

Communications Strategy
FINAL DRAFT

"CASCADE" SEQUENCE of ACTIONS: Bohn Resignation

1. **8:30 am:** MB meets with athletic staff
2. **8:30 am:** University sends out news release
3. **8:45 am:** Post news release
 - On CU FB page
 - On athletics FB page and main page
 - On CU main news page and FB page
 - Alumni main page and FB page
 - University twitter account
4. **10 a.m. Chancellor hosts media availability at 914**

Media Availability Format

1. We announce chancellor's media availability in news release;
2. Chancellor talks with media at 10 am for 15 mins at 10 a.m.;
3. Mike hosts media at Dal Ward

Key messages

- Mike has led CU athletics in an important time, with key achievements in revitalizing our men's and women's basketball program, helping to lead us into the Pac-12 and starting the process of upgrading our facilities;
- We agreed the time is right to seek new leadership for intercollegiate athletics
- The pay-out to Mike is part of the terms we agreed to. We will work to ensure that these monies are paid back to the university by streams from athletic department revenues so that no tuition or taxpayer funds are used
- This is an exciting time in which we are seeking new leadership to carry out the vision for athletics that Mike helped to formulate. We are seeking a leader of unique talents who can continue to build an athletics organization that can partner with stakeholders and partners inside and outside the University, take our fundraising to new levels of success so that we can deliver on our vision for athletics facilities, and support our coaches and student-athletes.
- The chancellor, the president and the Board of Regents are supportive of seeking new leadership.

NOTE: At media availability, the chancellor announces that CEAL BARRY WILL SERVE AS INTERIM ATHLETIC DIRECTOR DURING THE SEARCH BEGINNING ON JUNE 3.

Anticipated Q&A

1. **Q. Was Mike threatened with dismissal or forced to resign?**
A. No. Mike resigned. He's done a lot of great things for the department and we agreed it was time for him to move on. We came to the mutual agreement that this was the right time to bring in new management to build upon what Mike has done over the past several years.

2. Q. In his contract, you have the authority to re-assign him. Did you re-assign him?

A. We discussed a number of scenarios and I don't want to get into what they were, because they are personnel matters.

3. Q. Were you, Phil, dissatisfied with Mike's leadership?

A. Let me reiterate what I said before, Mike has served us well in a very important transitional time in the history of CU Athletics. Look, in every job, there are things that go well and things that don't. Whatever might

not have worked so well is between us. We agree that it's time

4. Q. Is it fair to blame Mike for lack of progress in fundraising given the role of the Foundation and Mike's inability to control personnel and outcomes there?

A. Fundraising is a vital goal for us moving ahead, and it's the role of the AD to lead our athletics fundraising efforts and set the game plan. This is true for our deans and VC for Student Affairs as well. They have targets and set their own game plans for fundraising. We're at a place now where all of us need to contribute to success, and that's what we're focusing on. Not only the AD and the deans, but with the movement of the development officers into the university, we're making this a stronger focus.

5. Q. So you're saying it's Mike's fault that CU isn't where it needs to be with athletics fundraising.

A. I'm saying, again, that I expect all our fundraising leaders to set strategies for reaching their targets and carry out those strategies. We're fully-aware of our responsibilities and we're acting on them. As we announced in February, we are on track to bring to our Board of Regents a program plan for the facilities upgrades/expansion for approval by December 2013. We will then begin the design phase immediately following program plan approval. In addition, we are in the silent phase of the fund raising effort and you will hear more about that campaign later in the year. We're doing our part, Mike has done his part, we're looking for a new AD to take us to new levels of financial and fundraising success.

6. Q. What is the deficit the department is expected to run this year and next?

A. ? We do not have those numbers yet, but we'll have them finalized within about 30 days with the coming of the new fiscal year. However, I want to assure everyone that we will not be using tuition or state dollars to make up for that deficit. We will make plans to pay-off that debt with dedicated revenues from athletics.

7. Q. Many say that the university administration is not supportive of the Athletics Department, and that a lot of money has been poured into other parts of the university, but athletics is allowed to languish. What do you say to those people?

A. I say they are flat out wrong. The university administration stepped up and loaned \$22 million to the department to allow the shift to the Pac-12 to occur and make some of the improvements we needed in new staff and in the scoreboards and some other upgrades. We have also gifted another \$6 million jointly from my office and from the President's office. That, in anyone's book, is significant support. Going forward, we will be partners in raising the money to support the facilities improvements and we will be the entity that does the bonding against Pac-12 and ticket revenue as part of the financing package. The university also gives annual funding to athletics of \$xxxx to fund athletic scholarships.

8. Q. How much student tuition or state funding is being used to support athletics.

A. No tuition or state funding will go to finance the expansion of athletic facilities. The annual campus financial support goes to fund athletic scholarships.

10. Q. If Mike resigned, how come you're paying him \$918,000.00? How much of that payout comes from tuition or taxpayer dollars?

A. These are the legal terms we agreed to end our relationship. The funds to retire the contract will come from athletic department revenues over time, so no taxpayer dollars or tuition will be used.

11. Q. Is this all being done as a kind of retribution for the debacles around Dan Hawkins and Jon Embree?

A. No. Again, we simply agree that the University will seek new athletic leadership, it is not a reflection on past decisions.

12. Q. We know that you lost a couple of million \$ last year, and that the bills have piled up from the costs of moving to the Pac-12 and with coach buyouts and a lack of conference TV revenues. Is Mike leaving because of this state of things?

A: It's important to understand that athletics is largely funded by the revenues it generates, with some institutional financial support from the university. Some of those revenues, like Pac-12 TV money, are being realized more slowly than the league anticipated, and that has had an impact, certainly. So it's vital to move ahead in fundraising, in growing the revenue of all our sports, in managing our resources strategically and carefully. We've seen that growth in men's and women's basketball, and we're hopeful of seeing the excitement about Coach MacIntyre and the Buffs translate into growing revenues in football in the years to come. Again, I'm not going to point to any specific issues here – Mike and I reached a mutual agreement on these issues.

13. Q. How much debt does the Athletic Department have to the University?

A. With the move to the Pac-12 and the need to invest in new scoreboards, the university has loaned the Athletics Department about \$22 million. In addition, the Athletics Department is expected to have a deficit in FY 2013 and 14. The Athletics Department has begun to pay off its debt to the university and it is expected it will continue to make payments as it manages through these tough financial times.

14. Q. What is the deficit the department is expected to run at this year and next?

A. We will have those numbers finalized in the next couple of weeks as we move toward the new fiscal year. However, I want to assure everyone that we will not be using tuition or state dollars to make up for that deficit. We will make plans to pay-off that debt with dedicated revenues from athletics.

Sample suggested talking and response points for MB:

➤ **Q. What led to your decision?**

Phil and I had an honest discussion and we came away with the mutual conclusion that it was time to seek new leadership for intercollegiate athletics. I've been here seven years and I'm proud of what I've accomplished. We have a great new football coach in place in Mike MacIntyre, we have a plan for facilities upgrades, we have rebuilt our basketball program and we've entered a new conference. I just returned from a tour with our coaches around the state, and I can tell you the state of our fan base is strong. All the pieces are in place, and now it will be up to a new AD to put those pieces together and take CU-Boulder to the next level of success.

➤ **Why aren't you that person?**

A: Because it's time for me to move on. I've helped to set a course for CU athletics that I think is moving in a good direction and the university leadership and I agree that what they're looking at now in an AD is going to require an even higher investment of time, effort and focus.

➤ **Do you think you're being pushed out because of the university's failures in athletics fundraising?**

A: No. Fundraising is a tough job and a joint responsibility between the university and athletics, and clearly at Colorado it looms larger than at other places. It's a challenge, certainly, and we're not where we need to be, everybody knows that. I'm making this decision because I think I've done what I can do to bring us to the moment we're in, and I am ready to move on.

Foundation Talking Points

- Mike has achieved much in his eight years at CU-Boulder, including revitalizing our men's and women's basketball programs, helping to lead us into the Pac-12 Conference, and taking key first steps in upgrading our athletics facilities. We wish him well.
- The chancellor and the campus leadership are fully committed to making intercollegiate athletics a model of excellence that stands beside our achievements in research, teaching and creative work, and that ensures that CU will be competitive force in the Pac-12 Conference in each and every sport, year-in, year-out.
- A change in leadership in the athletic department is not a setback to these efforts – these are long-term goals. We will announce a national search for a new athletic director within a matter of days.
- We are seeking a leader of unique talents who can continue to build an athletics organization that can partner with stakeholders and partners inside and outside the University, take our fundraising to new levels of success so that we can deliver on our vision for athletics facilities, and support our coaches and student-athletes.
- Your efforts are key to this success, and your support and investment of time and resources are needed now more than ever before. I appreciate your support of the University of Colorado Boulder and of intercollegiate athletics.