A LOOK INSIDE NAVAL ACADEMY ATHLETIC ASSOCIATION
INTERCOLLEGIATE ATHLETIC CAMPS

by

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A Look inside Naval Academy Athletic Association Association Intercollegiate Athletic Camps

A Project submitted in partial fulfillment of the requirements for the degree of Master of Science or Philosophy at George Mason University

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DEDICATION

This is dedicated to my amazing parents who supported me through every step in the graduate school process. Also, I would be remiss not to mention my brother, girlfriend, and other relatives who supported me throughout graduate school.
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I would like to thank the many friends, relatives, and colleagues who provided support and assistance in the project. The Naval Academy Athletic Association allowed me to use it as the focal point of my project, so I express sincere thanks to everyone associated with that organization. I would also like to thank my graduate school professors and my project committee members: Mr. Paul Janssen, Mr. Matthew Munnelly, and Dr. Brenda Wiggins. I am also indebted to Dr. David Wiggins, my project director.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of Tables</td>
<td>v</td>
</tr>
<tr>
<td>List of Figures</td>
<td>vi</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>vii</td>
</tr>
<tr>
<td>Abstract</td>
<td>viii</td>
</tr>
<tr>
<td>Chapter One – Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Chapter Two – Literature Review</td>
<td>8</td>
</tr>
<tr>
<td>Chapter Three – Methodology</td>
<td>22</td>
</tr>
<tr>
<td>Chapter Four – Data Collection</td>
<td>23</td>
</tr>
<tr>
<td>Chapter Five – Conclusions and Recommendations</td>
<td>48</td>
</tr>
<tr>
<td>References</td>
<td>54</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 1 (Camp Comparison).................................................................24
Table 2 (Sample Floor Layout)...........................................................26
Table 3 (Month-to-Month).................................................................29
Table 4 (Sample Camp Workbook)....................................................35
LIST OF FIGURES

Figure 1 (Institutionalized Camps) .......................................................... 7
Figure 2 (Map of Yard) ................................................................. 28
Figure 3 (Camper Reunion Day) ....................................................... 49
LIST OF ABBREVIATIONS

NAAA .......................................................... Naval Academy Athletic Association
USNA .................................................................. United States Naval Academy
NCAA ........................................................... National Collegiate Athletic Association
PAC .................................................................. Paciolan
ABSTRACT

A LOOK INSIDE NAVAL ACADEMY ATHLETIC ASSOCIATION INTERCOLLEGIATE ATHLETIC CAMPS

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In order for the Naval Academy Athletic Association (NAAA) and other similar athletic institutions to maximize profitability, organizational effectiveness, and compliance there needs to be an analysis conducted on all three aspects. This project will primarily focus on data collected from the Naval Academy Athletic Association (NAAA); however, it will also include supplementary data from outside the NAAA (i.e., web, library, research journals). The research mix will enable the reader to clearly see the requirements of a successful camp operation.

There are three key components of every intercollegiate athletic camp operation: (1) profitability, (2) organizational efficiency, and (3) compliance. The difference between success and failure lies within these three areas. Profitability is primarily focused on the revenues and expenses associated with running the camp. Revenue streams include, but are not limited, to the following: campers, camp stores, and camp
loyalty programs. Expenses include, but are not limited, to the following: transportation, room/board, food, equipment, and facilities.

The second key component of every athletic camp operation is organizational efficiency. In order to acquire a high level of organizational efficiency employees should have roles and responsibilities that fit the organizational goals. From my extensive research and experience with camp operations, there are several key components that must be evaluated in order to maximize organizational efficiency: job descriptions (seasonal and full-time staff), expected events (i.e., deliverables, meetings), centralized efforts (i.e., marketing), and an understanding of competitors/retention rates. The development of these four aspects is vital to any organization.

The third key component of every intercollegiate camp operation is compliance; the importance of compliance with NCAA rules and regulations should not be overlooked. The result of compliance infractions can cause multiple penalties that in some cases can forever change the course of an athletic department’s success. For example, Southern Methodist University’s (SMU) football team had its 1987 season cancelled due to NCAA infractions (slush fund – paying student-athletes). This area specifically focuses on compliance with NCAA rules and regulations; however, it is also important to ensure compliance with state regulations.

The goal of this project is to assess the NAAA athletic camp operation from research within the organization and supplemental data collected from outside the organization to enable the NAAA to increase profitability, efficiency, and compliance.
CHAPTER ONE – INTRODUCTION

The justification for conducting this evaluation of the NAAA is to take a successful program and infuse it with new ideas that hopefully will make it better. As a whole, the NAAA camp operation is currently a multi-million dollar venture allowing young people from around the world to attend camps on the storied grounds of the United States Naval Academy (USNA). There are a total of 33 fully funded varsity athletic sports at Navy – 20 of these funded programs hold camps throughout the year. In 2012, 20 varsity funded athletic programs held 90 camp sessions in which campers paid anywhere from $75 to $900 depending on the session attended (NAAA Data, 2013).

During the summers of 2008 and 2009, I was involved in tournaments run by the Maryland Baseball Players’ Association (BPA), which is when I first began to think about the logistical aspects of running an event (i.e., tournament, camp). The position did not allow me to make changes to the organizational structure, but did serve as a valuable learning experience – one that benefits this project. Upon graduation from Saint Joseph’s University in 2011, I began an internship with NAAA Camps, and since then have continued to move up in the organization and acquire more knowledge. I believe that my passion for the subject matter, understanding of camp operations, and graduate school coursework have prepared me to conduct this analysis.
This project will focus on improving the current NAAA camp operations. Evaluating current practices and finding new ways to address certain issues is the key component of this project. For example, when looking at the area of profitability I will examine the NAAA camp revenue numbers over the past two years, determine trends, and then use my acquired knowledge to help explain the success or failure of the operations. Also, research will be conducted on other university athletic camps in comparison to the NAAA, allowing the NAAA to determine what they do well and where improvement is needed. The information gathered from this study will allow the NAAA camp operation to stay in the upper echelon of intercollegiate athletic camps with identified best practices.

*Statement of Problem:* How to improve the NAAA camp operation in the three following areas: profitability, organizational efficiency, and compliance.

*Hypothesis:* Currently, NAAA camps are run at an extremely high level – in terms of revenue generation, organizational efficiency, and compliance. This project research will enable the NAAA to generate higher revenue, increase organizational efficiency, and become more compliant with NCAA & State Regulations.

*Limitations / Delimitations:* The key limitations of this project are the limited financial data. The majority of financial data collected has been withheld from this project due to propriety reasons but, the data has not gone unused. All of the financial data collected has been given to the NAAA to study, and learn from. The NAAA would prefer to keep financial information private and only provide to entities within the organization.
There are delimitations, limitations, and assumptions regarding this project. Delimitations are those characteristics selected by the researcher to define the boundaries of the study (Bold-Ed, 2011). The project will consist of research collected via internet, library sources, and personal experiences within the NAAA. Unfortunately, private universities are not required to report their athletic budgets, thus making it impossible to find this information. The majority of universities included in this project are public. Another approach that many projects have taken to gain additional perspective is a survey. The survey approach was considered, but it would not have contributed scientifically to this project. From my experience at the NAAA and interaction with its many employees and campers, I know their views about the issues; there will be some discussions with employees to provide supplementary data, but no set studies or surveys of the responses are given. The project was conducted under the assumption that everyone at the NAAA and other institutions can benefit from the results. With the increasing popularity of camp operations, this study will contribute to the limited scholarly research conducted on this topic.

**NAAA BACKGROUND**

The NAAA is a unique organization in that it is a 501(c) (3) non-profit organization, which means that it is exempt from certain federal income taxes. The NAAA is not a government agency and is not part of the United States government (Navy Athletics, 2012). Neither the United States Naval Academy nor the United States government has any obligation or liability for the actions, decisions, commitments, or liabilities of the NAAA (Navy Athletics, 2012). All revenue generated by the NAAA is
committed to the support of the Academy’s intercollegiate and club sports athletic programs, which supports the NAAA’s mission statement. The mission statement states that: “the NAAA provides and promotes physical excellence and exemplary programs of Division I athletic competition that foster leadership, teamwork, character, a passion for winning and a commitment to life-long physical fitness. In doing so, we support equitable opportunities for all midshipmen and staff, including women and minorities” (Navy Athletics 2012). The camp operation currently in place is a great example of an exemplary program offered by the Naval Academy Athletic Association that coincides with its mission statement. All camps exude excellence by assisting every individual to develop leadership, teamwork, character, and sport-specific skills while being in an enjoyable atmosphere.

Throughout the organization, there are many departments, all of which work in unison in order to abide by the NAAA’s mission statement. These departments include: Athletic Admissions, Athletic Training, Blue & Gold Development, Business Office, Compliance, Equipment Staff, Facilities and Operations, Marketing & Corporate Sales, Sports Information, and the Camp Office. Athletic Admissions reviews potential student-athletes on academic components of grade point average and SAT scores. The Athletic Training department is concerned with the health of every student-athlete. This department has trainers assigned to each team and team doctors on call if an athlete should be seriously injured. The Blue & Gold Development is the fundraising component of the NAAA, and it raises money through the selling of Blue & Gold memberships to benefit student-athletes. Over 90% of funding support for the NAAA programs is through external sources of revenue
(i.e., Blue & Gold memberships) and less than 10% of the operating budget for the varsity and junior varsity programs is provided by the Academy via government funding (Navy Athletics, 2012). Therefore, the Blue & Gold Development department plays an instrumental role in the success of Navy athletics by selling memberships, including yearly memberships such as Admiral’s Row, 3-Star, 2-Star, and 1-Star. To acquire one of these memberships, individuals must pay $1,000 for an Admiral’s Row membership; $500-$999 for a 3-Star membership; $150-$499 for a 2-Star membership; and $75-$149 for a 1-Star membership (Navy Athletics, 2012). By joining the Blue & Gold, members can receive perks such as: tax deduction, priority ticket consideration, complimentary admission to Blue & Gold Kickoff Barbecue, membership decal, label pin, reserved parking, and the ability to purchase Army-Navy club seats, to name a few (Navy Athletics, 2012).

The Business Office ensures payment of expenses that arise from travel, equipment, and all other associated matters. The Compliance Office ensures that all members of the NAAA, including student-athletes, are in compliance with NCAA rules and regulations. The equipment staff makes sure that every student-athlete has the appropriate gear to perform at a high level. The Facilities and Operations department maintains and ensures that all sport complexes are in excellent condition. This department oversees games and events for Navy athletic teams; the games can be on campus or offsite (i.e. home football, baseball, basketball games or games, which take place off campus).

Marketing, Corporate Sales, and the Camp Office all try to sell the Navy brand in order to encourage fans to buy gear, tickets, camp enrollment, and membership into the Blue & Gold. The United States Naval Academy licenses out the Navy brand (i.e., logo, Bill the...
Goat, Navy crest) to the NAAA at basically no cost. The two organizations (NAAA & USNA) use an operating agreement in order to authorize what the NAAA can use (claim as their own) or what the USNA owns. However, there are some issues that the operating agreement cannot solve and these issues must be authorized by the government (higher branches). Once the NAAA establishes that they can use things such as the USNA logo they protect it with the help of a company called LRG (Licensing Research Group). The LRG provides full license management services, athletic conferences and special properties nationwide. Currently, the NAAA and USNA operating agreement is being finalized; upon completion, this document will provide clarification about what the NAAA can and cannot do. Since the NAAA is a non-government entity, there is often disagreement as to what logos can be used for profit. Ultimately, these departments are by no means the only contributors to the overall success of the NAAA; there are a plethora of other roles that are essential to the success of the NAAA.

All of the intercollegiate athletic camps operating at the United States Naval Academy are institutionalized camps, which means that a portion of the revenues generated are paid back to the NAAA. Currently, the NAAA takes a set portion of the overall revenue and the remaining amount goes into the specific sport’s budget. Other universities run what are called non-institutionalized camps (i.e., Fritz Hamburg Baseball Camp); these camps are given permission by the university to use their facilities and keep all of the revenue.
Figure 1 Institutionalized Camps, Revenue Percentage paid by University
CHAPTER TWO – LITERATURE REVIEW

College athletics is an industry that has seen revenue growth, especially over the past ten years. There are many schools that generate millions of dollars in revenue, but very few see the revenue turn into profit after all expenses are paid. The highest revenue generating institution, The University of Texas, generated $150,295,926 in total revenue in 2011. This revenue comes from a variety of different sources, which include the following: camps, ticket sales, student fees, school funds, contributions, television, and licensing fees. The overall revenue number must then pay the following: scholarships, travel, coaching staffs, building (grounds), and other miscellaneous expenses. After paying all of these expenses, the University of Texas still generates a profit, which is something that many schools do not. An athletic department that many people perceive generates profit is Florida State University (FSU); however, it does not turn out a positive profit number. In 2011, FSU generated a total revenue of $78,575,788 from student fees, contributions, rights/licensing, and other sources. Its expenses were over $86,949,804, so FSU’s athletic department was operating in the hole at - $8,374,016. With many of the nation’s top athletic departments lose money, finding different streams to generate revenue is extremely important, and camp programs should be at the top of the list of untapped revenue streams by most (Jones, 2012).
In the past 10 years, coaches of revenue generating sports (i.e. football, basketball) have seen their salaries increase significantly. The top five salaried men’s basketball coaches in intercollegiate athletics are the following: John Calipari ($5,387,978), Rick Pitino ($4,812,769), Mike Krzyzewski ($4,699,570), Billy Donovan ($3,639,800), and Bill Self ($3,633,657). A vast majority of intercollegiate athletic coaches have a salary that consists of three different components: school pay, other pay, and a bonus. “The school pay includes base salary, income from contract provisions other than base salary that are paid, or guaranteed, by the university or affiliated organizations, such as a foundation or an athletics department operating as a related non-profit organization” (Jones, 2012). “Examples include payments in consideration for: shoe and apparel use; television, radio, or other media appearances; personal appearances” (USA Today, 2012). Also, many coaches receive certain payments or benefits based on game attendance, ticket revenues, signing bonuses, and camp revenue. This pay does not include any of the other benefits received from the school (i.e., country club membership, cars, and complimentary tickets). Second, other pay comes from income that is listed on the coach’s most recently available, self-related outside income report (i.e., endorsements). The third component is a bonus that can be received based on a variety of different factors; for example, some schools set goals based on a team grade point average or win totals. An incentive contract gives coaches the extra motivation to achieve success.

Public universities are required to post financial information regarding their athletic department; private schools are not. Without having access to data from private
institutions, the majority of intercollegiate athletic (financial) knowledge emanates from public universities.

Many intercollegiate athletic coaches need to focus on additional revenue streams in order to adequately put together their salary package. For example, many women’s college sports coaches need to find additional revenue streams to supplement their base salary. Women’s college sports have grown tremendously since the passage of Title IX in 1972; more teams are being fielded, more athletes are participating, and overall visibility and popularity have increased (Gentry & Alexander, 2012). The one area that still needs improvement in the women’s game is compensation.

The average salary for the coach of an NCAA Division I men’s team increased 67% to $267,007 from 2003 to 2010, according to statistics from the Department of Education; conversely, the average salary for the coach of a women’s team increased by 16% to $98,106 (Gentry & Alexander, 2012). For Division I basketball, the median salary for coaches of a men’s team in 2010 was $329,300 nearly twice that of coaches for women’s teams, who had a median pay of $171,600. The discrepancy comes from the way in which the salary is structured to comply with Title IX and the Equal Pay Act of 1963; the salary packages are structured with comparable base salaries, but due to the high demand of some sports the compensation grows considerably. For example, higher paid coaches’ contracts often require them to perform more duties. A men’s coach may be required to make twenty appearances a year at alumni events, while the women’s coach is required to make fifteen (Gentry & Alexander, 2012).
Another significant difference may occur from summer camp revenue and bonuses; men’s basketball coaches can earn six figures through their summer camps, money that they can use to supplement assistants’ salaries (Gentry & Alexander, 2012). Also, the importance of camps as a recruiting tool should not be underestimated. Hosting camps allows for different sports to save money on their budgets (i.e., traveling to recruit) and generate significant revenue that can be used to benefit the program. Robert Lanville, the chairman of the sports division at the law firm Stinson, Morrison, & Hecker, said, “I am much more likely to try to negotiate a summer camp revenue guarantee for a women’s coach, which covers the downside but caps the upside” (Gentry & Alexander, 2012). Sports that generate smaller revenue during the season must focus on additional streams of revenue, and camps are at the top of this list.

Camps are a big business, not only in college athletics, but also in many other fields / professions. Camps have a positive impact and a plethora of economic benefits; a 2011 study found that summer camps bring $365 million to Western North Carolina. The camps researched in this area were outdoor camps (i.e., rock climbing, mountain climbing). The 2011 study in Western Carolina found that the camps had a direct economic impact of $218 million, more than 10,000 full-time jobs created in addition to camp staff, $260 million in increased residential income, and $33 million in new tax revenues (CNR Communications, 2011). Also, the study identified money spent per camper during their stay, and it was found that the average camper spent $2,402 during their stay (before, during, after) in Western North Carolina (CNR Communications, 2011). This demonstrates that all camps, whether athletic in theme or not, have the
potential to generate additional revenue outside of the camper fees. All camps should plan strategically in an effort to generate maximum revenue.

Outside of revenue generation, camps have been known to play a valuable role in providing benefits to youth. The 2011 study in Western North Carolina surveyed the campers’ families, all of whom had positive things to say about the camp programs. More than 93% of camp families believe that camps make a positive difference in their children’s lives, and 95% would not only recommend a camp experience but would send their child back to camp (CNR Communications, 2011). The top three benefits of organized camps include the following: gaining independence, improving self-confidence, and developing new skills (CNR Communications, 2011). It is important to remember that camps are not just about generating revenue – the important role in youth development should not be forgotten. For many athletes, attendance at an NAAA sponsored camp may dictate how they play and go about continuing the individual sport for years to come. In many cases, it may be the first time that the camper participates in an athletic environment away from home.

All public institutions are required to post financial information about revenues and expenses. Winthrop University, located in South Carolina, demonstrated the importance of sports camps revenue in the 2008 fiscal year. During this time period, the athletic department generated a total revenue of $4,544,203; specifically, this revenue was generated from student fees ($1,742,903), contributions ($203,124), direct institutional support ($1,265,840), indirect facilities ($886,986), NCAA conference distributions ($303,197), program sales / concessions ($28,358), royalties / licensing
($73,977), camps ($3,573), endowment / investment ($38,847), and other ($75,092) (Winthrop University, 2009). At Winthrop University the camp operation does not look to be the most profitable, but it offers over $3,000 in additional operating income that can play a small role in a bevy of different areas. If the university wanted to make renovations to a specific facility, the $3,000 can provide additional assistance. No matter the revenue stream, different universities should always explore ways to make it greater.

In recent years, athletic departments have gotten more involved in the operation of summer camps. As soon as the academic calendar year ends, the summer camp season begins; the NAAA brings 7,000 to 8,000 campers during the summer months. The University of Notre Dame summer camp season is very similar – “we operate over about nine weeks with 17 different sports and about 50 different sessions,” according to Sally Derengoski, director of Notre Dame’s RecSports (Brown, 2009). Some schools leave the camp planning and operations up to private operators or the individual camp directors (i.e., director of baseball operations), but many schools have found it to be more efficient to create specific administrative positions to oversee sports camps.

The University of Notre Dame and other similar institutions (i.e., Ohio State, Texas) have found success by creating administrative models that give more oversight for sports camps to the athletic department administrators rather than camp directors (Brown, 2009). The University of Notre Dame has one centralized office dedicated to supporting all of the sports camps – it keeps 19 different camps from asking the same questions and having to go all over campus to find answers (Brown, 2009). Allowing coaches to spend less time worrying about all of the administrative aspects of the camp and more time
focusing on what is most important to the camp, creates a better camp experience for the campers. Athletic administrators can provide valuable assistance in the following areas: staffing, scheduling, accounting, and policy.

The first area where athletic administrators can assist is staffing. Cornell University offers an example of the importance of staffing; all camp employees go through the sports camp director’s office. “One of the reasons we don’t let the coaches do their own physical payroll and administrative things like that is because we want to make sure everyone we hire is under the umbrella of our policies and the procedures mandated by the state of New York,” says Gene Nighman, Cornell sports camp director (Brown, 2009). Having a centralized office allows universities to be covered legally in case of any unforeseen issues – the university ensures that all required checks are completed before any camp counselor begins work. Specifically, centralized offices ensure that background checks and drug tests have been completed.

If staffing is not taken seriously many problems can occur. For example, many camps that are conducted during the summer months have adults staying in the dorms. If background checks are not completed and an issue arises, the camp program will likely face legal ramifications (e.g., damages paid to victim, bad press). The University of North Carolina (UNC) is currently re-evaluating their camp practices due to the scandal that occurred at Penn State University (PSU) in 2011. Starting this summer, background checks will be required for all employees of programs where individuals under the age of 18 live on campus, whether or not they are directly hired by UNC (Niss, 2013). Further, “The Penn State scandal heightened everyone’s awareness of responsibilities universities
have to protect minors who might be on campus,” said Carol Tresolini, Vice Provost for Academic Initiatives (Niss, 2013). The importance of background checks is at an all-time high and the majority of universities are making the necessary changes.

The second area where a centralized athletic administrative camp office can be beneficial is scheduling. Having one office in charge of making facility decisions that are best for the camp organization as a whole is very important. “You only have ‘x’ amount of time in ‘x’ amount of days during the summer, so somebody has to establish the priorities and the criteria for facility usage,” says Kevin Hurley, Associate Athletic Director for Facilities and Construction at Texas A&M University (Brown, 2009). Many administrators believe it is not wise to allow coaches to schedule facilities because they cannot see the big picture; it takes someone in a centralized position to make the field schedules, ensuring fairness to all parties involved. Also, there needs to be time during the summer months for fields to undergo maintenance so they are pristine when the academic year begins.

The third area where a centralized athletic administrative camp office can be beneficial is accounting. Allowing coaches too much control can potentially open the school up to embarrassment and scandal. As evidenced by some high-profile cases (i.e., 2005 IRS probe of former University of Colorado football coach Gary Barnett’s camp), when firm processes for financial administration are not in place, universities can, at the very least, be subject to significant public embarrassment (Brown, 2009). The Gary Barnett Football Camp was in complete disarray; there were more than $400,000 that was unaccounted for according to state auditors who looked into the camp. Missing
paperwork, a lack of spending oversight, even a failure to check the criminal backgrounds of staff working with young campers – all of it pointed to a need for big changes, the auditors derived in a 72-page report (Pells, 2005). The Notre Dame sports camp office goes as far as to facilitate most of the price-finding legwork for the camp directors (Brown, 2009). After all of the leg-work has been conducted the camp staff works with the coaches regarding any price discrepancies. Many colleges take the accounting integration further by using one type of integrated software for a majority of their camps. For example, the University of Texas uses the same online software for all campers to use for registration. This type of integration makes tracking payments and issuing refunds highly efficient.

The fourth area where a centralized athletic administrative office can be beneficial is policy. What should happen, for example, when a camper gets dangerously ill in the middle of the night; what prescription medications are allowed and when are exceptions made (Brown, 2009)? Having a centralized policy that all camps must follow will ensure that all camps act in the correct way during a time of crisis. All of these areas, if managed correctly, will allow campers to have the best possible experience and allow coaches to do what they do best – teach and work with children (Brown, 2009).

Every summer camp, whether large or small, private, religious, nonprofit or for-profit, is a business (Zenkel, 2006). Zenkel researched four areas that are essential to running a successful camp operation: revenue, operating expenses, facility management, and miscellaneous. In order for a camp to continue to be successful and survive, the revenue must grow on a year-to-year basis. There are five ways to increase camp
The first way to increase camp revenue is to measure and analyze enrollment and revenue (Zenkel, 2006). As the camp start date looms closer, according to the author, it is important to monitor enrollment size and compare it to prior years. This comparison allows administrators to know what type of work will be needed to achieve maximum camp enrollment. Also, at the end of each camp session administrators should generate a list of campers who are eligible to return the following year and specifically target them with information on upcoming camps. A camp that runs seven weeks or more should aim for an 88% re-enrollment rate: anything less than 80% is unacceptable. (Zenkel, 2006) It is important to monitor enrollment to ensure that your camp is headed in the right direction.

The second way to increase camp revenue is “if you’re everything to everybody, you’re nothing to anybody” (Zenkel, 2006). Branding a camp is extremely important; people should be able to relate to the camp name when advertised. For example, the camp slogan should be something similar to that of large corporations (i.e., Wal-Mart – “Always Low Prices”). Just because a camp is “hanging its hat” on a unique concept does not mean that it cannot have other attributes; for example, simply to be considered as one of the category of premium, full-season boys’ sports camps, a camp must offer quality instruction; excellent, well-maintained facilities; and an organized and supervised program (Zenkel, 2006). The most differentiating factors among camps are intangible and emotional. The most common examples of differentiators and costs of entry:
intangibles, values spirit, traditions heritage, camp management / cost of entry, facilities / grounds, cleanliness organization, supervision, and safety (Zenkel, 2006).

The third way to increase camp revenue is to discover the camp’s brand positioning. In order to discover the camp’s positioning, research on competitors needs to be conducted (environmental scan), and then marketing materials can be put together. Information should also be gathered from current campers about why they attended camp. After speaking with campers and parents, themes will emerge as to why campers attended; these themes should be marketed for future camps. Examples of questions to ask parents are the following: (1) what did you like best about camp x? (2) If you had the opportunity to tell our directors anything, what would it be? (3) In your view, what makes camp x, unique? Provide parents and campers an open-ended opportunity to respond (Zenkel, 2006).

The fourth way to increase camp revenue is to “shout” the brand meaning to the world – the term “shout” means to be loud and outgoing with all camp information. The brand positioning should be latched onto and included in every marketing communication put out to the general public. Highlighting it in promotional materials, on websites, in end-of-summer letters, in prospect letters, in ongoing newsletters, and on logoed camp clothing (Zenkel, 2006). Next Zenkel suggests to increase revenue is to remember that every contact and communication is a marketing opportunity. All contact between the camp and current customers and prospects sends a message (Zenkel, 2006).

Another important way to increase the overall revenue of camp is to understand and manage expenses. There are two types of expenses – operating and capital; the use
of funds during the year is termed operating expenses (Zenkel, 2006). Also, expenditures and salaries are included when considering expenses. Camp organizations should know where to save; do not save money at the expense of keeping and rewarding good people, but focus on saving money in other areas (Zenkel, 2006). Also, it is very important for camp organizations to track and analyze spending. There should be some type of software in place that will allow for easy tracking of invoices, checks, and other spending records. After setting up chart of accounts, code every invoice, payroll charge, credit card charge, and expense report to the correct account and file the backup (Zenkel, 2006). Failure to properly manage an accounting system can result in a financial disaster for small business (i.e, camps) (McQuerrey, 2013).

All of the merchandise that is purchased should be done with a strong consideration of price. If a certain aspect of camp is outsourced to another company, the price should be in-line with the current market. If one finds that the current supplier is charging too much explain to the supplier that a cost reduction is required (Zenkel, 2006). Successful companies embrace their suppliers and vendors, viewing them as partners in helping them grow the business; making sure that this is a mutually beneficial partnership will impact the price you are negotiating today and the quality of service you get in the future (Brown, 2010). Also, before making business purchases it is important to collect bids from different organizations; for example, if the company is interested in purchasing a new floor for volleyball camp take quotes from different floor companies before making a decision on the company to use. Taking into account all of the camp expenses
and making changes where necessary will allow the camp to generate the most revenue possible.

Facility management maintenance is another important aspect that can affect overall revenue. The day-to-day maintenance of athletic facilities will reduce the need for capital expenditures and allow infrastructure to stay in place for a longer period of time. Also, if it is necessary to continually provide the maintenance director with a list of projects, replace him or her (Zenkel, 2006). The maintenance director should maintain all facilities without need for projects – he or she does the job when they deem fit. The final aspect of a camp operation that can affect overall revenue are capital expenditures. The camp should constantly invest in its facilities and a failure to do so will eventually cause the camp harm. The camp will garner a reputation as “run down” and will find it increasingly difficult to attract new customers (Zenkel, 2006). Neatness plays a large role in how campers and parents perceive the camp; if upon arrival there is trash and debris on the ground the perception will be that – if the camp’s directors tolerate this mess, how do I know they are making sure my child is safe” (Zenkel, 2006)? Signage is very important for camps to present a positive image; they enhance the camp’s brand and help new campers, staff, parents, and visitors navigate the camp (Zenkel, 2006). A creative, attractive sign can help your business stand apart from the competition (Joseph, 2013).

According to Zenkel (2006), it is also important that camp staff do not forget about miscellaneous expenses that can contribute to the overall revenue generation. For example, if a camper cannot attend camp due to a serious medical condition make sure he
or she receives a fair refund. Also, it is important to try and enhance the current programs (i.e., do what you do best). A successful sports camp does not move away from what it does best; rather, it focuses and enhances aspects of what it does well. If there is ever a mistake, make sure to rectify it quickly. If a mistake is made, admit it, apologize, and explain how to correct the mistake or prevent a recurrence (Zenkel, 2006). Lots of companies try to avoid the problem (Baradell, 2013).
CHAPTER THREE – METHODOLOGY

This project involved one specific subject, the NAAA. All of the information about this organization serves as the framework for the project. Factual data about the NAAA, the author’s personal experiences, and research from written sources are the basis for the conclusions found in this project. The sampling of this data took place from the end of May 2013 until October 15, 2013.

The reliability of measurements taken were used to determine how consistently measurement of skill or knowledge yields similar results under varying conditions. This project focused primarily on the author’s view of the NAAA camp operation based on supporting data collected (i.e., inter-observer). The instrument used to measure the camp operation was of high validity.

This research examined financial data and other information from the NAAA. As well as information gathered from the secondary literature review (i.e., internet, scholarly journals). Based on the data collected and analyzed, I disclosed what the NAAA does well and areas that could be improved.
CHAPTER FOUR – DATA COLLECTION

NAAA Revenue Data

The initial data collected revolved around profitability, which is a very important gauge of how successful the NAAA Camp Operation is in regards to generating revenue. Profitability is measured with income and expenses; it is the primary goal of all business ventures (Hofstrand, 2013). The NAAA Camp Operation has been extremely profitable over the past six years and to be so. The 2013 camp season grossed the highest total revenue of all-time – grossing close to $xx million.

Nearly all (excluding one) of the NAAA head coaches have been at the Naval Academy for two years or more. The long tenure of coaches has allowed them to learn the best practices for running a successful camp. As many administrators have pointed out, the longer you are involved with the NAAA the more you understand. New coaches are not able to conduct a camp in their first year at the Academy; there are simply too many “moving parts” to understand. For example, when the Navy xxxx coach was relieved of his duties during the summer of 2012, he was asked by the incoming head coach to remain as the camp director, something that he continues to this day. He works alongside the current head coach, to take care of all the camp related duties throughout the year. The newest head coach at the Academy (Swimming & Diving) will receive guidance from the camps’ office on the step-by-step procedures to follow.
The growth of the centralized camp staff has been a tremendous asset to all camp directors and coaches throughout the year. For example, my new position (Assistant to the Director of Athletics) has allowed for increased customer service, which in the end makes for a happier customer. The staff has grown in three years with the program – in 2011 (3), 2012 (5), and 2013 (7), from three to seven. These staff members assist in running a successful camp operation.

Table 1 Camp Comparison 2012 v. 2013 (Gross Revenue)

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<tr>
<th>CAMP</th>
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<th>2013</th>
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<td></td>
<td>REVENUE</td>
<td>REVENUE</td>
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<td>BASEBALL</td>
<td>Steady Number, 1% Increase</td>
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<td>BASKETBALL - MEN'S</td>
<td></td>
<td>Large Decrease, 21.1% Decrease</td>
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<td>BASKETBALL - WOMEN'S</td>
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<td>Steady Number, 4.6% Increase</td>
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<td>CREW - MEN'S</td>
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<td>Steady Number, 1.3% Increase</td>
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<td>CREW - WOMEN'S</td>
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<td>Small Decrease, 4.4% Decrease</td>
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<td>CROSS COUNTRY</td>
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<td>Steady Number, 9.6% Increase</td>
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<td>FOOTBALL</td>
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<td>Large Increase, 214.7% Increase</td>
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<td>LACROSSE – MEN'S</td>
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<td>Steady Number, 1.5% Increase</td>
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<td>LACROSSE – WOMEN’S</td>
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<td>Steady Number, 7.2% increase</td>
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<td>MENTAL TRAINING</td>
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<td>Steady Number, 0% Increase</td>
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<td>MISCELLANEOUS</td>
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<td>Large Increase, 371% Increase</td>
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<td>SOCCER – MEN’S</td>
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<td>Steady Number, 0.9% Increase</td>
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<tr>
<td>SOCCER – WOMEN’S</td>
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<td>Steady Number, 0.9% Increase</td>
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<td>SQUASH SWIMMING</td>
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<td>Steady Number, 18.3% Decrease</td>
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<td>Large Increase, 17.2% Increase</td>
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<td>Sport</td>
<td>2013 First Camp, 100% Increase</td>
<td>Steady Number, 6.5% Increase</td>
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<td>SWIMMING – WOMEN’S</td>
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After carefully analyzing revenue and camper numbers, it is apparent that the economic impact that athletic camp operations has on the NAAA is substantial. The only two sport camps that have experienced economic difficulties are Men’s Basketball and Women’s Crew, both having seen substantial drops in their revenue from 2012 – 2013. There will need to be a strategically developed plan developed for both camps in an effort to increase enrollment and revenue. Currently, the NAAA athletic camp revenue is one of the highest, if not the highest, revenue generating camp programs in the USA (Anonymous personal communication, 2013).

The next step leads to the question, “Why?” Why did the NAAA camp operation only generate $xx million in gross sales in 2013? There are a few contributing factors that put a constraint on how much revenue can be generated, such as: dorm space, facility space, and un-incentivized assistant coach contracts. The NAAA is allotted dorm space by the USNA during the summer months in Bancroft Hall, which is the largest dormitory
in the country – 1477 rooms and around 4,000 beds. Typically, the NAAA gets 1,000 assigned beds for camp use. There is some flexibility for the NAAA to get additional beds, as there are many other summer programs occurring at the same time (i.e., summer seminar, plebe summer, academic camps). This limitation will always be a deterrent to the overall revenue generated by camps.

Table 2 Sample floor layout (when rooms are tight, as assigned by NAAA)
The second factor that is challenging to revenue generation is the availability of athletic facilities (i.e., soccer fields, baseball fields). All athletic camps, with the exception of football (off campus field), use facilities that are located on The Yard. There are approximately 15–20 outdoor grass fields available for numerous sporting activities, and four different multi-purpose indoor facilities for camp use. Many camps want similar dates and facilities, which can result in camps being downsized or moved to another date. Changing camp dates can cause a reduction in enrollment. For example, men’s and women’s soccer commonly want to use the same dates for summer camp. Because both camps need access to the same facilities at the same times, one must get moved. This is just one of the many examples of facility conflicts – bottom line is that facility space is not unlimited and in order to avoid conflicts proper planning must occur. No camp has priority over another (equal playing field).
The third major factor that is detrimental to revenue generation is written in the contract between the NAAA and the coach; specifically, incentives related to camp revenue. Without camp revenue based incentives, coaches can be inclined to lose motivation to grow their camp. Coaches can become complacent, and simply do the bare-minimum to get by. After conducting research about what sport this affects, Men’s Basketball was mentioned - their overall revenue decreased by 21.1% from 2012–2013. Some assistant coaches do not receive any additional compensation from camp revenue and they are the ones exerting all of the effort for the camp. If coaches are required to push the limit and reach new revenue goals incentives in the contract should be provided.

Camp revenues are extremely important to the overall success of the athletic department at the NAAA. Currently, the months of June, July, and August are fully utilized (62 Camps). There still are some months that are not adequately utilized. Athletic competitions are the primary reason during the academic year that some months go unused by camps. In 2012, there were three months that should have been used –
May, October, and December. The months were barely used due to scheduling conflicts, which were avoidable. All three months have the potential to attract campers, and will not interfere with team competition. Spring sports can conduct their camps during October, which would allow them to incorporate some type of “fall” reference to the camp name (i.e., Fall Baseball Showcase). Fall Sports can conduct additional camps during the month of May; however, they must try to avoid interfering with graduation week. Also, December is a great time to conduct any type of holiday camp as school is not in session.

Table 3 Month-to-Month Breakdown (2012)

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Expenses play a large role in the gross revenue numbers, and if these numbers change it can greatly affect the financial success or failure of the camp. Unavoidable expenses include the following: facility usage, dorm space, meal, payroll, and other miscellaneous expenses accrued over the duration of camp. Facility usage has been a consistent number over the past two years; it costs each camp $1.50 per camper, per day.
Dorm space is another inexpensive avenue that camps have to pay. Each camp is charged $7.00 per night, per camper. This is another inexpensive avenue – compared to some costs for some local hotel rooms ($60 - $70, per night) (NAAA, 2013).

The one complaint from coaches has been the increase in meal prices over the past year. The prices have gone up, but not too drastically. In the summer of 2012 camp meal prices were as follows: $2.10 per camper for breakfast, $3.90 per camper for lunch, and $3.90 per camper for dinner. For a full course meal, this a very reasonable price, for each camper. King Hall changed leadership from 2012 to 2013 which caused a re-evaluation of prices by its staff. The new administration decided to raise prices to make sure it could cover all of their costs. In 2013 meal costs were as follows: $3.20 per camper for breakfast, $6.40 per camper for lunch, and $6.40 per camper for dinner. All the meals from King Hall are full course meals, are reasonable, and campers / coaches routinely compliment the staff on the quality of the food.

From research conducted on other prices for room and board and meals, the prices charged to the campers at the Naval Academy are very reasonable when put in the proper context. For example, the average college room and board cost $7,500 to $9,000 per year (Scholarships.com, 2013). This cost breaks down to about 270 nights at around $30 per night. Compare this to the $7.00 per night charge that all camps must pay and it is a good deal.

The final two factors that affect profitability reference the questions: (1) Is the NAAA attracting the majority of campers in the surrounding area? (2) Of the campers who attend camp, how many return? Focusing on the Navy lacrosse camp, the
surrounding Maryland area contains the primary competitors. The Navy lacrosse camp generates the largest revenue of any NAAA Camp; the camp routinely attracts over 1,000 campers per year.

To determine whether the NAAA is attracting a majority of campers, the competition for the surrounding area must be taken into consideration. The primary competitors for Navy lacrosse camps are: University of Maryland lacrosse camp, Towson lacrosse camp, University of Maryland Baltimore County (UMBC) lacrosse camp, and Anne Arundel County Youth Camps – all of these camps offer different overnight and day camp sessions.

In 2013 the lacrosse program offered the following: January Clinic (1/19 – 1/20), Evening Camp (6/3 – 6/6), Developmental Day Camp I (6/24 – 6/27), Developmental Day Camp II (7/8 – 7/11), Developmental Day Camp III (7/15 – 7/18), Extended Position I (7/19 – 7/22), Extended Position II (7/24 – 7/27), Extended Position III (7/29 – 8/1), Fall Camp (10/13), and National Shoot Out (11/10).

The January Clinic ($185), Evening Camp ($190), and Developmental Sessions ($335, I, II, III) are targeted towards youth age lacrosse players, who are looking to develop their skills and technique. The Fall Camp ($95), National Shootout ($1,295 per team), and Extended Sessions ($595) are all targeted towards the more advanced lacrosse player looking to get to the next level per NCAA regulations, no player is turned away based on skill level.

The University of Maryland offers the following lacrosse camps: Elite Shooting Clinic (12/1), Young Guns Shootout (7/19 – 7/21), Terrapin Classic (6/8 – 6/9), Winter
Freshman/Sophomore Camp (1/20 – 1/21), Coaches Clinic (1/26), Fall Terrapin Classic (11/2 – 11/3), High School Premier Camp (6/16 – 6/19), and Overnight Instructional Showcase (6/19 – 6/22). The Elite Shooting Clinic ($200), Fall Terrapin Classic ($1,300 per team), Terrapin Classic ($1,200 per team), and High School Premier Camp ($540) are all tailored towards the advanced lacrosse player looking to take their game to the next level. The Young Guns Shootout ($150), Coaches Clinic ($25), Freshman / Sophomore Camp ($159), and Overnight Instructional Camp ($540) are all tailored towards skill development and, in some cases, a younger demographic (Umterpslax.com, 2013).

Towson University offers the following lacrosse camp – Day Camp (7/15 – 7/17) (Towsontigers.com, 2013). This camp costs $230 per camper and is not tailored towards any specific age range. This camp does not draw nearly the amount of attention and campers that Maryland and Navy attracts. Another collegiate lacrosse camp program in the area is at the University of Maryland Baltimore County (Umbcretreivers.com, 2013). UMBC hosts the following lacrosse camps: Under Armour Shootout (6/16 – 6/19), Nike Blue Chip Lacrosse Camp I, II, and III (6/21 – 6/27), Under Armour Shootout II (7/7 – 7/10), Under Armour Shootout III (7/14 – 7/17), and Nike Blue Chip Lacrosse IV (7/21 – 7/26). All of these camps are targeted towards the more advanced player who is looking to take their game to the next level (Umbcretreivers.com, 2013). Their 2013 camp prices have been removed, but it would be reasonable to suggest the prices are comparable to that of University of Maryland camps.

Another strong competitor to Navy lacrosse camps is the Anne Arundel County youth camp program which is held throughout the entire summer. Weeklong camps in
this county run as low as $40 per week per camper (Ymaryland.org, 2013). These camps offer a wide range of outdoor activities, such as swimming, hiking, fishing, basketball. The main threat to these camps is price; when the financial climate declines many parents will try to save money and send their kids to these non-sport specific camps. Due to the high quality and relatively fair price offered by Navy lacrosse camps, it can be concluded that a majority of potential campers in the surrounding area are attending the camp.

It is important to figure out how many of the men’s lacrosse campers are returning to camp. In 2012, there were 6,982 and in 2013 there were 8,195 campers. The three largest lacrosse camps occur at the end of July and routinely attract 500 plus campers per camp. These camps are one of, if not, the largest lacrosse camps in the country. Camper records have been kept since 2008 and contain camper age, address, session attended, contact information, etc. The percentage of campers who were repeat customers (either year-year or multiple attendances) from 2008 – 2013 was around 34.7%. This is a high rate of return, due to many factors, which include: affordability, unsatisfied with the camp experience, family trip / travel, and age (Jewishcamp.org, 2012). The Director of Lacrosse Operations at the NAAA explained there are two main reasons why campers do not return to camp: (1) campers want to experience another camp, or (2) family vacations. Both of these reasons cannot be controlled by the camp, but are extraneous factors. There are some issues with customer service that have been documented; but, with such a large camp population there are bound to be some unhappy campers. Unquestionably, the vast majority of campers are pleased with the camp as evidenced by their return to subsequent camps.
NAAA Camp Workbook

The ability to keep all coaches and counselors organized throughout the year is an extremely daunting task; but when done correctly, it makes the process much more efficient. In 2012, the camp process was made more efficient with the introduction of the Camp Workbook. The Workbook gives coaches and counselors answers to the vast majority of their questions. The first tab lists the approved camp dates, registration times, and checkout times. This prevents any informational differences between the camp brochures and the centralized camp office. The second tab is the meal schedule, which lays out the dates, times, and overall attendance for meals during camp. The camp director is required to submit preliminary meal numbers during the spring and can make changes, as the camp gets closer. The third tab shows the camp’s facilities, listing the specific dates and times for facility use avoids any confusion during the summer. The fourth is the floor layout(s), which allows coaches to know matters like the specific bed numbers per room or how many rooms per hall. The fifth tab is the vehicle pass list, which gives all camps the format required to submit parking passes. Finally, the sixth tab is a list of all the employees cleared, which is also very important information for coaches to know (NAAA, 2013).

Table 4 Sample Camp Workbook (Men’s Crew Camp)

<table>
<thead>
<tr>
<th>Tab 1: Registration / Check-Out</th>
<th>Men's Crew</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Camp</strong></td>
<td><strong>Dates</strong></td>
</tr>
<tr>
<td>Bancroft</td>
<td></td>
</tr>
</tbody>
</table>
Tab 2: Meal Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Camp</th>
<th>Tables</th>
<th>Time</th>
<th>Changed Time</th>
<th>Meal Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 9, 2013</td>
<td>Rowing - Boys</td>
<td>1800</td>
<td>4:00</td>
<td>9:00 - 11:00 AM</td>
<td>Dinner</td>
</tr>
<tr>
<td>June 10, 2013</td>
<td>Rowing - Boys</td>
<td>820</td>
<td>8:00</td>
<td>9:00 - 11:00 AM</td>
<td>Breakfast</td>
</tr>
<tr>
<td>June 10, 2013</td>
<td>Rowing - Boys</td>
<td>1200</td>
<td>12:00</td>
<td>9:00 - 11:00 AM</td>
<td>Lunch</td>
</tr>
<tr>
<td>June 10, 2013</td>
<td>Rowing - Boys</td>
<td>1800</td>
<td>18:00</td>
<td>9:00 - 11:00 AM</td>
<td>Dinner</td>
</tr>
</tbody>
</table>

Tab 3: Facility Schedule

<table>
<thead>
<tr>
<th>TITLE</th>
<th>DATE</th>
<th>PREFERED VENUE</th>
<th>ALTERNATE VENUE</th>
<th>WEATHER ALT 1</th>
<th>START TIME</th>
<th>STOP TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Tab 4: Refer to Chart 2
Tab 5: Vehicle Pass List

**Men's Crew -- STAFF CAR PASSES**

<table>
<thead>
<tr>
<th>Driver's Last Name</th>
<th>Driver's First Name</th>
<th>Car Make</th>
<th>Car Model</th>
<th>Car Color</th>
<th>License Plate #</th>
<th>License Plate State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Goat</td>
<td>Billy</td>
<td>Chevrolet</td>
<td>Camero</td>
<td>Black</td>
<td>ABC 123</td>
<td>MD</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tab 6: Transportation Request

**2012 USNA SUMMER CAMP TRANSPORTATION QUESTIONNAIRE**
Ricky Schwartzberg – Annapolis Bus Company, USNA Camp Coordinator

Dedicated USNA Summer Camp Email Address: CAMP@ANNAPOLISBUS.COM

OFFICE: 410-266-0602 / FAX: 410-266-8046 / CELL: 410-570-5482

Tab 7: Employees Cleared

<table>
<thead>
<tr>
<th>LAST NAME</th>
<th>FIRST NAME</th>
<th>MIDDLE</th>
</tr>
</thead>
</table>

Timeline

After examining the Camp Workbook, the most common question that arises is the event timeline for the organization of camp operations. After many discussions with different employees, there is a typical timeline during which all events occur every year,
beginning in the early part of the academic year and running for an entire year cycle. In September and October, coaches are asked to submit requested dates for the upcoming summer. Also during this time, dorm space is allotted to the NAAA from the USNA. Once the dates have been reviewed by the centralized camp office, everything is approved or denied by mid-October. Then, throughout November, each coach submits their proposed brochures (including proposed price) for approval by the Senior Associate Athletic Director for Tickets/Summer Camps and the Senior Associate Athletic Director for Compliance.

After everything is approved, during the months of December, January, February, March, April, and May are used by coaches to market their camp, however they deem necessary. In February, all coaches are sent their official Camp Workbook with directions, and they are notified of an official camps meeting that takes place in March. During this camp meeting, questions are answered and expectations are clearly stated. During the summer months, based on the schedule of camps, there are designated times for camp counselors to get background checks. There are other events that arise, but this is the main timeline for camp related operations.

Marketing

Marketing camps is something that, currently, is not centralized or organized to the fullest. All camps conduct marketing on their own and how they deem fit. For example, baseball camp places ads in “What’s Up” (local magazine) for $700 for a three month add (NAAA, 2013). A few other sports (e.g., basketball, soccer, cross country) also pay for an ad in this magazine. There are some camps that spend no money on
marketing, while others spend $1,000 or more. The marketing department only assists three to four sports because some coaches choose to do things on their own.

The common problem with the current marketing efforts of camp is time. Most of the coaching staffs do not have time to market camps during the academic year. Their primary focus is on winning games, as it should. Until August of 2013, there has not been a position to support this effort.

**Job Descriptions**

The athletic camp program requires a great amount of time and effort and additional support is always needed. The additional support originates from a staff of interns hired throughout the summer months. The office is run by the Senior Associate Athletic Director for Tickets/ Summer Camps; however another position that was requested pursuant to this project was created, an Assistant Director of Camp Operations.

**JOB DESCRIPTION**  
**Assistant Director of Camp Operations**

**Reports To:**  
Associate Director of Athletics for Ticket Operations and Summer Sports Camp Programs

**NON-OFFICIAL**

A. Operations and support directly related to all NAAA sponsored camp operations:
   1. Assists in all aspects of the day-to-day facets of the camp program.
   2. Oversees the completion of all camp batch reports.
   3. Finalizes financial reports of each camp session before submission to the business office.
   4. Oversees men’s lacrosse camp store that includes, but is not limited to the following: procurement of merchandise, reconciliation of day-to-day sales, processing refunds, staffing, and providing superior customer service.
   5. Creates individual camp workbooks that include the following assignments: rooms, fields, transportation, and registrations.
   6. Ensures that camp directors have all relevant financial information regarding the proper budgeting and financial projections for each session.
7. Is regularly available to support the camp directors as necessary, both during and after their competitive seasons, in order to maximize enrollment and profitability and ensure successful camp programs.

8. Assists with all aspects of marketing NAAA sponsored camp programs; specifically, working alongside each coach to maximize buzz and visibility.

9. Continues the evolution of the NAAA Camp program as one of the nation’s most profitable athletic ventures.

The Director and Assistant Director need significant assistance during the summer months to run all of the day-to-day operations of the program. In 2013 the intern staff totaled six – this number has been growing each of the past two years (2011 – three interns, 2012 – four interns). The interns are responsible for a variety of things that must be done to adequately run the program: customer service, dorm cleaning, facility set-up, entering payments in database, selling merchandise, and other duties as assigned. As the number of customers increases, so must the number of employees working throughout the summer months.

**Compliance (NCAA, Federal)**

Every intercollegiate athletic camp operation must strictly adhere to the rules and regulations stated by the NCAA. If rules are broken, schools can face sanctions and penalties for their behavior. Currently, there is no specific camp brief about NCAA rules, but it is expected that each camp understand them. If questions arise, the Senior Associate Athletic Director for Compliance will review and make sure there is complete NCAA compliance.

**NCAA Bylaws**

**INSTITUTION’S SPORTS CAMPS AND CLINICS Definition.** An institution’s sports camp or instructional clinic shall be any camp or clinic that is owned or operated by a member institution or an employee of the member institution’s athletics department, either on or off of its campus, and in which prospective student-athletes participate.
Prospective Student-Athlete. A prospective student-athlete is a student who has started classes for the ninth grade. In addition, a student who has not started classes for the ninth grade becomes a prospective student-athlete if the institution provides such an individual (or the individual’s relatives or friends) any financial assistance or other benefits that the institution does not provide to prospective students generally (NCAA Bylaw 13.02.11).

Owner. An individual coach must be at least a majority owner (51%) in order to be considered an owner of a camp or clinic. An individual coach who intends to operate a sports camp or clinic as an owner must present written documentation indicating at least 50% ownership of the camp to the Athletics Director PRIOR to promoting or advertising the camp.

Operator. An individual coach must be personally and directly responsible for the management and operation of a sports camp or clinic in order to be considered an operator.

Purposes of Camps or Clinics. An institution’s sports camp or clinic shall be one that: • Places special emphasis on a particular sport or sports and provides specialized instruction or practice and may include competition; • Involves activities designed to improve overall skills and general knowledge in the sport; or • Offers a diversified experience without emphasis on instruction, practice, or competition in any particular sport (NCAA Bylaw 13.12.1.1.1).

Tryout Events Prohibition. A member institution or conference may not host, sponsor, or conduct a tryout camp, clinic, group workout, or combine (e.g., combination of athletics skill tests or activities) devoted to agility, flexibility, speed, or strength tests for prospective student-athletes at any location. In sports other than football, a member institution’s staff members may only attend such an event sponsored by an outside organization if the event occurs off the institution’s campus and is open to all institutions (NCAA Bylaw 13.11.1.5).

Basketball. An institution’s basketball camp or clinic may be conducted only during the months of June, July, and August, or any calendar week (Sunday through Saturday) that includes days of those months (e.g., May 28-June 3) (NCAA Bylaw 13.12.1.1.2). An institution’s basketball sports camp or clinic must include an educational session presented in-person or in a video format detailing NCAA initial-eligibility standards and regulations related to gambling, agents, and drug use to all camp and/or clinic participants (NCAA Bylaw 13.12.1.6).

Attendance Restriction. A member institution’s sports camp or clinic shall be open to any and all entrants (limited only by number and age) (NCAA Bylaw 13.12.1.2).
**Recruiting Calendar Exceptions.** The interaction during sports camps and clinics between prospective student-athletes and those coaches employed by the camp or clinic is not subject to the recruiting calendar restrictions. However, an institutional staff member employed at any camp or clinic (e.g., counselor, director) is prohibited from recruiting any prospective student-athlete during the time period that the camp or clinic is conducted (i.e., from the time the prospective student-athlete reports to the camp or clinic until the conclusion of all camp activities). The prohibition against recruiting includes extending verbal or written offers of financial aid to any prospective student-athlete during his or her attendance at the camp or clinic. Other coaches wishing to attend the camp as observers must comply with appropriate recruiting contact and evaluation periods. In addition, institutional camps or clinics may not be conducted during a dead period (NCAA Bylaw 13.12.1.3).

**Advertisements.** Advertisements of an institution’s summer camp or clinic in recruiting publications are permissible if placed in a periodical (other than a high school, two-year college, or nonscholastic game program) that includes a camp directory that meets the following requirements:

- The size (not to exceed one-half page) and format of such advertisements must be identical; and
- The camp directory must include multiple listings of summer camps on each page (i.e., at least two summer-camp advertisements of the same size must appear on each page) (NCAA Bylaw 13.4.4.1.3). Such restrictions do not apply to sports camp and clinic advertisements in nonrecruiting publications (e.g., a member institution’s game program) (NCAA Bylaw 13.12.1.4).

**Summer Camp Advertisements on the Internet.** An institution may advertise its camp or clinic on a recruiting publication’s website provided the format of such advertisements is identical and the website camp directory includes multiple listings of summer camps. The half-page size restriction applicable to advertisements in printed publications is not applicable to advertisements placed on the Internet (NCAA Interpretation, issued April 19, 2000).

**Camp Brochures.** An institutional or privately owned camp may use a student-athlete’s name, picture, and institutional affiliation only in the camp counselor section in its camp brochure to identify the student-athlete as a staff member. A student-athlete’s name or picture may not be used in any other way to directly advertise or promote the camp (NCAA Bylaw 12.5.1.7).

**Employment of Prospective Student-Athletes/No Free or Reduced Admission Privileges.** An institution, members of its staff, or representatives of its athletics interests shall not employ or give free or reduced admission privileges to a high school, preparatory school, or two-year college athletics award winner or any individual being recruited by the institution per Bylaw 13.02.12.1. For purposes of this rule, a high school includes the ninth-grade level, regardless of whether the ninth grade is part of a junior
high school system (NCAA Bylaw 13.12.1.5.1).

**Payment of Expenses.** A representative of an institution’s athletics interests may not pay a prospective student-athlete’s expenses to attend a member institution’s sports camp or clinic (NCAA Bylaw 13.12.1.5.2).

**Awards.** Prospective student-athletes may receive awards from a member institution’s sports camp or clinic with the understanding that the cost of such awards is included in the admissions fees charged for participants in the camp or clinic (NCAA Bylaw 13.12.1.5.4).

**EMPLOYMENT OF STUDENT-ATHLETES AT CAMPS AND CLINICS General Rule.** A student-athlete may be employed by his or her institution, by another institution, or by a private organization to work in a camp or clinic as a counselor, unless otherwise restricted by NCAA legislation (NCAA Bylaw 12.4.3). For Pacific’s intercollegiate sports programs, there are no limits on the number of student-athletes who may be employed (e.g., as counselors) in camps or clinics. Currently enrolled student-athletes may not participate as campers in their institution’s camps or clinics (NCAA Bylaw 17).

**General Requirements.** A student-athlete who is employed in any sports camp or clinic must meet the following requirements: • The student-athlete must perform duties that are of a general supervisory character in addition to any coaching or officiating assignments.
• Compensation provided to the student-athlete shall be commensurate with the going rate for camp or clinic counselors of like teaching ability and camp or clinic experience and may not be paid on the basis of the value that the student-athlete may have for the employer because of the athletics reputation or fame the student-athlete has achieved. It is not permissible to establish varying levels of compensation for a student-athlete based on the level of athletics skills of the student-athlete.
• A student-athlete who only lectures or demonstrates at a camp/clinic may not receive compensation for his or her appearance at the camp/clinic (NCAA Bylaw 13.12.2.1).

**Self-Employment.** A student-athlete with remaining eligibility is not permitted to conduct his or her own camp or clinic (NCAA Bylaw 13.12.2.1.1).

**Provision of Travel Expenses to All Employees.** A student-athlete may receive actual travel expenses (including lodging and meals in transit and prepaid plane tickets or cash advances) only if such travel expenses are paid and procedures for reimbursement of expenses are used for all employees of the camp/clinic. Credit cards may not be provided to a student-athlete to pay such expenses (NCAA Bylaw 13.12.2.1.2).

**Cash Advances Based on Anticipated Earnings.** In the case where all employees do not receive travel expenses, a cash advance based on anticipated earnings may be provided to a student-athlete only if such advance does not exceed the estimated actual and necessary cost of travel or the student-athlete’s estimated employment earnings, whichever is less, and such a benefit is available to all camp employees (NCAA Bylaw
Transportation from Coach or Representative of Athletics Interests. Actual transportation from an institution’s coach or representative of its athletics interests may be provided to a student-athlete only if travel expenses are paid for all employees of the camp/clinic (NCAA Bylaw 13.12.2.1.4).

Employment in Own Institution’s Camp or Clinic. A member institution (or the employees of its athletics department) may employ its student-athletes as counselors in camps or clinics, provided the student-athletes do not participate in organized practice activities other than during the institution’s playing season in the sport (NCAA Bylaw 13.12.2.1.5).

EMPLOYMENT OF INSTITUTIONAL ATHLETICS STAFF MEMBERS AT CAMPS AND CLINICS General. A member institution’s athletics staff members may be involved in sports camps and clinics unless otherwise prohibited in this section.

Camp/Clinic Providing Recruiting or Scouting Service. No athletics department staff member may be employed (either on a salaried or a volunteer basis) in any capacity by a camp or clinic established, sponsored, or conducted by an individual or organization that provides recruiting or scouting services concerning prospective student-athletes. This provision does not prohibit an athletics department staff member from participating in an officiating camp where participants officiate for, but are not otherwise involved in, a scouting services camp (NCAA Bylaw 13.12.2.3.1).

Institutional/Noninstitutional Privately Owned Camps and Clinics - Basketball. In basketball, an institution’s basketball coach and noncoaching staff members with responsibilities specific to basketball may be employed only at their own camps and clinics. Participation in such camps or clinics is limited to the months of June, July, and August, or any calendar week (Sunday through Saturday) that includes days of those months (e.g., May 28-June 3). It is not permissible for a basketball coach or noncoaching staff member with responsibilities only in basketball to be employed at other institutional camps or clinics or at noninstitutional privately owned camps or clinics (NCAA Bylaw 13.12.2.3.2).

Other Noninstitutional Privately Owned Camps and Clinics - Sports Other Than Basketball. In sports other than basketball, an institution’s athletics department personnel may serve in any capacity (e.g., counselor, guest lecturer, consultant) in a noninstitutional, privately owned camp or clinic, provided the camp or clinic is operated in accordance with restrictions applicable to institutional camps (e.g., open to any and all entrants, no free or reduced admission to or employment of athletics award winners). In basketball, a coach (or any individual with basketball only responsibilities) may not be employed at a noninstitutional privately owned camp or clinic (NCAA Bylaw 13.12.2.3.3).
Exception - Noncoaching Athletics Staff Members with Department-Wide Responsibilities. A non coaching athletics staff member with department-wide responsibilities may present an educational session at a noninstitutional, privately owned camp/clinic that is not operated under the restrictions applicable to institutional camps/clinics, provided the staff member does not make a recruiting presentation (NCAA Bylaw 13.12.2.3.3.1).

Exception. An institution’s athletics department personnel may serve in any capacity at a noninstitutional camp or clinic conducted under the following conditions:
• The camp or clinic is designed to develop fundamental skills in a sport (rather than refine the abilities of skilled participants in the sport);
• The camp or clinic is open to the general public (except for restrictions in age or number of participants);
• The camp or clinic is conducted primarily for educational purposes and does not include material benefits for the participants (e.g., awards, prizes, merchandise, gifts);
• All participants reside in the state in which the camp/clinic is located or within 100 miles of the camp/clinic (NCAA Bylaw 13.12.2.3.4).

EMPLOYMENT OF NONINSTITUTIONAL COACHES AT CAMPS AND CLINICS General. A member institution (or employees of its athletics department) may employ a high school, preparatory school, or two-year college coach at its camp or clinic, provided:
• The coach receives compensation that is commensurate with the going rate for camp counselors of like teaching ability and camp experience; and
• The coach is not paid on the basis of the value the coach may have for the employer because of the coach’s reputation or contact with prospective student-athletes (NCAA Bylaw 13.12.2.2).

Prohibited Compensation. A member institution may not compensate or reimburse a high school, preparatory school, or two-year college coach based on the number of campers the coach sends to the camp.

Employment as a Speaker (basketball only)
An institution shall not employ (either on a salaried or volunteer basis) a speaker in any basketball camp or clinic who is involved in coaching prospective student-athletes in basketball. Such an individual may be employed as a camp counselor, but may not perform speaking duties other than those normally associated with camp counselor duties.

LOCATION RESTRICTION
General. A member institution’s camp or clinic must be conducted on the institution’s campus (Stockton) or within a 100-mile radius of the institution’s campus. An institutional camp or clinic is one that is owned or operated by a member institution or an employee of the member institution’s athletics department.
Exception. If the camp or clinic does not include prospects (defined as 7th grade and above in men’s basketball and 9th grade and above in all other sports), the camp may be conducted anywhere. (NCAA, 2010)

Along with the NCAA rules and regulations, NAAA athletic camps and clinics must be compliant with federal laws and there are specific Maryland State Laws, which are followed by the NAAA. Again, there is not a specific meeting to explain all of this information; however, it is expected that all coaches understand the laws.

State Regulations: Maryland
Date Revised: 08/28/2013
Governing Body: License Required: License Information:
Criminal Background Checks Required:
Criminal Background Checks Information:
State Allows FBI Checks:
Driving Record Checks:
State Sex Offender Registry: Minimum Wage:
Coverage and Exemptions:
Subminimum Wage:
None
Maryland Dept. of Health and Mental Hygiene | Youth Camp Certification [244] Yes
CJIS-Central Repository P.O. Box 32708 Pikesville, Maryland 21282-2708 888-795-0011 [250]
Criminal History Record Check for Personnel at Youth Camps [251] No fee for required agencies- must become authorized agency Full (State and FBI) Staff-$42.00 plus fingerprinting fee Full-Volunteer- $36.00 As of April 15, 2012, CJIS will only accept electronically submitted fingerprints. Yes
An individual can obtain a national FBI check through the contact agency's Web Site [252]. The cost is $36.00 for volunteers who work with youth. The cost for individuals who do not work with youth is $42.00. Results are returned within 4–6 weeks. Available through Maryland's Motor Vehicle Administration's Web Site [253]. $9 non-certified, $12 certified Maryland Sex Offender Registry [254] $7.25 per hour [255] $10.50 per hour (Prince George’s County)
Covers all employers and employees (including state and local government employees) unless specifically exempt; Exemptions: non-administrative resident and day camp employees at organized camps; volunteers or non-employees for educational, charitable, religious or nonprofit organizations; employees; employees under age 16 in part-time or vacation jobs for not more than 20 hours a week
Employers covered by the FLSA may pay $4.25/hour to employees under age 20 for the first 90 consecutive calendar days of employment. Commissioner may issue rates for learners and apprentices
Wage Source:
Overtime Pay Requirements:
Exemptions:
Meal/Rest Period Requirements:
Student Exemption from Unemployment Tax?
Other Wages Source: Additional Info: * Federal minimum wage rate applies (but not less than 80% of minimum wage), and for certain handicapped workers (under special certificates; “sheltered workshop” or “work activities” certificates issued by labor department must be filed by employer within 10 days of receipt).
Md. Code Ann., Lab. & Empl., §§3-401, 3-403, 3-410(2), 3-413, 3-414, 3-419; Prince George’s County Code, Ch. 18, Bill No. CB-1-2003; Balt. City Ord. 94-442 [256]
1 1/2 times regular rate after 40-hour week. Agricultural farm workers exempt under FLSA: 1 1/2 times regular rate after 60 hour week.
Those employees exempt from the state minimum wage; certain amusement or recreational establishments, including swimming pools
No general provision. Minors: 30 minute rest period if working 5 consecutive hours.
Situational. Wages earned by an individual who is enrolled in a full-time educational program that combines academic instruction with work experience, which is an integral part of the educational program are exempt. Details. [257]
Md. Code Ann., Lab. & Empl. §§3-210(a)(1), 3-401, 3-403, 3-415, 3-420 [256]

The NAAA appears to be heading in a positive direction as the overall revenue reached new highs in 2013. The goal of the administration is to grow the camp operation to gross $xx million in revenue in the 2014 calendar year, which is an extremely achievable number.
CHAPTER FIVE – CONCLUSIONS AND RECOMMENDATION

Based on the growth seen in 2013 and the addition of a diving camp in 2014, it looks to be a banner year in 2014. From the research gathered, there are some small tweaks to make for organizational efficiency and compliance, but for the most part the NAAA camp operation is heading in the right direction. At the beginning of this project the goal was to evaluate and make suggestions on how to increase profitability, organizational efficiency, and compliance for NAAA athletic camps. From all of the data collected, there are six suggestions for potential implementation by the NAAA.

The first suggestion will increase the NAAA camp operation’s profitability. The idea is to create a Camper Reunion Day during one home football game during the 2013-14 season and offer 2013 camp participants a discounted reserved ticket. This will be a step forward. Currently, there is little done to keep campers engaged throughout the academic year. Profitable athletic camp operations at other institutions conduct non-sport specific camper reunions during the academic year; specifically, universities focus on hosting an event during the football season. In 2008, NC State offered a camper reunion for two different home games. All reserved seats for the William & Mary game (9/6/08) and Miami game (11/29/08) were only $25 per tickets. Their promotion read as follows, “The NC State Football program would like to invite all former campers to come out to a
football game this season; it’s your chance to see the coaches and players in action” (NC State, 2013).

This idea was pitched to the Senior Associate Athletic Director for Tickets/ Camp Operations and has been implemented. There were email blasts sent out to all 2013 campers in September notifying them of the event and the response has been significant, nearly 180 campers and parents have already bought tickets for the event. The event will honor campers on the scoreboard during the November 9th game versus Hawaii.

Figure 3 Camper Reunion Day

The second suggestion should increase NAAA Camp Operation’s profitability as well. The men’s Lacrosse Camp Store has generated significant funds for the NAAA, which three years ago did not exist. In 2012, the first year in operation, it grossed a total of $50,000 and in 2013 the camp store increased its gross by 50% to $76,000. This idea came to fruition in the summer of 2013 – all registered campers were offered a pre-sale of merchandise during the month of May, and the first 100 campers to purchase received a
free wristband. The pre-sale resulted in an additional $12,000 in sales before the beginning of camp. Building off of this original idea, campers will be offered a similar sale during the month of December (i.e., Christmas Sale).

The third suggestion is to create a small camp store next to the ticket office, which is located at the ticket office on The Yard. A National Historic Site, the Naval Academy hosts more than one million tourists every year from all over the United States and around the world (USNA, 2013). The NAAA should begin to capitalize on the space and the fact that people who are waiting in line to buy Navy tickets are the same people who buy Navy Athletic gear – the potential of this revenue stream is great.

The fourth suggestion is based from information gathered from the Naval Academy Athletic Association and The Ohio State University – there is a real need to create job descriptions for the summer interns. In the past, interns have not had a specific role and responsibility. For the amount of hours and work done from June 1 – August 10, there needs to be a minimum of a six person staff. The first role that needs to be addressed is the payment processing center. The first intern hired will be in charge of inputting checks, credit cards, and cash payments. Due to the large amount of money that is handled per year, it is very important to have someone assume this responsibility. The second intern hired will be assigned to facilities and registrations. This intern will be responsible for all registrations and different logistical aspects at the Academy. There are registrations that take place every day and all throughout the summer. It will be important to have someone in the field at all times. The third intern hired will be in charge of Bancroft Hall, which is the dormitory where all overnight campers stay. This
An intern will be responsible for making sure all rooms are clean, cleaning supplies are always accounted for, and all coaches' needs are met. In addition to the three main interns, there will be five additional part-time workers. The additional interns will be responsible for assisting in all areas needed. Every intern will have a specific role; however, will not be limited to one area. The NAAA wants interns to get the big picture, and understand the overall process.

**Summer Camps Intern I (Business Office)**

- Primary Duty: Process all check, credit card, and cash payments into Paciolan.

- Secondary Duties: Assist with all logistical aspects of the lacrosse camp store, ensure all dorms are cleaned and ready for use before the start of each camp, and perform all additional duties requested by the Assistant to the Director of Athletics.

- Hours / Pay: Stipend, TBD. Course credit offered.

**Summer Camps Intern II (Operations – Registrations)**

- Primary Duty: Run all registrations at Navy Marine Corps Memorial Stadium and assist with all aspects as assigned by camp directors.

- Secondary Duties: Assist with all logistical aspects of the lacrosse camp store, ensure all dorms are cleaned and ready for use before the start of each camp, and perform all additional duties requested by the Assistant to the Director of Athletics.

- Hours / Pay: Stipend, TBD. Course Credit offered.

**Summer Camps Intern III (Operations – Dorms, On-campus Facilities)**
- Primary Duty: Ensure that all dorms are cleaned, and any issues that arise are addressed with the Assistant to the Director of Athletics.

- Secondary Duties: Assist with all logistical aspects of the lacrosse camp store, ensure all dorms are cleaned and ready for use before the start of each camp, and perform all additional duties requested by the Assistant to the Director of Athletics.

- Hours / Pay: Stipend, TBD. Course credit offered.

The fifth suggestion is intended to improve organizational efficiency and compliance. Currently, there is only one centralized staff meeting per year, which is something that needs to be corrected, in my view based on this study. The number should, at a minimum, be increased to two meetings per year between the centralized camp office and athletic coaching staffs. In addition to staff meetings, there should be an effort to set-up one-on-one meetings with coaches before, during, and after camp season. The two primary times should be in late August (i.e., a week before the Midshipmen return) and during the regularly scheduled session in the spring. These two meeting times will work best due to the time of year (one near end of camp season / one near beginning of camp season).

The sixth suggestion for the NAAA camp operation focuses on compliance and camp operations as well. At present, there is no agreement between camp staff and the centralized camp office on behavior, rules, compliance issues etc. At the beginning of each camp season all coaches and counselors should be required to sign a contract committing them to expected behaviors and responsibilities at the United States Naval
Academy. Due to the behavioral issues at Penn State and the financial irregularities at Colorado State University, there is a need for similar type agreements for intercollegiate athletic camps. This type of contract will not prevent all misbehaviors, but will hopefully limit them. All of these contracts will be kept in the files at the centralized camp office.

Sample Agreement

I, _________________, agree to adhere to the following guidelines to the fullest of my abilities. Also, I understand that if I do not follow these guidelines I am subject to termination. The termination could result in a loss of pay.

1. I will not lie, steal, or cheat.

2. I will adhere to the rules and regulations guideline distributed by the head coach.

If the NAAA considers my six proposed suggestions in addition to its continued operations, revenue will grow, organizational efficiency will be maximized, and all programs will be NCAA and Maryland State law compliant. From research conducted in this project, there are three topics to be more closely examined: (1) Role of Sponsorships in Intercollegiate Athletic Camp Operations, (2) Customer Service Practices among Intercollegiate Athletic Camp Operations, and (3) Role of a Centralized Camp Office in Today’s Intercollegiate Athletic Climate.
REFERENCES


BIOGRAPHY

Joseph W. Cook graduated from DeMatha Catholic High School, Hyattsville, Maryland, in 2006. He received his Bachelor of Arts from Saint Joseph’s University in 2011. He was named the Assistant to the Director of Athletics at the United States Naval Academy in 2013.