computer access, and academic support for travel and competition.

The HEADS UP! Mentoring Program (**H**elping **E**mpower **A**thletes to **D**evelopmentally **S**ucceed and **U**nderstand **P**otential!) seeks to aid in the adjustment of first year student athletes to the demands of both academics and intercollegiate athletics by using junior and senior student athletes as peer mentors who have successfully completed their first year. Peer mentors talk with first year student athletes about the academic, social, athletic, and personal pressures that may be encountered during the transition from high school to college.

The Faculty/Athlete Connections Program is offered to second and third year student athletes and provides an opportunity for student athletes to be mentored by a distinguished faculty member of the university. The goals of the Faculty/Athlete Connection Program are to: (1) connect student athletes with faculty mentors for intellectual and personal development; (2) facilitate student athletes' success in balancing their academic career and NCAA athletic competition; and (3) ensure graduation of student athletes (BAC Website).

Ethics and Social Responsibilities. Long Beach State Athletics is committed to adhering to the Title IX Academic Amendment by providing equal opportunities for both men and women athletes, in a nondiscriminatory manner in accordance with federal and state laws. Long Beach State athletes take pride in serving as role models to the community by providing a program that reinforces safety and good habits. The “Make Wise Beach Choices” program was created with funds from a three-year NCAA

education grant and designed to educate student athletes, representing a wide range of team sports, about the hazards and risks associated with alcohol consumption, including binge and underage drinking. The program aims to inspire the athletes to develop skills that enable them to promote more positive social goals and healthy alternatives to their peers, on and off campus.

Globalization. Another component of an organization's culture is its efforts to pursue globalization. While Long Beach is a small community in itself, it is important to note that many Long Beach State athletes have gone on to compete in the biggest global athletic competition, the Summer Olympic Games. Since 1952, 215 Long Beach athletes have participated in the Summer Olympics as athletes, coaches, or administrators. A total of thirty-one (31) Long Beach State Athletes have medaled at the Olympic Games as either a coach or an athlete. Table 1, on the following page, illustrates the number of Long Beach State athletes that competed in each Olympics since the Helsinki Games in 1952 and identifies the medal winners and their respective events. While none of the medal winning athletes have been women soccer players, it is not inconceivable to believe that with the continued success of the women's soccer team, a Long Beach State soccer star could be the next Olympic medalist.

Table 1. Long Beach State athletes who have competed in the Olympic Games

Olympic Games	No. of Long Beach Athlete Participants	Long Beach Medal Winners
1952 – Helsinki, Finland	1	Pat McCormick – Gold (Diving)
1956 – Melbourne, Australia	2	Pat McCormick – Gold (Diving)
1960 – Rome, Italy	4	No Medals
1964 – Tokyo, Japan	12	Kathy Ferguson – Gold (2) (Swimming) Hans Fassnacht (Germany) – Silver (Swimming) John Rambo – Bronze (Track/High Jump)
1968 – Mexico City, Mexico	21	Hans Fassnacht (Germany) – Silver (Swimming) Mitchell Ivey – Silver (Swimming) Graham White (Australia) – Silver (Swimming)
1972 – Munich, Germany	29	Steve Barnett – Bronze (Men's Water Polo) Mitchell Ivey – Bronze (Swimming) Gunnar Larsson (Sweden) – Gold (Swimming) Ed Ratleff – Silver (Men's Basketball) Kate Schmidt – Bronze (Track/Javelin) Dwight Stones – Bronze (Track/High Jump)
1976 – Montreal, Canada	28	Joan Lind – Silver (Rowing/Single Scull) Kate Schmidt – Bronze (Track/Javelin) Tim Shaw – Silver (Men's Water Polo) Dwight Stones – Bronze (Track/High Jump)
1980 – Moscow, Russia	13	Boycotted
1984 – Los Angeles, California	25	Joni Huntley – Bronze (Track/High Jump) Joan Lind – Silver (Rowing) Ken Lindgren (Asst. Coach) – Silver (Men's Water Polo) Anita Miller – Bronze (Women's Field Hockey) Tim Shaw – Silver (Men's Water Polo) Candace Cable – Silver (Wheelchair)
1988 – Seoul, South Korea	18	Dave Almquist (Asst. Coach) – Silver (Men's Water Polo) Cindy Brown – Gold (Women's Basketball) Jimmy Kim – Gold (Tae Kwan Do, <i>exhibition sport</i>) Candace Cable – Silver (Wheelchair) Bob Ctvrtlik – Gold (Men's Volleyball) Doug Kimbell – Silver (Men's Water Polo)
1992 – Barcelona, Spain	16	Tara Cross-Battle – Bronze (Women's Volleyball) Bob Ctvrtlik – Bronze (Men's Volleyball) Brent Hilliard – Bronze (Men's Volleyball)
1996 – Atlanta, Georgia	14	No Medals
2000 – Sydney, Australia	10	No Medals
2004 – Athens, Greece	14	Misty May – Gold (Women's Beach Volleyball)
2008 – Beijing, China	8	Tayyiba Haneef – Silver (Women's Volleyball) Tom Hoff – Gold (Men's Volleyball) Misty May – Gold (Women's Beach Volleyball) David Lee – Gold (Men's Volleyball) Danielle Scott – Silver (Women's Volleyball) Scott Touzinsky – Gold (Men's Volleyball)

II. Management of Change

It is often said that the only constant is change. As a result, no university, company, or business can rest on its laurels. As the pace of new technology continues to soar, as the NCAA and conferences continue to change guidelines and compliance regulations, and as competition to recruit the best players continues, adapting to meet change is essential to any university athletics program's survival. The consulting team recommends that the Long Beach State athletics department bear in mind the following:

- The university must strive to meet the needs of the student athlete by staying ahead of the curve. The university must offer degrees that are current and relevant to the current workplace and job market.
- As the number of women and minority students continues to increase in conjunction with the normative growth of the population, so must university staff at both the administrative and coaching levels. It is imperative that the workplace resemble the community that it serves.
- The university must strive to maintain the affordability of its educational system. The cost of attending a four-year institution could become cost prohibitive to many students.
- The university must continue to listen to the student population and strive to be a leader in change rather than waiting for change to happen. It is imperative to never stop looking for a better way to conduct business.

III. Service Quality Audit

The Long Beach State Athletics Strategic Plan 2008-2012 clearly defines the baseball, men's basketball, and women's volleyball teams as the largest sources of ticket revenue (page 9). The Strategic Plan also identifies facility improvements to the soccer stadium as one of its top priorities (page 3). Because women's soccer is not a high revenue sport, but has been targeted as a top priority in terms of facility improvement, the consulting team decided to conduct a Service Quality Audit to assess consumer perceptions of the athletic department, the women's soccer team, and the soccer facility. The consulting team attended the Long Beach State women's soccer game against Brigham Young University held at George Allen Field on September 11, 2008, and administered a brief questionnaire to a total of thirty-seven spectators.

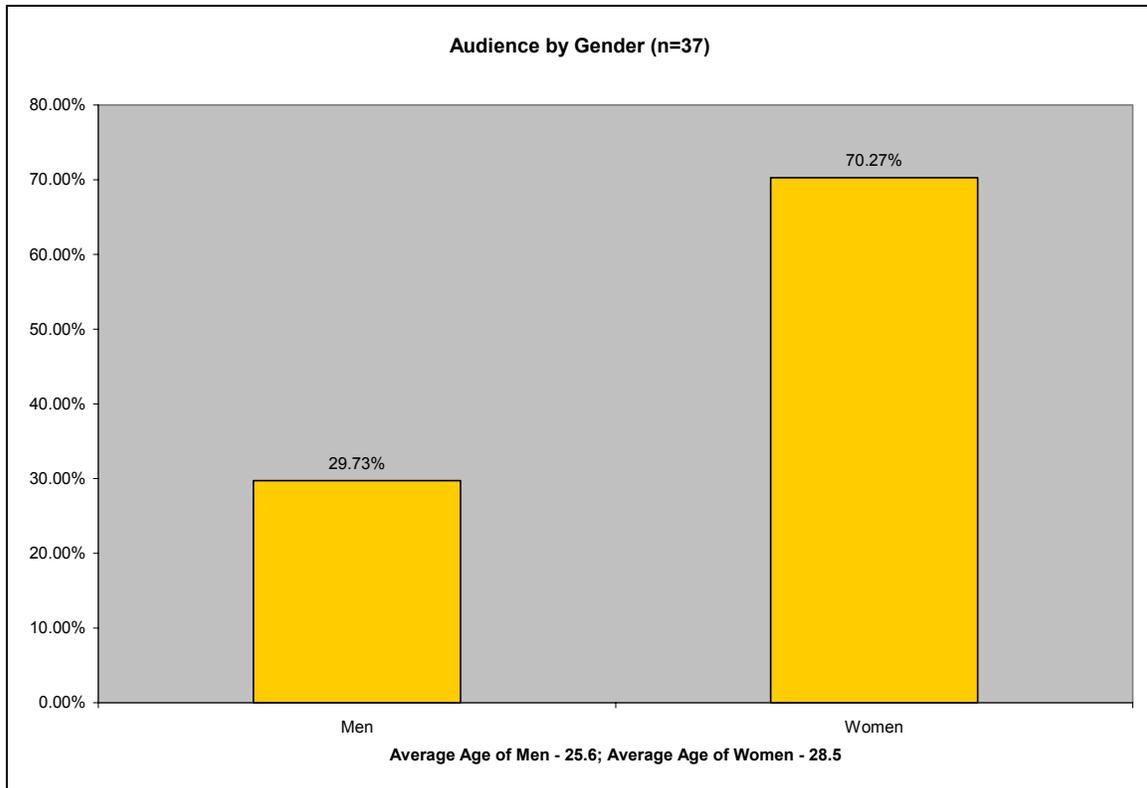
A. The Consumer Perspective

The questionnaire gathered basic demographic information, including gender, age, and student status, as well as some general consumer trend and background information about how frequently these spectators attended the women's soccer games and other Long Beach State sporting events. The instrument gauged overall impressions of the soccer facility, the concessions, the coaching and skill level of the soccer team, and the Long Beach State athletic department as a whole. Finally, the questionnaire provided spectators with an opportunity to offer feedback on the strengths and weaknesses of the women's soccer team, the soccer facility, and the athletic department. A copy of the complete questionnaire can be found in Appendix B.

Demographic Information. Demographic results indicated that the majority of spectators were female (70.27%), however these results may not be representative of the

entire spectator population given the small sample size. The results may also be skewed to the demographics of the consulting team, which was 75% female and 25% male. Of the spectators polled, the ages ranged between 14 and 75, with an overall average age of 28.54 years old. Of the women polled, the average age was nearly 30 years old, while the average age of the men polled was closer to 25 years old. The majority of the spectators polled were Long Beach students (56.76%), however of all the spectators polled, non-student females represented the largest segment of the population at 40.54%. Non-student males represented the lowest segment of the population at a mere 2.70%. Figures 3 and 4 show the demographic data for gender and student population respectively.

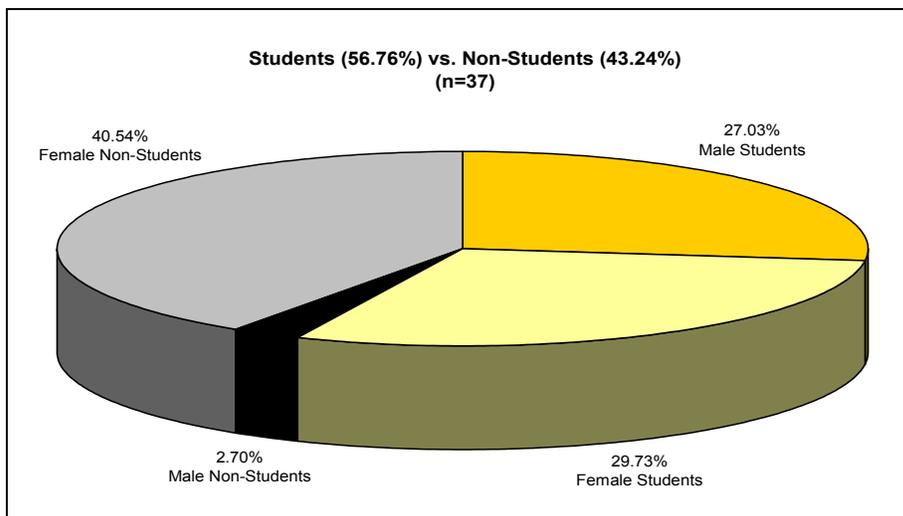
Figure 3. Audience by gender and average ages of spectators polled.



Consumer Trends and Background Information. Survey results indicated that the majority of spectators attend the soccer games regularly and do not feel that ticket prices

are too high. A majority of the people polled did not know anyone on the soccer team. However, when reviewed by gender, the results showed that the vast majority of men polled knew someone on the team, while the majority of women did not. This indicates that men are more likely to attend a women's soccer game if they know a member of the team. Women, on the other hand, will attend a women's soccer game whether or not they are familiar with the players themselves.

Figure 4. Student population of spectators polled.



In terms of attending other Long Beach State sporting events, the audience was fairly evenly split. Many participants indicated that they also attend men's and women's volleyball games, men's and women's basketball games, track and field events, baseball games, softball games, and water polo matches. Women, however, were more likely to only attend the women's soccer games, while men were much more likely to attend other sporting events. Although the vast majority of both men and women plan to attend additional soccer games during the season, there were several women who indicated that they would only attend more games if the team made the playoffs. None of the men polled placed any contingencies on their plans for future attendance. Figure 5 provides a

summary of results of the consumer trends and background information for all spectators polled. Figure 6 breaks down the same data by gender.

Figure 5. Consumer trends and background information for all spectators.

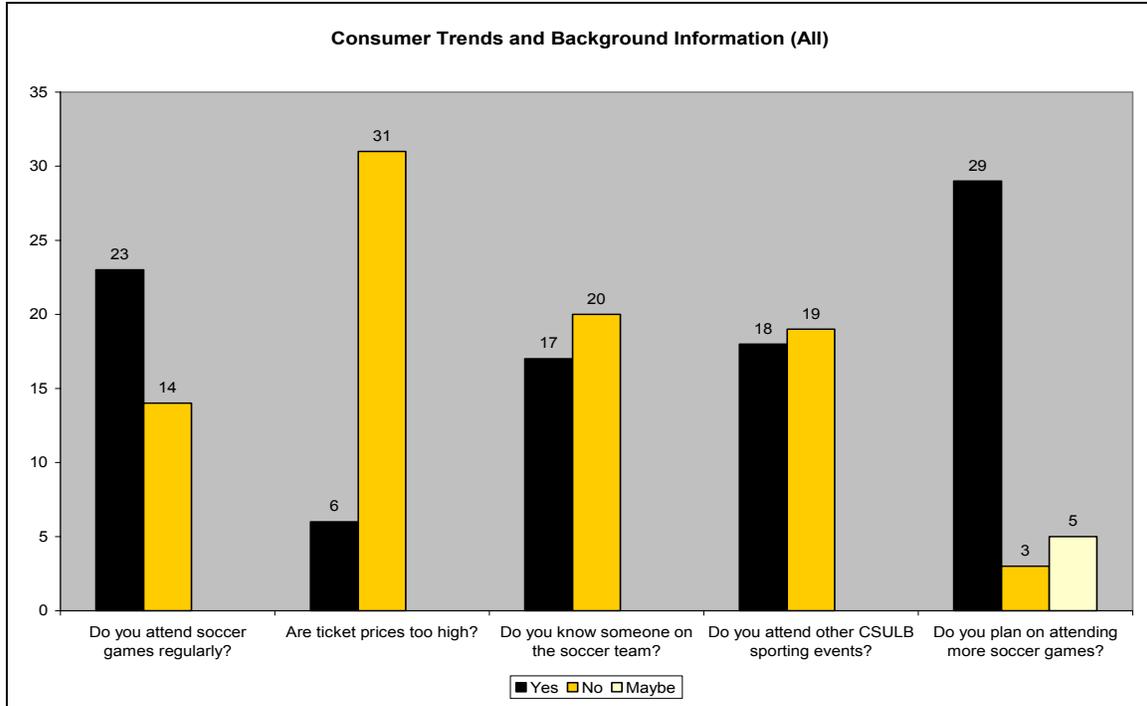
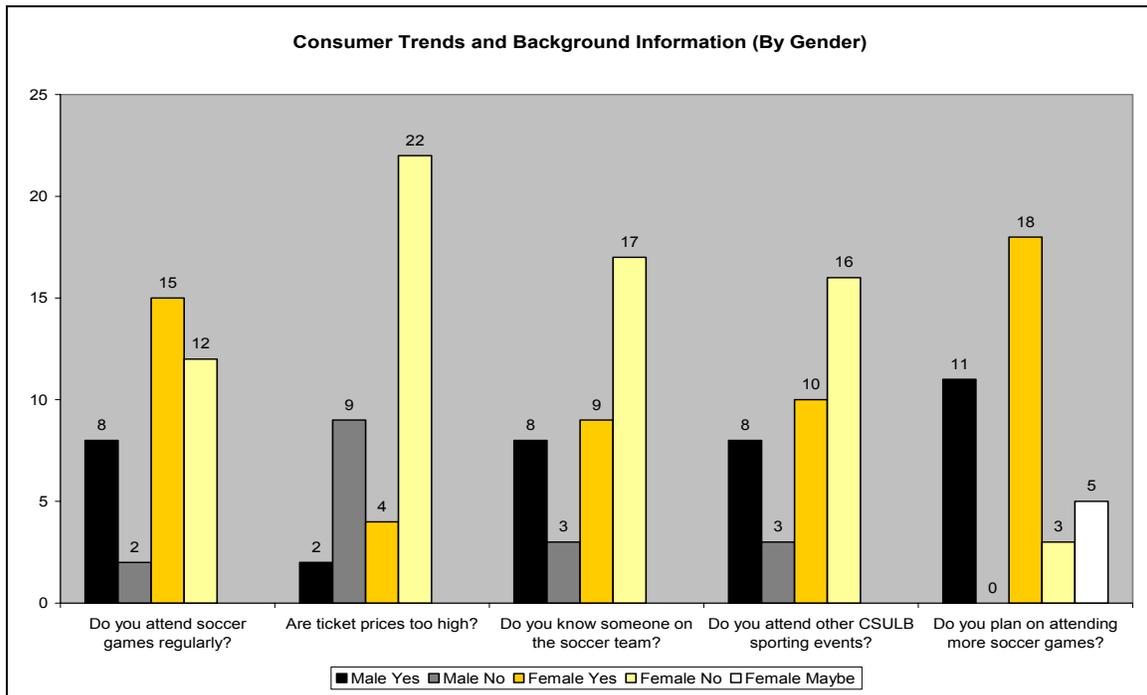
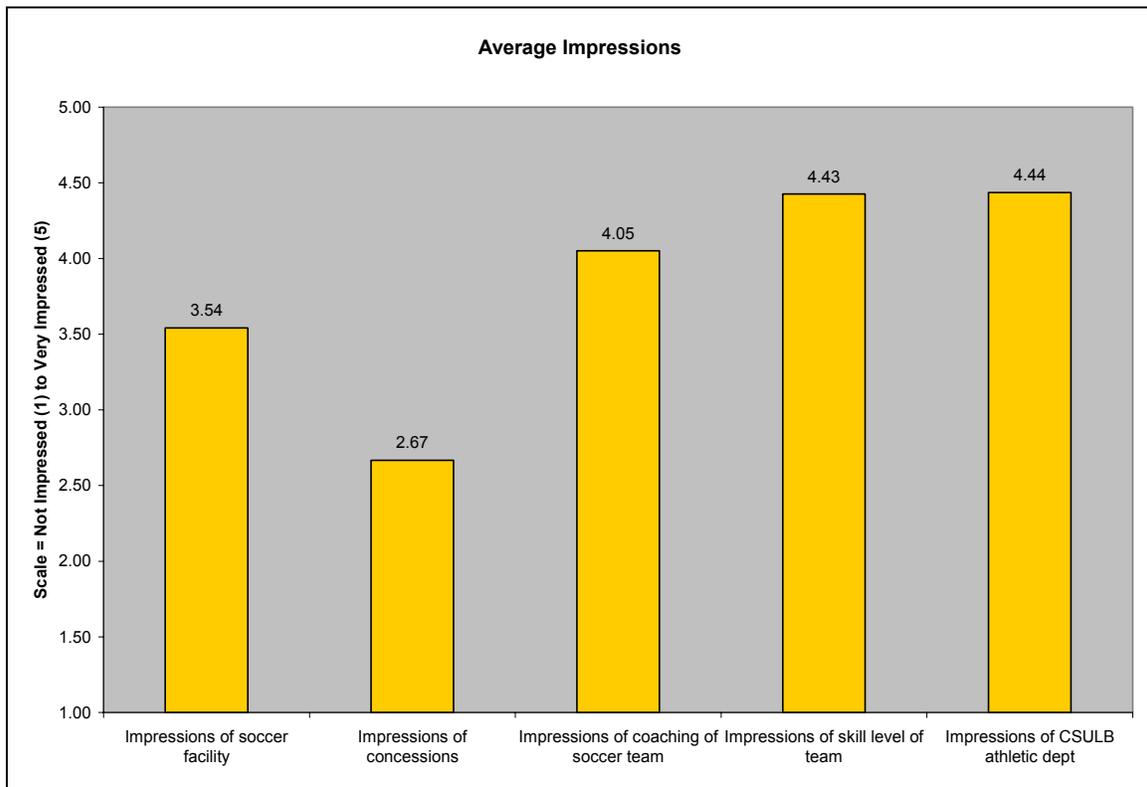


Figure 6. Consumer trends and background information broken down by gender.



Consumer Impressions. The questionnaire sought to measure overall impressions of the soccer facility, concessions, coaching and skill level of the soccer team, and the Long Beach State athletic department as a whole. Spectators were asked to rate how impressed they were on a scale of one (1) to five (5), with 1 representing not at all impressed and 5 representing very impressed. Figure 7 shows the average impressions of all spectators polled. Impressions of the coaching and skill level of the soccer team, as well as the athletic department as a whole, measured quite high, 4.04, 4.43, and 4.44 out of 5, respectively. The soccer facility averaged a score of 3.54 out of 5. Concessions proved to be the least impressive, with a score of 2.67 out of 5. The results indicate that there is ample room for improvement with regards to the soccer facility and concessions.

Figure 7. Consumer impressions of facility, team, and athletic department.



Strengths and Weaknesses. Finally, the questionnaire asked for feedback regarding the strengths and weaknesses of the soccer team, the soccer facility, and the

athletic department. Comments regarding the athletic department as a whole were mostly positive. While there appeared to be a consensus that the department puts forth a solid effort, they are able to recruit and hire decent coaches, and there is solid cross-team support from other Long Beach State teams at the games, the department could benefit from more advertising, better promotions, and an increase in monetary sponsorships. Comments regarding the soccer team were also very positive. Spectators mentioned the strength of the coaching and the commitment from players to work as a team. A few fans questioned the mental toughness of the team and the team's ability to finish a game, having lost the prior game to a penalty kick after truly dominating throughout the entire game.

The soccer facility received the most complaints. Many fans consistently complained about the lack of stadium lights, the uncomfortable seating, the lack of restroom access, the lack of a large, permanent scoreboard, and the poor public address system. One spectator polled, the mother of one of the players, complained about the lack of locker facilities for both the home and visiting teams. While some people commented that they liked the fact that the bleachers were nicely shaded by large trees and there is a nice community feeling to the games, it is clear that dramatic improvements to the facility are in order.

B. The Consulting Team Perspective

In general, the views of the consulting team mirror those of the consumers; overall, the athletic department is on the right track, however, major facility improvements are necessary for the women's soccer team to increase revenue, gain in popularity, and remain competitive at the Division I level. The consulting team was disappointed that there was no signage indicating that a soccer game was scheduled nor

was there any signage directing people to the stadium. There was very little fanfare outside of the stadium. Although music was playing over the PA system, the music wasn't loud enough to attract potential spectators to the stadium. Simply adding some inexpensive black and gold balloons around the stadium and campus could be enough to generate additional buzz and excitement about the games. The consulting team also questioned whether or not the presence of the school mascot, Prospector Pete, located at the entrance of the stadium would also generate more excitement and attract more people to the game.

At the stadium entrance, there were several students manning the ticket table and a table with promotional materials. All of the students staffing the event were cordial and knowledgeable. The promotional materials available at the table included: (1) the line-up card, which also featured copies of recent articles about the team from *The Press Telegram* and *The Union Weekly*; (2) the 2008-09 ticket information brochure; (3) the 2009-09 Fall/Winter pocket schedule; (4) a women's soccer 2008 home schedule magnet; and (5) a flyer about the Junior 49ers Club. A copy of the line-up card, ticket information brochure, and Jr. 49ers Club flyer can be found in Appendix C. The promotional materials proved to be helpful, particularly the line-up card, but the consulting team questioned the location of the promotions table. Rather than setting up the table just outside the entrance of the stadium and creating a bottle neck for fans entering the game, the team felt it would be better situated inside the stadium, to allow for better flow into the stadium.

Upon entering the stadium, the consulting team immediately noticed the lack of stadium lights, the lack of scoreboard, the limited seating available, the insufficient

public address system, the lack of restroom facilities, and the lack of a merchandise table or booth. There were clearly no permanent benches for the home and visiting teams, and in sitting amongst the crowd, there was no designated space for press. The facility, while nice for a high school team, left much to be desired for a Division I university.

The game was genuinely exciting. As the game started, many fans began pouring into the stadium. By half-time, the consulting team was surprised at the number of fans in attendance. Spectators included many Long Beach students, members of other Long Beach State sports teams, relatives of players, press, some future recruits with parents, and members of the local Long Beach community. The skill level of the soccer team was impressive, and, given the number of future recruits in the stands, clearly the coaching staff has a vested interest in continuing to recruit top players.

IV. Strategic Analysis

Based upon the Management and Quality Service Audits, the consulting team has assembled a SWOT analysis outlining the strengths, weaknesses, opportunities, and threats to the women's soccer team. Table 2 provides a comprehensive overview of the SWOT analysis defined below.

Strengths. Strengths of the Long Beach State women's soccer team include: (1) a well maintained soccer field; (2) solid team unity and coaching; (3) community support of the athletics department; (4) strong student support of the team; (5) high skill level of the players; (6) the great Southern California location with notoriously pleasant weather and playing conditions; (7) free student admission; and (8) shaded bleachers for the crowd.

Table 2. Comprehensive SWOT Analysis of the Long Beach State women's soccer team.

<p>Strengths</p> <ul style="list-style-type: none"> • a well maintained soccer field • solid team unity and coaching • community support of the athletics department • strong student support of the team • high skill level of the players • the great Southern California location with great weather and playing conditions • free student admission 	<p>Weaknesses</p> <ul style="list-style-type: none"> • lack of stadium lights • poor quality of the bleachers and the limited seating capacity at the field • lack of sponsors • poor PA system and speaker quality • lack of a permanent scoreboard • lack of event advertising • limited restroom access • lack of concessions • lack of a merchandise table or booth • limited budget • inability to schedule night games due to the lack of lighting
<p>Opportunities</p> <ul style="list-style-type: none"> • plenty of room to expand and enhance the soccer facility • proposed expansion plan identified in the 2008-2012 Strategic Plan appears to be on target • room for additional sponsorship opportunities • as the soccer team continues to post winning records and secure conference titles, the team should be able to expand their recruitment pool to elite players from outside of California • proposed facility improvements should also help in expanding recruitment efforts • because Long Beach does not have a football team, they are able to focus more on smaller profile sports and accomplish more with a smaller budget • given the number of Olympic and professional athletes that Long Beach State has produced, there is a strong pool of potential donors and supporters for fundraising efforts 	<p>Threats</p> <ul style="list-style-type: none"> • weather can be a threat with an outdoor facility • lack of stadium lighting prevents the possibility of night games, which have the potential to attract more of the local community to support the team • competition for fans from local professional soccer teams, including the Galaxy and Chivas • additional competition for fans from local Pac-10 conference schools, including UCLA and USC • having the lowest ranking soccer facility in the Big West Conference may prevent recruits from attending Long Beach • other local Pac-10 conference schools may have bigger budgets and better facilities to recruit elite players

Weaknesses. Weaknesses of the Long Beach State women's soccer team include:

(1) the lack of stadium lights; (2) the poor quality of the bleachers and the limited seating capacity at the field; (3) the lack of sponsors; (4) the poor PA system and speaker quality; (5) the lack of a permanent scoreboard; (6) the lack of event advertising; (7) the limited restroom access; (8) the lack of concessions; (9) the lack of a merchandise table or booth; (10) the limited budget; and (11) the inability to schedule night games due to the lack of lighting.

Opportunities. The consulting team recognizes the following opportunities for the Long Beach State women's soccer team: (1) there is plenty of room to expand and enhance the soccer facility; (2) the proposed expansion plan identified in the 2008-2012 Strategic Plan appears to be on target; (3) there is room for additional sponsorship opportunities; (4) as the soccer team continues to post winning records and secure conference titles, the team should be able to expand their recruitment pool to elite players from outside of California; (5) the proposed facility improvements should also help in expanding recruitment efforts; (6) because Long Beach does not have a football team, they are able to focus more on smaller profile sports and accomplish more with a smaller budget; and (7) given the number of Olympic and professional athletes that Long Beach State has produced, there is a strong pool of potential donors and supporters for fundraising efforts.

Threats. The consulting team recognizes the following threats to the Long Beach State women's soccer team: (1) weather can be a threat with an outdoor facility; (2) the lack of stadium lighting prevents the possibility of night games, which have the potential to attract more of the local community to support the team (3) there is competition for fans from local professional soccer teams, including the Galaxy and Chivas; (4) there is additional competition for fans from local Pac-10 conference schools, including UCLA and USC; (5) having the lowest ranking soccer facility in the Big West Conference may prevent recruits from attending Long Beach; and (6) the other local Pac-10 conference schools may have bigger budgets and better facilities to recruit elite players.

V. Suggestions for Improvement

It is clear from the 2008-2012 Strategic Plan that the Long Beach State Athletics Department has already outlined a plan for improvements to the department. Based upon the Management and Service Quality Audits, the consulting team recommends focusing on facility, game atmosphere, promotional, and sponsorship improvements to ensure the continued success of the Long Beach State women's soccer team.

Facility Improvements. In order to remain competitive at the Division I level, it is imperative that the Long Beach State Athletics Department make dramatic improvements to the soccer facilities at George Allen Field. Suggestions for improvement include adding permanent lighting, increasing the seating capacity with improved and more comfortable seating, adding locker room facilities for the home and visiting teams, improving restroom access for spectators, installing a better public address audio system, and adding permanent benches for the home and visiting teams, as well as a permanent scorer's table, press box, and scoreboard. Improving the facilities will attract more community support of the team, which will inherently increase ticket revenue.

Game Atmosphere Improvements. The consulting team suggests moving the promotions table from just outside the entrance to the facility to a booth inside the stadium. As fans are eager to enter the stadium, there is the potential to simply walk past the promotions table without looking at the materials the team has to offer. On the other hand, if many people stop at the promotions table, they literally block fans from entering the stadium. Moving the table to inside the stadium will allow for better flow. The consulting team also recommends setting up a merchandise booth or table, next to the promotions table, to allow fans to buy Long Beach State t-shirts, hats, jerseys, etc.

Finally, the consulting team recommends having the school mascot, Prospector Pete, and cheer teams attend the soccer games. The mascot and cheer/dance teams would enhance the overall experience for the fans.

Promotional Improvements. The consulting team was not impressed with the overall lack of promotion for the soccer game. There was no signage on campus indicating that a game was scheduled, and there was no signage directing people to the field. In talking to a few first-time attendees, each of them indicated that they planned to attend more games due to the excitement of the game. The team could benefit from additional advertising and promotions, particularly to people who have not yet experienced the fun and excitement of the games, since the fans appear to be very easily drawn into the sport once they get to the games.

Sponsorship Improvements. There were a total of five (5) sponsors featured at the game against BYU. The sponsors included: (1) the Los Angeles Sheriff's Department; (2) Community Hospital of Long Beach; (3) Coca-Cola; (4) Comerica Bank; and (5) Waste Management. There is clearly more room on the field for additional sponsors, and there is potential for more local merchants and businesses to sponsor the team. Sponsorship dollars would no doubt help in terms of allowing for the facility and game improvements outline above.

Increased Revenue and Fundraising Opportunities. The improvements outlines above will no doubt cost money. The consulting team has identified several ways to help increase revenue and capitalize on potential fundraising opportunities, including (1) increasing the number of local sponsors; (2) improving concessions; (3) adding a merchandise table/booth at all home games; (4) capitalizing on the number of Olympic

and professional athletes that have graduated from Long Beach State as potential large donors; and (5) charging a small admission fee for students. Another potential revenue stream would be to raise money with the sale of raffle tickets and raffling off prizes at the home games. Potential prizes could include a cross-promotion with local sponsors, such as raffling a gift certificate to a local restaurant that sponsors the team.

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Appendix A



*Long Beach State Athletics
Strategic Plan
2008-2012*

LONG BEACH STATE UNIVERSITY

LONG BEACH STATE ATHLETICS STRATEGIC PLAN 2008-2012



Mission Statement

The Long Beach State Department of Intercollegiate Athletics is committed to pursuing excellence at the Division I level, and providing opportunities for its diverse student athletes to maximize their athletics, academics and life-skills potential.

The department will provide high-quality coaches and administrators, whose goal is to instill a winning attitude on and off the field through core values such as teamwork, leadership and service to others.

As one of the most visible messengers of the university's story, ICA strives to be a unifying entity with students, faculty/staff, alumni and the community.

Facility Enhancements

Competing for Big West, MPSF and NCAA championships requires us to improve practice, training and event facilities for our teams.

The following facility enhancements have been identified as priorities.

Soccer and Track Stadium

Can be designed as a shared facility with lights and permanent seating for 5,000 fans.
Estimated investment is \$5 million.

Student-Athlete Team Center

Currently there is no locker room or meeting space for teams that do not compete in the Walter Pyramid. Baseball, softball, soccer, water polo, track/cross country and tennis participate in practice and events without lockers, showers and team space. This new facility will also include a training room, shared meeting space with state of the art video capabilities and a student athlete lounge.
Estimated investment is \$10 million.

Practice Court

Today the men's and women's basketball and volleyball programs train throughout the year, while the Walter Pyramid is home to daily Kinesiology activities as well as a rental option for university and public events. The Gold Mine Gym, a practice option, is used constantly for classes and open gym. In brief, we need a practice court to be available daily for intercollegiate practice and training.
Estimated investment is \$3 million if designed and built in the Athletes Team Center or ATC.

Achievement

Facility Enhancements

The Walter Pyramid locker room and storage renovations

To compete at the highest level we need to continually upgrade areas for equipment, meetings study hall, video and every day locker rooms.
Estimated investment is \$1 million.

Athletics Hall of Fame and Tradition Tributes

We have out grown the limited access Ukleja Room as a Hall of Fame. To honor our athletics history, new recognition displays need to be created on the concourse of the Walter Pyramid. In addition, special murals, logos and pictures promoting 49er Athletics should be showcased on buildings, walls and public areas.
Estimated investment is \$1 million.

Baseball Practice Facility Renovation

The Dirtbags are a nationally-recognized program and to maintain a top 20 status we must improve the batting tunnels, pitching bullpens, the field, backstop and dugouts and the overall appearance of the complex. This will help ensure the recruitment and training of baseball student athletes.
Estimated investment is \$2 million.

Golf Practice Facility

It is our objective to have our men's and women's golf teams compete annually for Big West and NCAA championships. The El Dorado Park practice area needs upgrading of tee boxes, chipping areas, putting greens and a small locker room/clubhouse.
Estimated investment is \$2 million.

Achievement

Facility Enhancements

Softball Stadium

To compete with the best softball teams in Southern California will require us to improve our on-campus stadium facility. Building a press box, with lights, and a new scoreboard with added seating will enable us to recruit, train top student athletes and host regional events and tournaments.

Estimated investment is \$2 million.

Tennis Courts

At this time the university is planning on building new tennis courts for our women's intercollegiate team, activity classes and student/staff/faculty use. Renovations are to be completed in the spring of 2008. We have won five consecutive Big West championships and have been consistently ranked nationally in the top 25. An addition of a scoreboard and a building for storage and meetings will enable us to compete with the best.

Estimated investment \$1 million.

Water Polo

National championships are within our reach for both our men's and women's programs. The University pool is in need of a facility makeover with lights, scoreboard, locker and meeting rooms.

Estimated investment is \$2 million.

Achievement

Academic Excellence Endowment

It is our responsibility to provide Long Beach State student athletes with the resources and support necessary to succeed in the classroom and graduate with unlimited opportunities. An endowment for summer school scholarships, skilled tutors and study hall proctors are imperative if we are to meet that commitment and the following academic objectives.

Estimated investment is \$5 million.

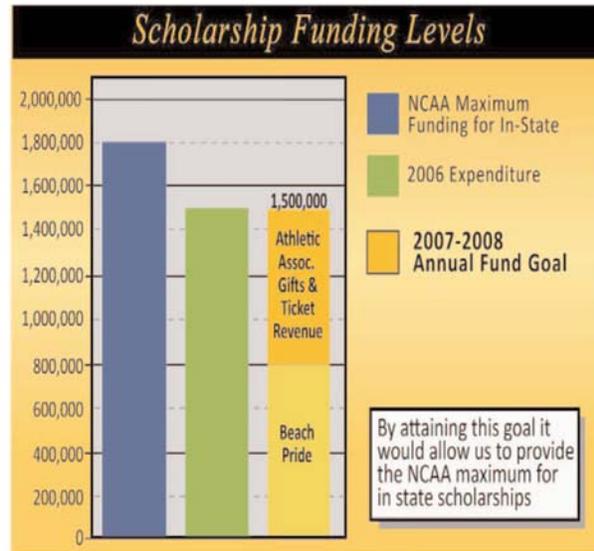
The following academic goals have been established for the next five years:

- Maintain a graduation rate for student athletes exceeding the overall student body graduation rate by at least 10%.
- Increase the overall Graduation Success Rate (GSR) two percentage points each year for the next five years to exceed 80%.
- Ensure that all 18 NCAA sponsored programs achieve an Academic Progress Rate (APR) score above the NCAA minimum acceptable score of 925.

Scholarship Endowment

The foundation of a strong athletics program is built on providing the maximum number of scholarships for NCAA sponsored teams. Currently the 49er intercollegiate programs are fully-funded by the Beach Pride referendum and student fees. However, there have been no annual increases in this funding source. In addition we are nearly \$250,000 below the maximum stipends allowed for off-campus housing, leaving us at a competitive disadvantage with other Southern California universities.

Estimated investment is \$10 million.



Commitment

Annual Fund Goals

The success of the annual fund is critical to the overall success of the athletics program. Scholarship and team operational dollars must be generated yearly to ensure that student-athletes compete fairly at the highest level.

2006-2007	\$ 775,000
2007-2008	\$1,000,000
2008-2009	\$1,125,000
2009-2010	\$1,250,000
2010-2011	\$1,500,000
2011-2012	\$1,650,000

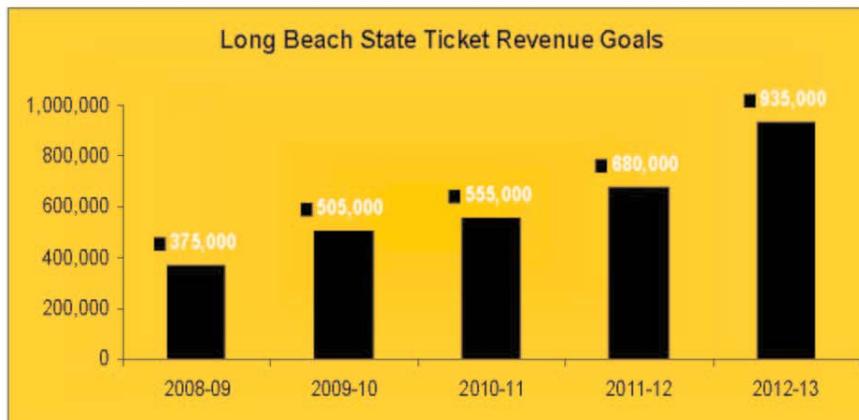
Long Beach State has reorganized the athletics annual fund to increase operational efficiency through centralization. The new 49er Athletic Club will be the organization that receives all gifts and provides recognition and benefits to donors. As always sport specific contributions are encouraged and will be directed to the team of choice and their respective "excellence" accounts. Booster clubs will now be called support groups and volunteer captains can help development staff and head coaches in their fundraising and special event programs.

All members of the 49er Athletic Club will be recognized for their total athletic giving during the fiscal year from July 1 through June 30, and receive pre-determined club benefits according to gift level.

Determination

Ticket Revenue Goals

<u>Sport</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Women's Volleyball	80,000	90,000	95,000	100,000	110,000
Men's Basketball	110,000	200,000	220,000	300,000	500,000
Women's Basketball	20,000	25,000	30,000	50,000	75,000
Baseball	165,000	190,000	210,000	230,000	250,000
	375,000	505,000	555,000	680,000	935,000



Community

Staffing Needs

Long Beach State Athletics is committed to providing student athletes with the best possible coaching and administrative support. The NCAA regulates the number of full-time coaches allowed for each sport and many of our teams do not have funding to pay for a fair salary and benefits. This is clearly a competitive disadvantage for the following programs.

- *Men's and women's track*
- *Men's and women's water polo*
- *Women's tennis*
- *Women's soccer*
- *Men's and women's golf*
- *Men's volleyball*

Estimated investment is \$500,000 annually.

- *A critical area of support for student athletes is strength and conditioning. The 49er program currently has only one full time professional and two graduate assistants. To ensure our student athletes get faster, bigger and stronger mandates we add a full-time position and an additional part-time position.*
- *In addition the ticket office is the window in which many fans and potential season ticket holders and donors first interact with the university. Customer service is a premium and without an additional full time position we cannot provide the best possible game day support for all of the fans attending athletic contests or seeking information on season ticket purchases.*

Teamwork



Appendix B



*Survey Administered to Spectators at
Long Beach State Women's Soccer
Game vs. BYU – September 11, 2008*



Appendix C



*Promotional Materials Distributed at
Long Beach State Women's Soccer
Game vs. BYU – September 11, 2008*

LONG BEACH STATE (3-1-1)

#	PLAYER	POS	YR	HT	EXP	HOMETOWN / PREVIOUS SCHOOL
00	Liz Ramos	GK	Sr.	5-7	3V	Bakersfield, CA / Liberty HS
0	Breanna Truelove	GK	Sr.*	5-8	1V	La Habra, CA / La Habra HS / Oklahoma State
1	Emily Kingsborough	GK	RS-Fr.	5-9	RS	Santa Rosa, CA / Ursuline HS
2	Sara Baca	D/MF	Sr.	5-7	3V	Ventura, CA / Buena HS
3	Kristen Kiefer	F	So.	5-7	1V	Mission Viejo, CA / Capistrano Valley
4	Sahar Haghdan	F/MF	Sr.	5-3	3V	Palmdale, CA / Highland HS
5	Yeraldy Hurtado	MF	Jr.	5-4	2V	Ventura, CA / Buena HS
6	Shawna Gordon	MF	Fr.	5-6	HS	Rancho Cucamonga, CA / Los Osos HS
7	Lindsay Bullock	MF	So.	5-9	1V	Manhattan Beach, CA / Mira Costa HS
9	Hayley Bolt	MF	Sr.	5-8	3V	Lakewood, CA / Los Alamitos HS
10	Kim Silos	M/F	Sr.	5-9	3V	Ontario, CA / Don Lugo HS
11	Maniko Strickland	MF	Sr.	5-5	1V	Ana, HI / Mid Pacific Institute / San Diego State
12	Tiffany Vaughn	D	Sr.	5-2	3V	Ladera Ranch, CA / Tesoro HS
13	Grace Shevlin	MF	So.	5-5	1V	San Diego, CA / Westview HS
14	Sarah Strohl	D	Jr.	6-1	2V	San Diego, CA / Patrick Henry HS
15	Jenn Brooks	D	Jr.	5-4	2V	Claremont, CA / St. Lucy's Priory HS
16	Nikki Myers	F	So.*	5-4	1V	Chula Vista, CA / Marian Catholic HS
17	Julie Megorden	D	Jr.*	5-7	2V-RS	Los Alamitos, CA / Los Alamitos HS
18	Bo Rael	D	So.	5-7	TR	Rancho Cucamonga, CA / Los Osos HS / Oregon
19	Chantel Hubbard	D	Jr.	5-4	2V	Torrance, CA / North Torrance HS
20	Dana Farquhar	M/F	Sr.	5-6	3V	Redlands, CA / Arrowhead Christian Academy
21	Caroline Shevlin	MF	So.	5-5	HS	San Diego, CA / Westview HS
22	Nicole Hubbard	D	Fr.	5-11	HS	Lakewood, CA / Mayfair HS
23	Marysol Rosas	MF	Fr.	5-6	HS	Santa Ana, CA / Mater Dei HS
24	Janet Mendez	F	So.	5-3	HS	Palmdale, CA / Highland HS
25	Cat Gray	D	Sr.	5-4	1V	La Palma, CA / Kennedy HS / Long Beach CC
26	Breanna Olson	D	Fr.	5-7	HS	Irvine, CA / El Toro HS

Head Coach: Mauricio Ingrassia, 5th year (CS Fullerton '95)

Assistants: Wendi Whitman, 5th year (Stanford '00), Jeff Joyner, 3rd year (CS Dominguez Hills '01)

Volunteer Coach: Lucas Curtolo, 1st year, **Strength and Conditioning:** Sebastian Carrasco, 4th year

FROM THE PRESS-TELEGRAM

by Dave Werstine, www.prestelegram.com

The Long Beach State women's soccer team, coming off its first loss of the season, is expected to get an altogether different challenge today against BYU at 4:30 p.m. at George Allen Field.

Giving plenty of respect to the 49ers' speed and scoring up front, many opponents have tried to play it safe against LBSU, packing the back in hopes of holding the game close and getting a positive result.

That won't be the case this afternoon in what could be a "wide-open" match against the Cougars.

"They are athletic and will come forward and test our defense," LBSU coach Mauricio Ingrassia said. "It'll be a different style to what we have seen."

BYU is 3-3-0, struggling a bit out of the gate and currently unranked. Meanwhile, the 49ers are 3-1-1 after losing to UNLV, 1-0, on a penalty kick in the 77th minute Sunday.

That game against the Rebels showed how opponents tend to play against LBSU. They crowded the back end, kept the game close, got a fortunate and somewhat controversial call, and seized the opportunity to win it on the PK.

Other than the final score, the 49ers won the match. They outshot UNLV, 17-6, and had a 12-1 advantage on corner kicks. This kind of outcome has plagued LBSU more than once before.

"We played well and definitely deserved better," Ingrassia said of the loss. "We have to close out games, find that killer instinct, especially at home."

Ingrassia is very pleased with the 49ers' revamped back line, which has given up four goals in five games. Throw out the 4-3 win at Hawaii and the 49ers have allowed just one goal in four matches.

What he would like to see now is timely scoring, especially earlier in the game.

BRIGHAM YOUNG (3-3-0)

#	PLAYER	HT	POS	YR	HOMETOWN / PREVIOUS SCHOOL
0	Simone Seymour	5-4	GK	So.	Callimesa, CA - Yucuiipa HS
1	Aleena Shelton	5-9	GK	So.	Layton, UT - Clearfield HS
2	Dana Oldroyd	5-8	D	Fr.	Orem, UT - Timpanogos HS
3	Lauren Anderson	5-4	F	Fr.	Danville, CA - Monte Vista HS
4	Karen Cook	5-8	D	Sr.	Sandy, UT - Alta HS
5	Whitney Feller	5-5	M/F	Jr.	Draper, UT - Alta HS
6	Megan Richardson	5-7	D	So.	Orem, UT - Timpanogos HS
7	Jennie Marshall	5-5	F	Fr.	Modesto, CA - Beyer HS
8	Rachel Nelson	5-5	D	Fr.	Plano, TX - Plano West HS
9	Amanda Draeger	5-8	D	Sr.	Huntington Beach, CA - Edison HS
10	Jessica Carter	5-7	D	Sr.	Provo, UT - Timpview HS
11	Andrea Willis	5-7	D	Jr.	Riverside, CA - Riverside Poly HS
12	Becca Riddle	5-4	F	So.	Midvale, UT - Hillcrest HS
13	Stacy Bartholomew	5-9	F	Fr.	Orem, UT - Timpanogos HS
14	Ashleigh Jameson	5-9	D/MF	Jr.	Tyler, TX - Robert E. Lee HS
15	Kelsea Kakadelas	5-10	M/F	Jr.	Carlsbad, CA - La Costa Canyon HS
16	Auna Janis	5-4	MF	Fr.	Orem, UT - Mountain View HS
18	Katie Larkin	5-5	F/MF	Sr.	Draper, UT - Alta HS
20	Kristi Dow-Jackson	5-4	F/MF	Jr.	LaVerne, CA - Bonita HS
21	Kassidy Christensen	6-0	F/MF	So.	Bountiful, UT - Woods Cross HS
22	Katie Fellows Hodgkiss	5-8	F	Sr.	Sandy, UT - Alta HS
23	Alyssa Vander Veer	5-7	F	Jr.	South Jordan, UT - Bingham HS
24	Hallie Keenan	5-11	MF	Fr.	Los Altos, CA - Los Altos HS
25	Nicole Urry	5-9	D	So.	Draper, UT - Alta HS
32	McKinzie Olson	5-8	GK	Fr.	Cottonwood Heights, UT - Brighton HS

Head Coach: Jennifer Rockwood, 13th year

Assistant Coaches: Chris Watkins, Aleisha Rose, Jennie Smith

"We need to find a way to get the first goal," said Ingrassia, noting how the 49ers were in a close game against Harvard recently but scored just before halftime in what proved to be a 3-0 blowout win.

NOTES (from the SID Office): Long Beach State soccer (3-1-1) will close out their four match home stand this weekend when they host Brigham Young (3-3-0) on Thursday at 4:30 p.m. and Oregon (3-2-0) on Sunday at noon. The Ducks will also play UC Riverside at George Allen Field on Friday at 3 p.m. The 49ers, who began the season with their best start in school history at 3-0-1, dropped a 1-0 decision in the 75th minute on a penalty kick to UNLV last Sunday, after cruising past Harvard 3-0 on September 5.

BYU enters the match at 3-3-0 and are currently on a two-match losing streak. All three of their losses have been on the road, at William and Mary (4-1) and at Marquette (1-0) last weekend and at LSU (4-1). The Cougars have posted wins at Cal Poly (2-1), against Georgia (4-1) and Arizona (1-0). Senior forward Katie Larkin leads the club with three goals, while sophomore Kassidy

Christensen has two goals and an assist. Freshman Lauren Anderson leads the team with four assists. The team's goals against average is 1.80. Last year the 49ers lost 1-0 to then No. 24-ranked BYU in Provo.

The 49ers defense has posted three shutouts and have a 0.76 goals against average, paced by team captain Sara Baca and fellow senior Tiffany Vaughn, and newcomers Nicole Hubbard, a freshman from Lakewood, and Bo Rael, a sophomore who played one game for Oregon last year.

Seniors Breanna Truelove (0.31 goals against average) and Liz Ramos (1.47) have split time in goal, with Ramos going 39-13-4 in her four-year career with 29.5 career shutouts while Truelove has logged more minutes this season (290:00) and more shutouts (2).

On offense, the 49ers have produced a balanced scoring attack paced by sophomore Kristen Kiefer's three goals and two goals a piece from seniors Kim Silos and Hayley Bolt and sophomore Lindsay Bullock.

LONG BEACH STATE WOMEN'S SOCCER 2008

FROM THE UNION WEEKLY, by Vincent Girmonte

Coach Mauricio Ingrassia remembers four years ago, when the eight seniors he recruited on this year's team came to Long Beach on their official visit, and subsequently toilet-papered his house.

"It seems like yesterday," he said last Saturday, a day after his team pounded Harvard 3-0 to remain undefeated on the young season. They have come a long way since their high school antics, the eight of them, highlighted with a conference title in 2005. But more importantly, Ingrassia and his seniors have taken a program from relative anonymity to a perennial contender out West. Nobody likes to throw around the word "powerhouse," and LBSU is not there yet. But if things continue to go as planned, it won't be long before we put Women's Soccer on the same echelon as our Volleyball and Baseball programs.

But it all comes back to the seniors and the family they have forged, and it's a place where more and more recruits are looking to call home.

"Coach is always telling us to be out here [on the field] for your girls, and we've taken that off the field as well," says defender Tiffany Vaught. "We always make sure we're together."

This year's team is about the eight that have made it, in both its identity and ability out on the field. As the saying goes, defense wins championships, and the 49ers have three seniors in the back with team captain Sara Baca, Tiffany Vaught and Julie Megorden. Hayley Bolt, midfielder and distributor, is the presence in the middle. Also in the midfield are seniors Dana Farquhar, and Kim Silos. At forward is the shifty Sahar Haghdan, who was also hampered by a leg injury in 2007. In the goal is senior Liz Ramos, LBSU's all-time leader in shut-outs. Not bad for experience.

If a tight bond was formed back in 2004, it was likely formed out of necessity. All eight of them were thrown into the fire as freshmen, back when the season's goal was merely to be above .500.

"I think a lot of us came here because we felt like we were going to build something," says goalkeeper Liz Ramos. "There's a lot of programs where you go in and you feel like you're not going to play your freshman year and you usually don't. But this program was new and we felt like all of us had a chance to make it better. That's a reason why we all chose to come here."

It's rare to see a class so intact, and it helps that this team is void of the big egos that can submerge a team in conflict. There's a genuine feel of family on the field, in practice, and apparently off the field.

"We have these teams called Team Dinners," says



Photo by Steve Carr

Vaught. "We get together and eat...all the time."

The going was tough in the beginning. All eight of the highly touted freshmen started with very minimal upper-class support in 2004. Most similar situations would yield humbling results, but the 49ers managed to exceed their expectations from the beginning, making the conference tournament but bowing out in the first round. Losing should never be palatable, but Long Beach State still had three more years to go with a solid core intact, and loftier aspirations.

The very next year saw a LBSU Women's Soccer Big West Championship win in Fullerton, against Fullerton. For all intents and purposes, it was won on the moon: titles don't get much sweeter in Long Beach. For such a young team it was not an aberration; it was the talent and ability to adjust to college ball of the elite eight, foreshadowing the future of a great program.

"They were the kids that we were able to bring in and kind of change the course of

2008 SCHEDULE

AUGUST

FRI. 22 GONZAGA
Tue. 26 at Hawaii
Fri. 29 vs. Denver

SEPTEMBER

FRI. 5 HARVARD
SUN. 7 UNLV
THU. 11 BYU
SUN. 14 OREGON
Fri. 19 at Utah
Sun. 21 at Utah State
Fri. 26 at Arizona
Sun. 28 at Arizona State

OCTOBER

FRI. 3 *UC DAVIS
SUN. 5 *PACIFIC
WED. 8 SAN DIEGO
SUN. 12 *UC IRVINE
Fri. 17 *at UC Riverside
Sun. 19 *at CS Fullerton
SUN. 26 *CS NORTHRIDGE
Fri. 31 *at UC Santa Barbara

NOVEMBER

Sun. 2 *at Cal Poly
San Luis Obispo, Calif. 12 pm
Fri. & Sun. 7 & 9 Big West Conference Tourney at Regular Season Champ.
Fri.-Sun. 14-16 NCAA 1st & 2nd Rounds
Fri.-Sun. 21-23 NCAA Tournament-3rd Round
Fri.-Sun. 28-30 NCAA Tournament-Quarterfinals

* Big West Conference Game
All Times Listed Are Pacific

GEORGE ALLEN FIELD W 4-0
Honolulu, Hawaii
Honolulu, Hawaii W 4-3, 0-1
Honolulu, Hawaii T 0-0, 2-0

GEORGE ALLEN FIELD W 3-0
GEORGE ALLEN FIELD L 0-1
GEORGE ALLEN FIELD 4:30 PM
GEORGE ALLEN FIELD 12 PM
Salt Lake City, Utah 6:30 pm
Logan, Utah 10 am
Tucson, Arizona 7 pm
Tempe, Arizona 1 pm

GEORGE ALLEN FIELD 3 PM
GEORGE ALLEN FIELD 12 PM
GEORGE ALLEN FIELD 3 PM
GEORGE ALLEN FIELD 2 PM
Riverside, Calif. 6 pm
Fullerton, Calif. 6 pm
GEORGE ALLEN FIELD 12 PM
Santa Barbara, Calif. 7 pm

the program," says Ingrassia. "They've been the cornerstones for the things that have happened."

And 49er fans should be highly encouraged. As of Saturday, they hadn't lost a game in four tries with impressive wins over Gonzaga, Hawaii, Harvard, and drawing with the University of Denver. As the seniors' career at LBSU winds down, they're cognizant of their send-off. "We don't ask for anything less," says Vaught of the Big West—all of it, "we'll win it."

2008-09
TIGER
FORMATION
INFORMATION
BRICKS
AND
BIG



Long Beach State Athletics
1250 Bellflower Blvd.
Long Beach, CA 90840

For tickets visit
www.longbeachstate.com or call
562-985-4949

GROUP TICKET RATES

AVAILABLE FOR GROUPS OF 20 OR MORE



Event	Adult	Youth/Senior
Women's Volleyball	\$5	\$3
<i>Premium Matches</i>	\$7	\$5
Women's Soccer	\$6	\$3
Men's Basketball	\$7	\$5
<i>Premium Games</i>	\$9	\$7
Women's Basketball	\$5	\$2
<i>Premium Games</i>	\$7	\$4
Men's Volleyball	\$5	\$2
<i>Premium Matches</i>	\$7	\$4
Baseball	\$4	\$2
<i>Premium Games</i>	\$6	\$4

Group rates are limited to bench seating at the Walter Pyramid and grandstand seating at Blair Field.

The group may be a combination of Adults/Youth/Seniors.

Age Ranges:

Youth (4-14)

Adult (15-59)

Senior (60+)

Group ticket orders must be placed at least 2 business days prior to the event.

Please contact the appropriate person to order group tickets:

Women's Volleyball, Women's Soccer, Men's and Women's Water Polo, Baseball

Henry Ngo

562-985-7978

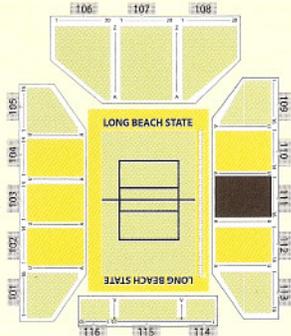
Hngo@csulb.edu

Men's & Women's Basketball, Softball, Men's Volleyball

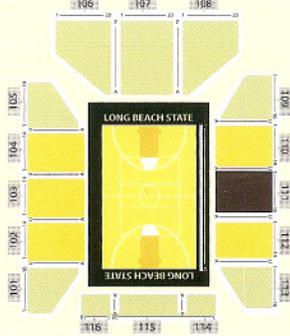
Dedan Brozino

562-985-8097

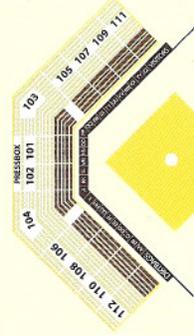
dbrozino@csulb.edu



CHAIRBACK BENCH STUDENT



CHAIRBACK BENCH STUDENT



SUPER GRANDSTAND BOX



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The Official Kids Club of Long Beach State Athletics



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- A Jr. 49ers t-shirt and Long Beach State lanyard and badge.
- Food and merchandise offers from our sponsors
- Ten (10) newsletters a year featuring information on your favorite teams and players
- Invitation to three (3) Jr. 49er Club Days during the year.
- FREE Admission to ALL Long Beach State regular season athletic events

Three (3) Jr. 49er Days

- Jr. 49ers take over Blair Field at a Dirtbag game
- Pre-game food and fun
- Opportunities to meet coaches, players, & staff
- Take part in on-field/court promotions

A Total Value of almost \$700
FOR JUST \$35

PARENTS SEASON TICKET SPECIAL

If you are a parent of a Jr. 49er we want to take part in the fun as well so we have put together some special season ticket pricing just for you. (Two season tickets may be purchased for each Jr. 49er Club Membership)

SPORT	REGULAR	YOUR PRICE
Women's Volleyball	\$80	\$65
Men's Basketball	\$90	\$75
Women's Basketball	\$75	\$60
Men's Volleyball	\$75	\$60
Baseball	\$120	\$105

Women's Volleyball

8/29-8/30

Long Beach State Tournament
Missouri State
San Francisco
Indiana

All Day

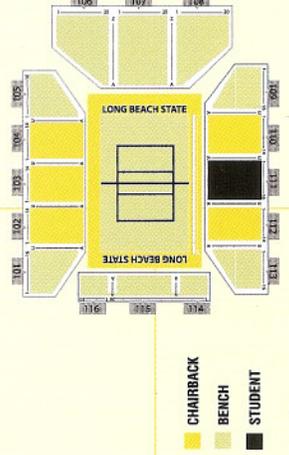
9/19	Santa Clara	7:00 PM
9/20	Santa Clara	7:00 PM
10/7	Cal State Northridge	7:00 PM
10/10	Cal Poly	7:00 PM
10/11	UC Santa Barbara	7:00 PM
10/21	Notre Dame	7:00 PM
10/24	UC Davis	7:00 PM
10/25	Pacific	7:00 PM
11/4	Cal State Fullerton	7:00 PM
11/12	UC Irvine	7:00 PM
11/13	UC Riverside	7:00 PM
11/28	Colorado State	7:00 PM

SEASON TICKET PRICE

Chairback*:\$130
Chairback*(dis):\$80
*\$25 Seat Donation
Bench:\$80

SINGLE GAME PRICE

Chairback:\$10
Bench (reg):\$8
Bench (dis):\$6
Group (reg):\$5
Group (dis):\$3
Kids Day (Sat):\$3



HOW TO BUY

Order in person at the
Walter Pyramid Box Office
Order by phone by calling
562-985-4949

Order on-line at
www.longbeachstate.com

Baseball

2/21	USC	6:30 PM
2/24	San Diego State	6:30 PM
2/27	CAL	6:30 PM
2/28	CAL	2:00 PM
3/1	CAL	1:00 PM
3/10	USD	6:30 PM
3/13	Washington State	6:30 PM
3/14	Washington State	2:00 PM
3/15	Washington State	1:00 PM
3/17	Loyola Marymount	6:30 PM
3/27	UNLV	6:30 PM
3/28	UNLV	2:00 PM
3/29	UNLV	1:00 PM
3/3	UC Riverside	6:30 PM
3/4	UC Riverside	2:00 PM
3/5	UC Riverside	1:00 PM
4/13	Pepperdine	6:30 PM
4/17	CS Northridge	6:30 PM
4/18	CS Northridge	2:00 PM
4/19	CS Northridge	1:00 PM
4/21	San Diego State	6:30 PM
5/1	UC Davis	6:30 PM
5/2	UC Davis	2:00 PM
5/3	UC Davis	1:00 PM
5/15	Cal Poly	6:30 PM
5/16	Cal Poly	2:00 PM
5/17	Cal Poly	1:00 PM

SEASON TICKET PRICE

Corp Box:	\$1650
Super Box (indiv):	\$275
Box:	\$165
GA (reg):	\$120
GA (dis):	\$100

SINGLE GAME PRICE

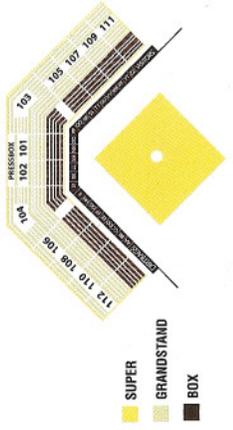
Superbox:	\$15
Box:	\$10
GA (reg):	\$7
GA (reg):	\$5
Group (reg):	\$4
Group (dis):	\$2
Kids Day (Sun):	\$3

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BEACH

Women's Soccer

8/16	San Diego State (scrim.)	5:00 PM
8/22	Gonzaga	1:00 PM
9/5	Harvard	4:30 PM
9/7	UNLV	12:00 PM
9/11	BYU	4:30 PM
9/14	Oregon	12:00 PM
10/3	UC Davis	3:00 PM
10/5	Pacific	12:00 PM
10/8	San Diego	3:00 PM
10/12	UC Irvine	12:00 PM
10/26	Cal State Northridge	12:00 PM

SEASON TICKET PRICE

Regular: \$40

Regular: \$8

Discount: \$5

Group (reg): \$6

Group (dis): \$3

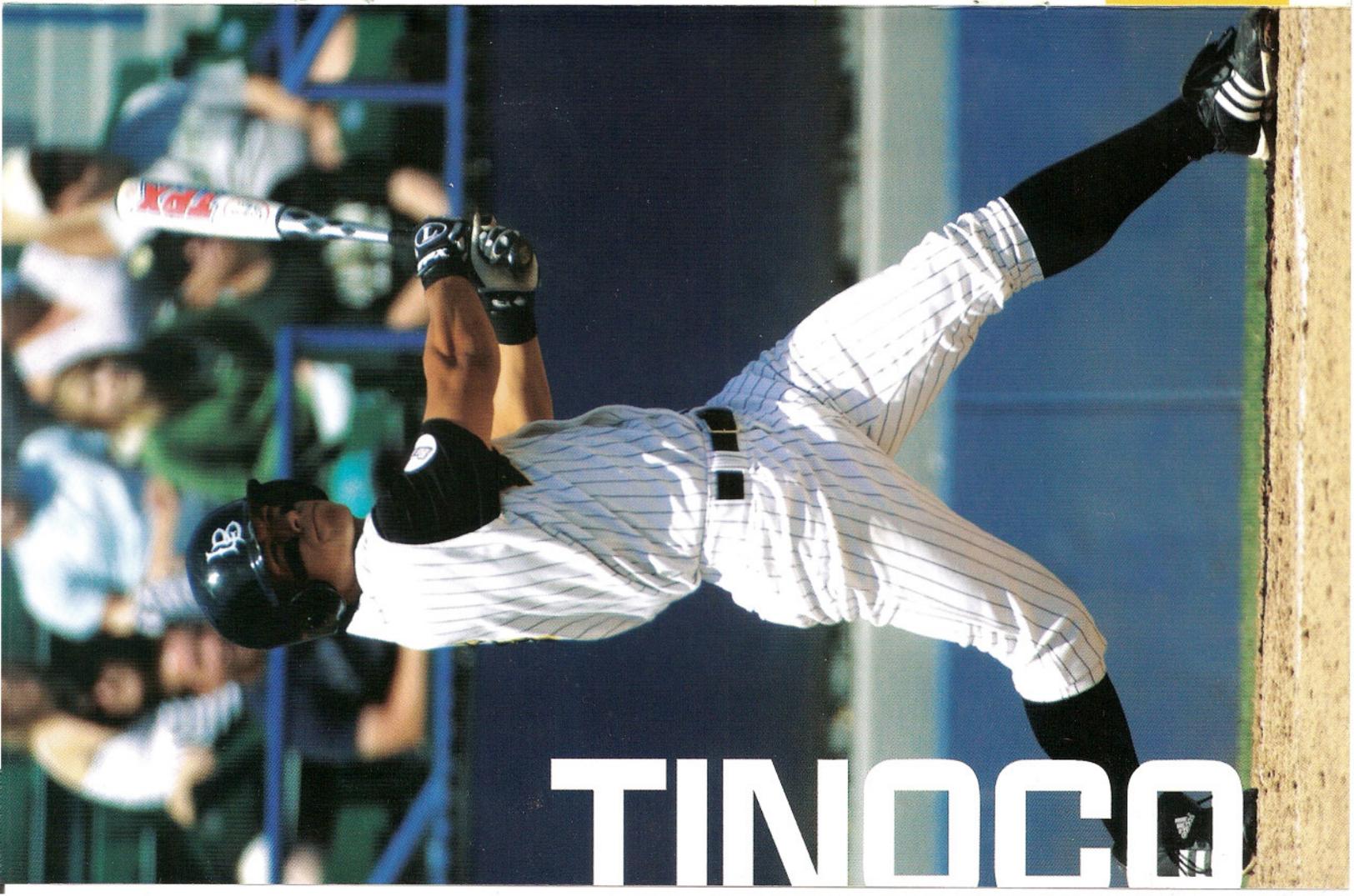
SINGLE GAME PRICE

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TINOCO

Men's Volleyball

1/16	UC San Diego	7:00 PM
1/21	UCLA	7:00 PM
1/23	UC Irvine	7:00 PM
2/12	Hawaii	7:00 PM
2/13	Hawaii	7:00 PM
3/4	USC	7:00 PM
3/6	Pepperdine	7:00 PM
3/13	IPFW	7:00 PM
3/14	Penn State	7:00 PM
4/3	Stanford	7:00 PM
4/4	Pacific	7:00 PM
4/10	UC Santa Barbara	7:00 PM
4/11	CS Northridge	7:00 PM

SEASON TICKET PRICE

Reg: \$75
 Dis: \$50

SINGLE GAME PRICE

Regular: \$8
 Discount: \$5
 Group (reg): \$5
 Group (dis): \$2
 Kids Day (Sat): \$3

HOW TO BUY

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MORRIS

Men's Basketball

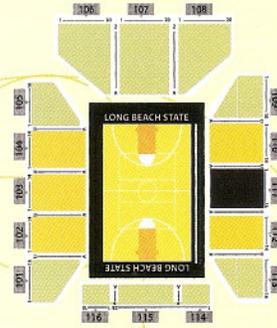
11/8	Exhibition Game	4:05 PM
11/22	Weber State (homecoming)	4:05 PM
11/30	New Mexico State	4:05 PM
12/3	Pepperdine	7:05 PM
12/20	Montana State	3:05 PM
12/22	Temple	7:35 PM
1/2	UC Santa Barbara	7:00 PM
1/4	Cal Poly	4:00 PM
1/17	CS Northridge	4:00 PM
1/24	UC Riverside	4:00 PM
1/29	CS Fullerton	7:00 PM
2/5	UC Davis	7:00 PM
2/7	Pacific	4:00 PM
2/21	ESPNU Bracketbuster	TBA
2/26	UC Irvine	7:00 PM

SEASON TICKET PRICE

Chairback*\$185
*\$250/\$125 Seat Donation	
Sidebench: \$90
Sidebench-Faculty:\$80
Endzone: \$75

SINGLE GAME PRICE

Chairback:\$15
Bench (reg):\$10
Bench (dis):\$8
Group (reg):\$7
Group (dis):\$5
Kids Day (Sat): \$3



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BITTNER

Women's Basketball

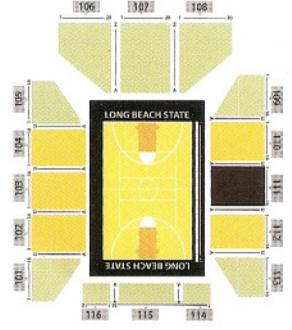
11/3	Love & Basketball	7:00 PM
11/16	San Diego State	2:00 PM
11/21	San Jose State	7:00 PM
12/1	Portland State	7:00 PM
12/20	BYU	5:30 PM
12/22	New Mexico State	5:00 PM
1/8	Pacific	1:00 PM
1/10	UC Davis	5:00 PM
1/31	UC Irvine	5:00 PM
2/11	CS Northridge	7:00 PM
2/14	Texas-Pan American	5:00 PM
2/20	UC Riverside	7:00 PM
2/28	CS Fullerton	5:00 PM
3/5	Cal Poly	7:00 PM
3/7	UC Santa Barbara	5:00 PM

SEASON TICKET PRICE SINGLE GAME PRICE

Reg:	\$75	Regular:	\$8
Dis:	\$50	Discount:	\$5
			Group (reg):	\$5
			Group (dis):	\$2
			Kids Day (Sat):	\$3

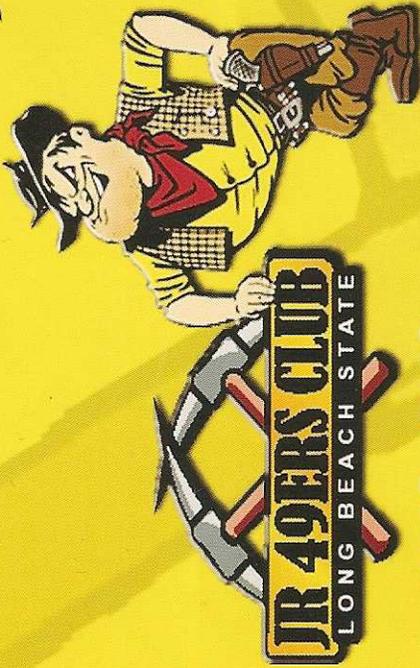
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FIGUEROA

The Official Kids Club of
Long Beach State Athletics



2008 - 2009

The Jr. 49ers Club is the Official Kids Club of Long Beach State Athletics. The Jr. 49ers Club is exclusively for 49ers fans 8th grade and younger. The Jr. 49er Club brings you closer to all your favorite sports and athletes and makes you part of the team!

As a Jr. 49er Member you will receive:

- ⌘ A Jr. 49ers t-shirt, Long Beach State Lanyard and badge.
- ⌘ Food and merchandise from our sponsors
- ⌘ Ten (10) newsletters a year featuring information on your favorite teams and players
- ⌘ Invitation to three (3) Jr. 49er Club Days during the year
- ⌘ FREE Admission to ALL Long Beach State regular season athletic events

Jr. 49er Club Days:

- ⌘ Jr. 49ers take over Blair Field at a Dirtbags game
- ⌘ Pre-game parties with some of your favorite athletes
- ⌘ Opportunities to meet coaches, players, & staff
- ⌘ Take Part in on-field/court promotions

SIGN ME UP!!!

How Can I Join the Jr. 49ers Club?

By mail:

Complete the portion to the right of this application and mail it, along with payment to:

Jr. 49ers Club
Long Beach State Athletics
1250 Bellflower Blvd
Long Beach, CA 90840

Parent Season Ticket Special

If you are a parent of a Jr. 49er we want to take part in the fun as well so we have put together some special season ticket pricing just for you. (Two season tickets may be purchased for each Jr. 49er Club Membership)

- Women's Volleyball - qty _____
Regular: \$80 Your Price: \$65
- Men's Basketball - qty _____
Regular: \$90 Your Price: \$75
- Women's Basketball - qty _____
Regular: \$75 Your Price: \$60
- Men's Volleyball - qty _____
Regular: \$75 Your Price: \$60
- Baseball - qty _____
Regular: \$120 Your Price: \$105

Information:

Parent name: _____

Jr. 49er name(s): _____

Address: _____

City: _____

State: _____

Zip: _____

Home Phone: _____

Email: _____

Age(s): _____

Birthday(s): _____

Favorite Sport(s): _____

Tshirt size
Youth -- S M L
Adult -- S M L

Payment Info
Membership Fee: \$25 Qty _____
Additional Sibling: \$18 Qty _____
Parent Season: \$ _____
Total: \$ _____



For more information please visit www.longbeachstate.com or call 562-985-7978

Cash () Check enclosed ()



Appendix D



*PowerPoint Presentation
Presented
September 22, 2008*



A Management Analysis of Long Beach State Athletics & The Women's Soccer Team

Prepared By:

Amy Fogg, Jill Kuenne, Jena Laolagi, and Devin McElvogue

LONG BEACH STATE ATHLETICS
WOMEN'S SOCCER



Long Beach State Athletics

Internal Environment





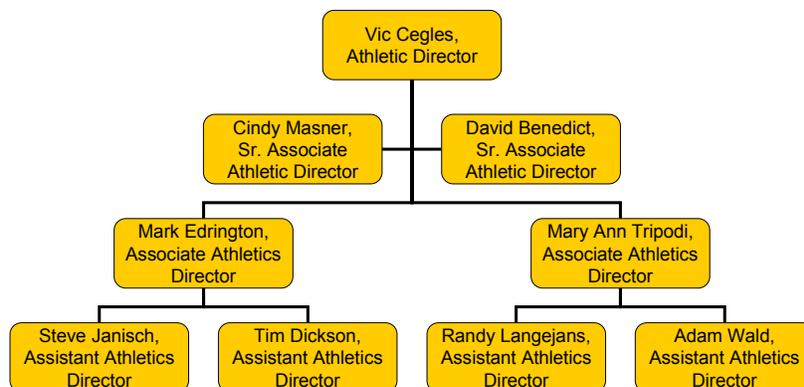
Long Beach State Intercollegiate Athletics Mission

- ICA is committed to pursuing excellence at the Division I level and providing opportunities for its diverse student athletes to maximize their athletics, academics, and life-skills potential.
- ICA will provide high quality coaches and administrators, whose goal is to instill a winning attitude on and off the field through core values such as teamwork, leadership, and service to others.
- As one of the most visible messengers of the university's story, ICA strives to be a unifying entity with students, faculty/staff, alumni, and the community.



Human Resources

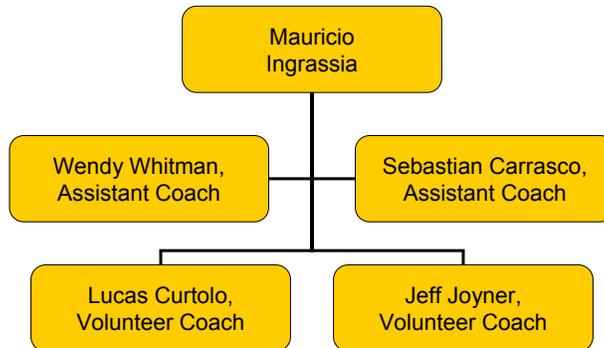
- Long Beach State Athletics Department
Organizational Structure





Human Resources

- Long Beach State Women's Soccer Team Organizational Structure



Physical Resources: Facilities

- The Walter Pyramid
- Blair Field
- George Allen Field
- Rhodes Tennis Complex
- Jack Rose Track
- 49er Pool
- El Dorado Golf Training Facility





Financial Resources

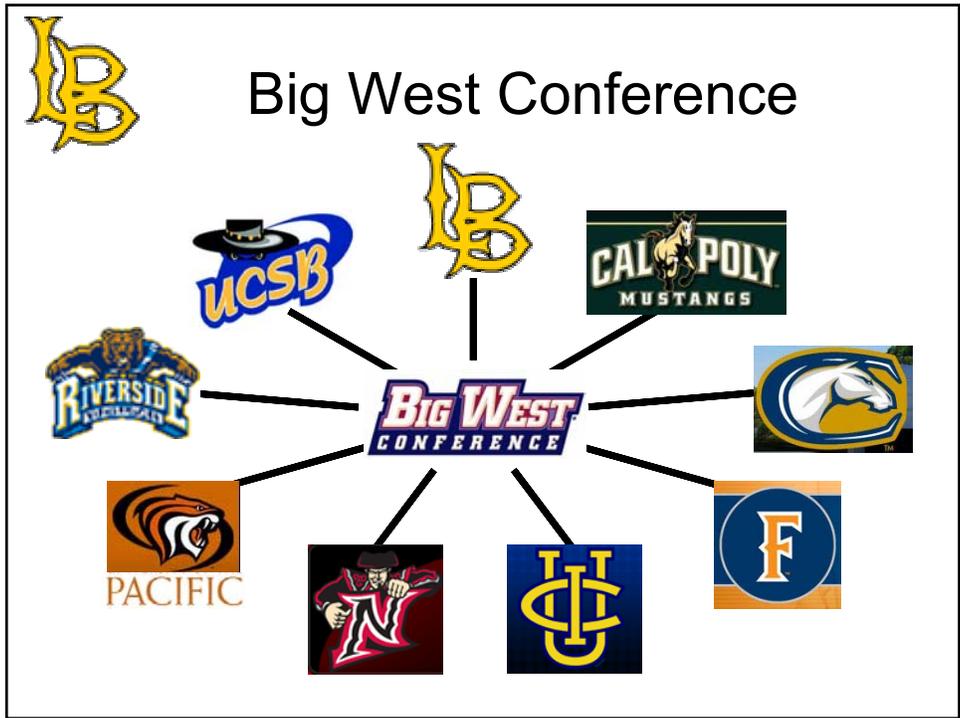
- \$11 million annual budget
- \$1.8 million annually from the Beach Pride Referendum
- Cegles brings a fund-raising background and focus to the athletics department



Long Beach State Athletics

External Environment






Compared to Competitors

- 

Long Beach State's Walter Pyramid ranks as the 4th largest basketball/volleyball venue in the conference
- 

Long Beach State's Blair Field ranks as the 4th largest baseball venue in the conference
- 

Long Beach State's George Allen Field ranks last in seating capacity in the conference



2008-2012 Strategic Plan



- Long Beach Athletics has identified the need to improve practice, training, and event facilities in order to remain competitive and continue the pursuit of Big West and NCAA championships



Long Beach State Athletics

Service Quality Audit



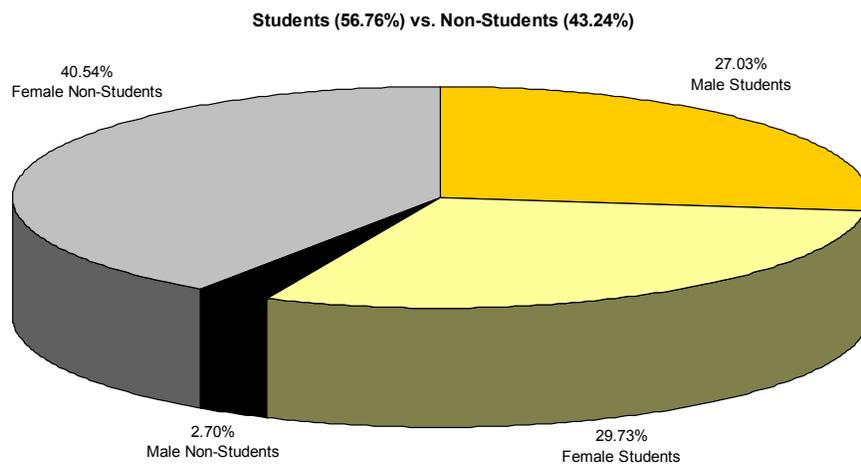


Women's Soccer vs. BYU

- September 11, 2008
- Informal survey of 37 spectators
- 26 women; 11 men
- Ages ranged from 14 to 75 years
- Number of Long Beach State students surveyed = 21
- Number of non-students surveyed = 16

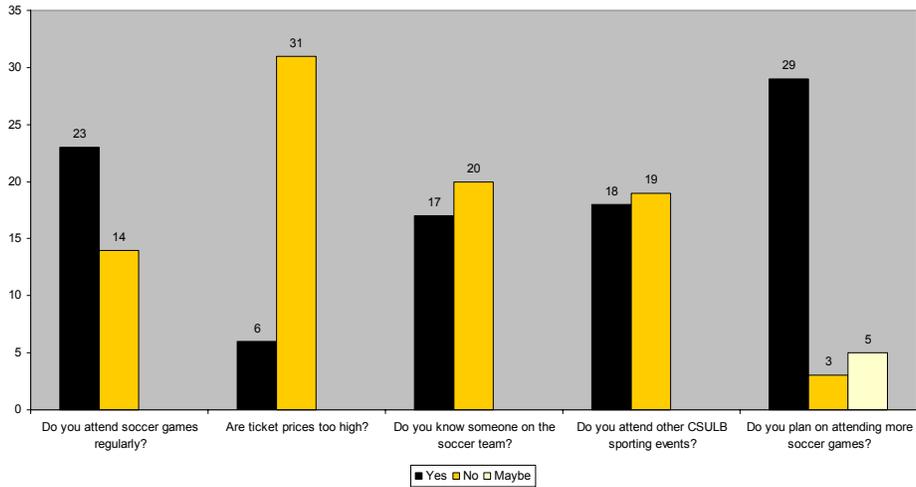


Student Population (n=37)

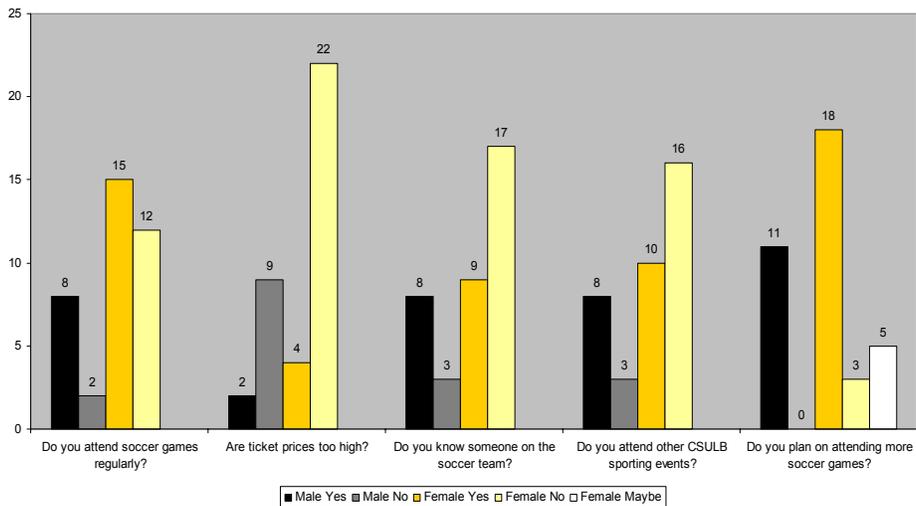




Consumer Trends & Background Information

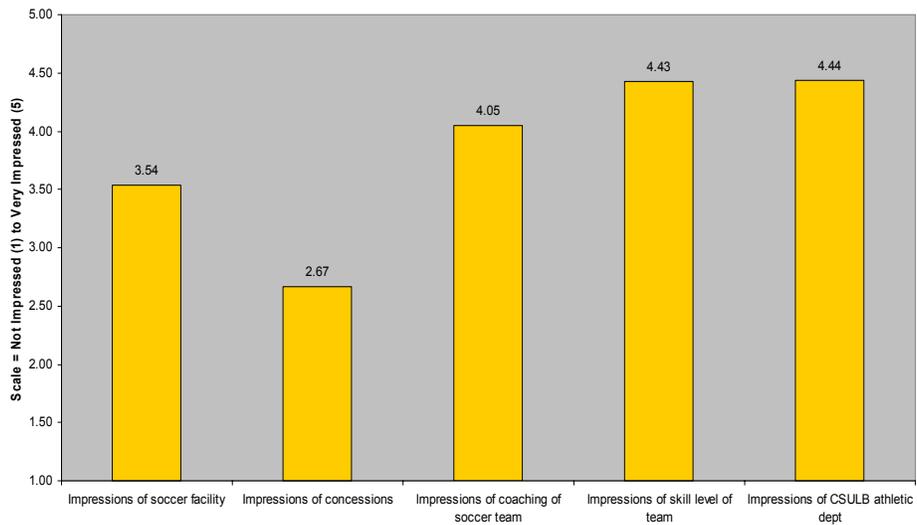


Consumer Trends & Background Information (by gender)





Consumer Impressions



Long Beach State Athletics

Strategic Analysis and Suggestions for Improvement





SWOT Analysis

<ul style="list-style-type: none">• Strengths<ul style="list-style-type: none">- a well maintained soccer field- solid team unity and coaching- community support of the athletics department- strong student support of the team- high skill level of the players- the great Southern California location with great weather and playing conditions- free student admission	<ul style="list-style-type: none">• Weaknesses<ul style="list-style-type: none">- lack of stadium lights- poor quality of the bleachers and the limited seating capacity at the field- lack of sponsors- poor PA system and speaker quality- lack of a permanent scoreboard- lack of event advertising- limited restroom access- lack of concessions- lack of a merchandise table or booth- limited budget- inability to schedule night games due to the lack of lighting
<ul style="list-style-type: none">• Opportunities<ul style="list-style-type: none">- plenty of room to expand and enhance the soccer facility- proposed expansion plan identified in the 2008-2012 Strategic Plan appears to be on target- room for additional sponsorship opportunities- facility improvements and continued winning record should expand recruitment pool to elite players from outside of California- because Long Beach does not have a football team, they are able to focus more on smaller profile sports and accomplish more with a smaller budget- given the number of Olympic and professional athletes that Long Beach State has produced, there is a strong pool of potential donors and supporters for fundraising efforts	<ul style="list-style-type: none">• Threats<ul style="list-style-type: none">- weather can be a threat with an outdoor facility- lack of stadium lighting prevents the possibility of night games, which have the potential to attract more of the local community to support the team- competition for fans from local professional soccer teams, including the Galaxy and Chivas- additional competition for fans from local Pac-10 conference schools, including UCLA and USC- having the lowest ranking soccer facility in the Big West Conference may prevent recruits from attending Long Beach- other local Pac-10 conference schools may have bigger budgets and better facilities to recruit elite players



Suggestions for Improvement

- Facility Improvements





Suggestions for Improvement

- Facility Improvements
- Game Atmosphere Improvements



Suggestions for Improvement

- Facility Improvements
- Game Atmosphere Improvements
- Promotional Improvements





Suggestions for Improvement

- Facility Improvements
- Game Atmosphere Improvements
- Promotional Improvements
- Sponsorship Improvements



Revenue & Fundraising Opportunities

- increase number of local sponsors
- improve concessions
- add a merchandise table at all home games
- capitalize on the number of Olympic and professional athletes that have graduated from Long Beach State as potential large donors