Athletic development within NCAA Division I athletic departments has become one of the most critical entities for sustaining financial health. Today, it has an enhanced need because sport budgets are loaded with debt from the facilities "arms race." Other reasons to pursue development activities include the fact that "athletic expenses are increasing three times faster than overall university expenditures, public appropriations continue to decline, television revenue is stagnant, there is a reluctance to raise student fees, and only so much money can be squeezed out of football Saturdays (Fitzpatrick 2007)." All Division I institutions need to establish the best strategies to create donations for their department. Departments are under pressure to continually excel against the competition through increased funding. Joe Battista, executive director of the Nittany Lion Club at Penn State, supported this when he said, "Excellence costs, if we want to keep coaches, we’ve got to pay the going rate. If we want to attract the best students, we have to have the best facilities. If we want to recruit against the best teams, then we better be able to do the things they do (Fitzpatrick, 2007)."

Previous studies have focused on what motivates donors to give. Studies that focused on motivations behind donors were the Athletics Contributions Questionnaire (Billing, Holt, and Smith, 1985), ACQUIRE II (Staurowsky, Parkhouse, and Sachs, 1996), MAD-1 (Verner, Hecht, and Fansler, 1998), and Benefits Motivations (Mahoney, Gladden, and Funk, 2003). The Athletics Contribution Questionnaire focused on four motives that make donors feel compelled to give which were philanthropic, social, success, and benefits (Billing et al. 1985). The ACQUIRE II test built on the Athletics Contribution Questionnaire by adding Success 1 and Success 2 as motivational factors for donors (Staurowsky et. al 1996). MAD-1 established its own 12 motivational factors. These factors include participating in secondary events, public recognition, giving of time and energy, inside information, priority treatment, philanthropy, collaboration, create, change, curiosity, power, and loyalty (Verner et al. 1996). Finally, benefits were established as a main motivation for prospective donors (Mahoney et al. 2003).

Most athletic departments have general development strategies in place, but there is a need for non-revenue sport development strategies. It is a substantial portion of an athletics budget to fund these programs and non-revenue sport development strategies will only help. Revenue sports are more popular and sometimes sell themselves. With the creation of Title IX, athletic departments need to be more aware of showing proportionality between men's and women's sports. Since most women's sports fall under the category of non-revenue, creating non-revenue development strategies will only help an athletic department fall under the guidelines of Title IX.

Research on current development strategies from athletic departments was conducted using an online survey that was sent to athletic development officers at the NCAA Division I level. Qualitative open-ended questions were asked to acquire non-revenue generating sport development strategies. Using the responses from participating development officers (N = 48), overall themes and sub-themes were established in regards to sport development strategies.

Development strategies for non-revenue generating sports will be displayed with respect to the current economic conditions. With the downturn in the economy, most donors and prospective donors took a large hit in regards to their finances. With a recession that rivals the great depression, development officers need to be creative and innovative to continue to fund non-revenue sport programs. This study highlights some ideas that may be benchmarks for the future in regards to non-revenue sport development.

This poster will demonstrate the successful strategies suggested for non-revenue sports by current NCAA Division I development officers. Administrators will be able to implement these strategies for future development campaigns.
REFERENCES


