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### 2020 Playbook, Whose Got One?

We all hope for more certainty with our sports going forward. More importantly, we hope for the health and well-being for all, and to be feeling some progress with the challenges we all face. As individuals, and athletics departments, we are all impacted in some way by the COVID-19 pandemic, financial turmoil and social injustice. So who has a playbook going forward? Not me, but here some ideas on what might be included.

### Offense: How do we get better?

**Passion** – Keep our eyes on the prize. College athletics can and will again do what it does best, provide an invaluable impact to student-athletes, the campus community, and fans everywhere.

**Diversity** – Embrace the opportunity to get better through diversity. College athletics can be a leader capturing the momentum to promote equality and an inclusive world.

**Creativity** – Seize the opportunity for new solutions. Whether short-term or long-term, this is

the time for implementing ideas to come out of this environment smarter and stronger with new solutions.

### Defense: We can't go backwards

**Force Majeure** – “OGC” is hopefully your new best friend and “Force Majeure” is no longer a term to ignore. My phone once auto typed “force manure,” which describes when this term is not in your favor. Stay engaged and thorough on all contracts (and text messages).

**Spending Freeze** – Revenue will continue to be uncertain. Most departments will be recovering for more than one year. Continuing to keep a tight grip on spending this year will pay off in future years.

**Thorough Approval Processes** – Information changes daily and takes time to disseminate. Have senior staff approving transactions to ensure decisions are based on current information.

### Coaching & Quality Control: Leadership & Guidance

**Active Communication** – Have an active role in department leadership and all-staff meetings. Everyone is concerned, but regular and honest financial communication can lessen anxiety and increase buy-in.

**Analysis and Decision Support** – Stay committed to analysis and planning related to all the scenarios. It may get exhausting, but it's invaluable to athletics directors who are data-driven decision makers.

### Special Teams: Difference Makers

**Alignment** – Now is a crucial time for cohesive direction within athletics departments and universities. Business managers can help by being educated on the institution's challenges, and providing honest and simple explanations for the challenges facing athletics.

**Culture** – Be a positive culture contributor in your department. Culture matters and the culture is best with buy-in throughout the department. All of our interactions and actions matter.

**Being Nimble** – As plans and priorities change by the day, stay ready to change priorities, change roles, and adapt.

### Turnovers: Turn the tide

**Reduced Capacity Opportunities** – Support new external efforts. More season tickets sold than seating capacity? Develop a well-rounded fundraising campaign to convert season tickets to donations. Create in-game fan experiences online to drive sponsor value.

**Turnover Play #2** – Fewer games, regional travel? We need more turnovers to stage a comeback, so share your ideas.

### Final Message from the Locker Room:

**Stay Connected** – Engage with your peers in CABMA. Support each other personally and professionally. We have a great organization and we can come out of this stronger too!



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