The Quest for Sponsorship

An Honors Thesis (HONRS 499)

by

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Purpose of Thesis

By combining both marketing and finance backgrounds, this real-life project will involve the application of skills from both business areas. The goal of this project is to obtain monetary sponsors for both the Ball State University field hockey and gymnastics teams. This process includes a thorough analysis of the current situation, the generation of a sales portfolio, prospecting potential sponsors, generating and sending out initial contact letters, and eventually following up with the interested companies in the hope of obtaining the additional funding for both athletic programs.
Ball State University

Muncie, Indiana

Ball State University, located in Muncie, Indiana, was founded as a state institution in 1918 by the Ball family, one of Muncie's most prominent families of industrialists. The school was first named the Eastern Division of the Indiana State Normal School, with additional name changes eventually leading to the school being known as Ball State University in 1965 (bsu.edu/UP/about/bsu 1998).

Ball State Facts:

- Ball State University is a comprehensive, publicly assisted, doctoral institution whose strength is its excellent classroom teaching.
- Ball State offers a greater variety of academic and extracurricular programs than a small liberal arts college, while providing a more personalized educational experience than a large, research-oriented university.
- Ball State University provides a balanced undergraduate liberal and professional education and selected graduate programs of high quality in a collegiate atmosphere on a residential campus. Graduates are able to analyze information, think critically, solve problems, communicate effectively, demonstrate competency with computers, and are encouraged to participate in learning outside of the classroom.
- The university is an acknowledged leader in the use of advanced telecommunications and computer technology to enhance teaching and learning and to extend the classroom to sites beyond the campus. Integral to Ball State’s teaching function is a climate in which professors and students pursue scholarly
activities or creative endeavors together through personal contact and where faculty remain active in their professional activities and organizations.

In this way, Ball State University strives to be a premier teaching university, offering high quality scholarly inquiry and instruction at a reasonable cost in an environment that emphasizes personal attention (Field Hockey Media Guide 1997).

When evaluating Ball State as an educational institute of higher learning, the various facts and statistical information are important. In addition, the environmental elements concerning Ball State must be taken into consideration and examined thoroughly. By looking at the educational/social, technological, and economic factors relevant to Ball State University, a better understanding of the overall institute can be attained.

**Educational/Social Factors:**

Ball State University, with an enrollment of approximately 19,000 undergraduate and graduate students, offers seven academic colleges and a graduate school with 125 undergraduate, 76 Master’s, and 19 doctoral programs. In order to offer this variety of educational opportunities, Ball State employs 880 full-time faculty and has a campus which is 955 acres, housing 62 major buildings (bsu.edu_news/facts 1998).

The seven academic colleges are as follows: the College of Applied Sciences and Technology; the College of Architecture and Planning; the College of Business; the College of Communication, Information, and Media; the College of Fine Arts; the College of Sciences and Humanities; and the Teachers College. Ball State also has an Honors College, a program designed to provide additional challenges for those qualified students. Through these colleges, Ball State awards approximately 4,000 degrees each year (bsu.edu_news/facts 1998).
In relation to student life, Ball State offers its students a variety of opportunities to join student organizations in addition to the numerous services offered for the students to utilize. The following are some of the student organizations a student can join in order to enrich his/her time at Ball State: Fellowship of Christian Athletes; German Club; Lesbian, Bisexual, and Gay Student Association; Student Voluntary Services; Student Government Association; University Democrats; Habitat for Humanity; Sigma Iota Epsilon; Delta Sigma Pi business fraternity; and Alpha Phi Omega service fraternity (bsu.edu/pres/up/htmls/01stu 1998). In addition to these organizations are the 19 fraternities and 16 sororities which make up the Greek system at Ball State and the 20 Varsity sports teams making up the Division I athletic system at Ball State (bsu.edu_news/facts 1998). The athletic programs offered at Ball State will be discussed in more detail later in the paper.

If the student organizations do not fit the interest of any particular student, Ball State also offers exciting cultural events at Emens Auditorium, University Arena, and the Museum of Art. Some of the events brought to Ball State in the 1996-1997 and 1997-1998 school years were Damn Yankees, Joseph and the Amazing Technicolor Dreamcoat, How to Succeed in Business, Les Miserables, Bryan White/Neal McCoy, Tim McGraw/Faith Hill, and Peter Paul and Mary. As can be determined from the variety offered, Ball State provides its students with ample opportunity to expose themselves to different cultural events.

One of the most important services provided by Ball State and one of the most important aspects of the social and educational environment at Ball State University is the residence halls. Due to the fact that all single undergraduate students are required to live in dormitory rooms their first two semesters of enrollment, it is essential that Ball State provides its students with a fun, yet structured, place to live. As is stated in the Housing and Residence Life's mission statement, "The Office of Housing and Residence Life is dedicated to providing students with a safe, comfortable, and affordable place for
individual and community development through education, social, and student leadership programs. We are committed to providing excellent service in student housing that exceeds students' needs and expectations in order to enhance performance and persistence" (bsu.edu/athome/hfacts 1998).

By utilizing 32 residence halls, Ball State is able to house nearly 6,200 of its students each year. About 96% of the residence hall rooms are double rooms furnished with beds, desks, chairs, desk lamps, dressers, mirrors, bookshelves, and drapes/blinds. Some of the services provided in all of the residence halls are fitness equipment, computer labs, kitchenettes, and coin-operated washers and dryers. Students are also given the opportunity to obtain connection to the Ball State library computer system as well as the e-mail system. Due to the fact that it does have 32 residence halls, Ball State can offer different lifestyle options including coed, honors, non-smoking, and wellness halls (bsu.edu/athome/hfacts 1998).

Finally, because of its emphasis on being a "community resource," Ball State provides its students and the community with support services and resources such as Career Resources, Student Health Education, the Human Performance Lab, and the Bureau of Business Research. With Career Resources, students are given the opportunity to interview with companies on-campus, attend seminars on the job search process, complete mock interviews, and obtain advice on the job search. This is one particular service very instrumental in the career success of Ball State graduates.

Overall, Ball State is able to provide a solid educational/social environment for its students through the numerous offerings available. Its student organizations, residence halls, and resources/services give Ball State students every chance to succeed both in the classroom and outside of the classroom. By becoming involved and taking advantage of the many opportunities offered, the students’ lives at Ball State can be enhanced, and their time in Muncie can be filled with experiences which can serve to assist them in the future in their chosen professions.
Technological Factors:

Ball State University is dedicated to providing its students and faculty with state-of-the-art technology so as to enhance the educational process. The university utilizes a fiber optic voice, data and visual network to link the various classrooms, laboratories, residence halls, and offices throughout the campus. In addition, the university offers 21 public computer labs and 40 departmental labs (bsu.edu_news/facts 1998) located in buildings throughout campus. By providing access to the computer systems, Ball State enables its students and faculty to become computer literate and to use a variety of different computer programs, creating a competitive advantage for students and faculty alike.

One particular facility which relies heavily on the use of computers is Bracken Library, the main library on Ball State’s campus. ANSER, the library’s Academic Network Serving Education and Research, and the CD-ROM indexes are two ways in which the library can provide access to the following collections:

- Cataloged Books 804,985
- Bound Periodicals 182,876
- Government Publications 100,988
- Microforms 967,720
- Maps 125,378
- Audio Visuals 559,946
- Periodical Subscriptions 3,553 (library.bsu.edu/about/welcome 1998).

There are numerous other technologies utilized by students, faculty, and administration at Ball State. Some of the major technologies which serve to facilitate the educational process are, first of all, the examination scanning provided free of charge to faculty. This allows instructors to hand in examinations and have them scanned and scored based on an answer key through an electronic system. Not only does this free up
time for the instructors, but it also allows teachers to give their students feedback on a
more timely basis. Along with this electronic scanning is another technology, known as
the Web Gradebook. With this, students' tests results are recorded so that they can find
out their scores before the results are handed out in the traditional classroom setting.

Another key aspect of the technological element which contributes to the
educational process is the access to the VAX system. Basically, by using a VAX
Username and Password, a student or faculty member can receive and send e-mail
messages, gain access to the library ANSER system, set up on-campus job interviews, and
obtain information on course offerings, among other features
(consulting.ucs.bsu.edu/cgi-bin/home/svclist 1998). By combining all the technological
offerings available to students, faculty, and administration, Ball State is able to offer a
technological environment which serves to facilitate the learning process and make Ball
State a solid educational institution.

Economic Factors:

The economic element of Ball State's general environment involves two major
areas: the ways in which Ball State generates its funding and the financial data for the
individual students. In relation to Ball State's financial figures, a breakdown is as follows:

Operating Budget - $190.2 million
Endowment - $65 million
Payroll - $130 million annually
Sponsored Research - $8 million annually
Student Financial Aid - $83 million annually (bsu.edu_news.facts 1998).

The other economic area to consider is the financial information for each individual
student. As was stated above, students do receive approximately $83 million annually
from Ball State in financial aid. However, the expenses which must be covered per student are as follows:

- **General Fees (Indiana residents)** - $3,316
- **(Out of state residents)** - $8,872
- **Room and Board** - $4,120
- **Additional expenses including books** - $1,800 (bsu.edu_news/facts 1998).

There are also a variety of scholarship opportunities available to students. The Whiting Scholarship, a four-year full academic scholarship, is given to ten incoming freshmen each school year. Another scholarship available is the Presidential Scholarship, which is a half-tuition scholarship to Ball State. There are numerous other options for students including scholarships provided by individual colleges and individual departments within the colleges.

Overall, the environment at Ball State consists of social, educational, technological, economic, and political elements. By combining the impact of these elements, the general environment at Ball State can be determined. Ball State is a public institute of higher learning, one which offers its students a solid educational background through the utilization of advanced technology in a social atmosphere that serves to enhance the entire learning process and educational experience at Ball State University.

**Mid-American Conference Background:**

The Mid-American Conference, better known as the MAC, consists of twelve major institutions of higher learning and two affiliate schools. Ball State University, Central Michigan, Western Michigan, Eastern Michigan, Northern Illinois, and Toledo all make up the Western Division of the MAC, while Akron, Kent, Miami of Ohio, Ohio University, Marshall, and Bowling Green make up the Eastern Division. The two affiliate members are the University of Louisville (field hockey only) and the University of
Kentucky (men's soccer only). The 1997-1998 athletic year is the first year in which Marshall and Northern Illinois have competed in the MAC, and the University of Buffalo will be joining the MAC in the 1998-1999 year.

The Mid-American Conference is based out of Toledo, Ohio, and is the fourth largest Division I-A conference in terms of total enrollment, with an estimated student population of 220,000. The conference was founded in 1946 with five schools and has since grown to twelve, making it the sixth-oldest Division I conference in the nation. Currently the MAC sponsors championships in 22 sports, including the following: baseball, men's and women's basketball, men's and women's cross country, field hockey, football, men's golf, women's gymnastics, men's and women's soccer, softball, men's and women's swimming, men's and women's tennis, men's and women's track, men's and women's indoor track, women's volleyball, and wrestling (midamconf.com/about 1998).

In order to fund the above sports, the MAC is sponsored in part by a variety of corporations including Powerhouse Productions, Champion International Corporation, Radisson Hotel Toledo, The Hubbard Company, Budget Car and Truck Rental, Owens Corning, LCI International, Team Sports Inc., Central Reserve Life, Wilson, Gatorade, Ford Motor City Bowl, and 360 Communications (midamconf.com/sponsors 1998).

Organizational Structure:

At the top of Ball State University's organizational structure is the President of the university. President John Worthen has the ultimate say in decisions relating to Ball State athletics. For instance, President Worthen allocates a portion of the university's funds to the athletic department. He also decides which NCAA Division I-A sports Ball State will host.

Underneath the President is the director of athletics, Andrea Seger. Seger was appointed director of athletics in 1995 after serving for 12 years as Ball State's director of
intercollegiate athletics for women. She was the school's first ever female athletics
director and one of only four female athletics directors in the United States. One of the
primary goals of the Seger administration has been to increase the number of fans at a
variety of sports, including gymnastics and field hockey. Also, Seger stated, "The
university has committed itself to maintaining its status as a member of Division I-A in the
NCAA structure."

Seger is a member of the NCAA Management Council, the NCAA Committee on
Athletic Certification, the Division I-A Athletic Directors Professional Development
Committee, the Mid-American Conference Gender Equity Committee, and the
Mid-American Conference Division I-A Committee. These activities allow Seger to gain
experiences she can transfer to Ball State. Currently, Seger is finishing up a program that
will make Ball State University’s women’s sports equal to the men’s sports. Equal means
everything from budgetary amounts to the number of coaches and their salaries to the
number of scholarships. These amounts should be the same between men’s and women’s
sports. Ball State University is one of the premiere schools on the issue of gender equity
(Gymnastics Media Guide 1998).

Assisting Seger with her quest for equity and other duties are the senior associate
athletics director, the associate athletics director, and the two assistant athletics directors.
The senior associate athletics director, Dick Falls, works with the four revenue sports,
football, women’s volleyball, men’s basketball, and women’s basketball. The associate
athletics director, Cal Kuphall, handles most of the sports marketing effort for Ball State.
Any advertising and promotions are done through Kuphall.

The first assistant athletics director Pat Quinn is responsible for the 16 Olympic
sports at Ball State, which include both gymnastics and field hockey. He handles the
day-to-day operations and supervises travel plans. The second assistant athletic director,
Kelly Groddy, also handles the operations of the 16 Olympic sports at Ball State. She also
does some work with marketing and promotions. Groddy is the sponsor of the
Student-Athlete Advisory Board, which is made up of one representative from each sport. They discuss and vote on important issues relating to student-athletes.

On the same level as the associate and assistant athletic directors in the organizational chart are Dave Land, the director of compliance, Ken Brown, the director of business, and Joe Hernandez, the director of athletics communications. Each of these people have unique responsibilities that assist the student-athletes and the flow of the athletic department. Rules must be followed, budgets must be made and funded, and sports information must be compiled and distributed (Ball State Student Athlete Handbook 1997-98).

All of those mentioned do a wonderful job in assisting the student-athletes and therefore, the university. They each have support staffs that allow efficient operations to occur. The entire athletic staff is looking forward to the future as the whole program strives for even greater success in every area.

**Ball State Athletics Mission Statement and Goals:**

- The intercollegiate athletic program is an integral part of the educational program of Ball State University. The program supports the mission of the institution.

- Athletics provide an environment in which a student-athlete is able to develop athletically, academically, and socially. The University believes the values and benefits of athletic participation include the opportunity to learn the importance of teamwork in striving toward a goal, to learn the importance of good sportsmanship, to develop leadership skills, and to build confidence and self-esteem.

- Intercollegiate athletics offer a broad, diverse program, providing a wide variety of athletic opportunities for approximately 450 student-athletes. The program also
provides opportunities for other student participation as managers, student trainers, student sports information staff, and spectators.

- Students participating in intercollegiate athletics gain experiences not only as athletes, but as solid students and community members. Student-athlete welfare is of the utmost importance in providing a well-rounded athletic program. The program protects and enhances the physical and educational welfare of all of its student-athletes in a manner free from gender and racial bias.

- The athletic program also provides a valuable link to the community. A successful, fiscally sound and well administered program reflects positively on both the University and the community and results in a considerable amount of positive public relations value.

- Ball State University has a responsibility to provide athletes with the resources, attitudes, and understanding to be positive role models for the youth of the community.

GOALS:

1. To emphasize integrity in dealing with the student-athletes, the University, and the community;
2. To abide by the rules and regulations of Ball State University, the Mid-American Conference, the Midwest Intercollegiate Volleyball Association, and the National Collegiate Athletic Association;
3. To instill in the athletes and athletic department personnel the values of good sportsmanship and proper ethics and to assist in the education of the students and fans regarding this area;
4. To maintain a graduation rate and an overall grade point average higher than the general student population at the institution;
5. To continue to develop the tradition of athletic success in both the men’s and women’s sport programs;
6. To operate the program in a fair and equitable manner for all students regardless of race and gender; and
7. To continue to be a productive and responsible member of the Mid-American Conference, the Midwest Intercollegiate Volleyball Association, and the National Collegiate Athletic Association (bsu.edu/sports/1998).

Background of Field Hockey and Gymnastics:

Modern field hockey first originated in England about the middle of the 19th century. Until 1887 field hockey was only played by men, but after 1887 women began to participate in this sport as well. Field hockey started in 1901 in the United States when Miss Constance Applebee introduced the game to a group of girls at Vassar College (Lees 1957). The sport took off from there. Today, field hockey is played at the junior high, high school, college, and club level. In addition, field hockey is an Olympic sport for both men and women.

Field hockey is a sport commonly described as being a cross between soccer and hockey, as the positioning is similar to soccer, and the teams use sticks to advance the ball. The game is played on either a grass or artificial turf field by two teams, each of which consists of ten field players and a goalie. The object of the game is to score more goals than the opposing team. This is done by utilizing teamwork, solid passing, and individual stickwork to move the ball from the defensive to the offensive end of the field. The positioning of the players on the field are similar to soccer positions, with three forwards, three midfielders, four defenders, and a goalie. The equipment worn by the field players are shirts, kilts, shin guards, spikes, and a mouth guard. The goalies, however, wear a variety of protective equipment, including a chest protector, a helmet, etc.
Field hockey, primarily known in the United States as an East Coast sport, is growing in popularity throughout the country, as field hockey is obtaining a “small but faithful following” (Kulfan 1997) in the Midwest’s private schools. Due to the popularity of other fall high school sports such as tennis, cross country, and basketball, it is questionable if field hockey will become as popular in the Midwest as in other parts of the country, where it is already soundly established as a high school fall sport. However, with the Olympics and the club opportunities open to young girls, the sport of field hockey will more than likely continue to grow in the United States.

The sport of gymnastics has also been around for a long time. The sport consists of four events. They are the vault, uneven bars, balance beam, and floor exercise. When competing on each of these events, a gymnast must be dynamic, yet graceful. The four events are the same at the high school, club level, and collegiate level. The difference is that collegiate gymnastics is more of a team sport. Therefore, each gymnast need not compete on each event, as is the case at the club level. There are only six gymnasts per team that can compete on each event at a college meet, so the top six on the team claim the spots. The highest score a gymnast can receive is a 10.00. The scores are based on the requirements that the gymnasts fulfill, and deductions are taken for execution errors.

The popularity of gymnastics has heightened and declined during different periods throughout history. It usually seems as though gymnastics’ popularity rises around the time of the Summer Olympics, and 1996 was no exception. As most people know, the United States Women’s Gymnastics Team won the team gold medal in the 1996 Summer Olympic Games in Atlanta, Georgia. No one can forget the smiling faces of the “Magnificent Seven” or Keri Strug’s dramatic finish on vault. This spurred a gymnastics pandemonium throughout the country. Professional gymnastics tours became popular, and many children enrolled in gymnastics classes at their local gyms. With more people involved in the sport, the attendance at competitions began to increase. This was the case for club, or USA Gymnastics competitions, as well as collegiate competitions.
In addition to an increased awareness of gymnastics, the sport itself is changing. Gymnasts are learning much more difficult skills, therefore providing more excitement for the spectators. Along with the increased difficulty comes higher scores for the competitors, and high scores are always crowd pleasers. At many meets, there is an effort to get the crowd involved. This is done by throwing out T-shirts or having spinning or handstand contests. The contests help to bring a small element of the sport to the spectators. They then realize how difficult the sport can be.

**Ball State Field Hockey:**

As of the 1997-1998 academic year, the NCAA Division I field hockey program was divided into five regions: the Northeast Region (13 teams), the Mideast Region (15 teams), the Mid-Atlantic Region (15 teams), the South Region (13 teams), and the West Region (16 teams). In the entire NCAA Division I there are, at this time, a total of 72 schools which sponsor field hockey programs (ncaa.org/champs/fieldhockey/sponsorships 1997).

Ball State University, a member of the West Region, competes in the Mid-American Conference. Unlike other athletic programs in the MAC, there are only six teams making up the conference for field hockey. These teams are Ball State, Central Michigan, Kent, Louisville, Miami of Ohio, and Ohio University. The MAC as a conference does not get an automatic conference bid into the NCAA tournament at the end of the year. Instead, the MAC tournament winner must play the winner of another conference before entering the tournament. In the 1997 field hockey season, this team was the winner of the Patriot League.

Ball State first offered a field hockey program in 1975, with current coach Karen Fitzpatrick taking over the helm in 1980. Coach Fitzpatrick, a 1973 graduate of West Chester University, first started her coaching career at Cherry Hill East High School in
New Jersey where she coached field hockey for four years. She then moved to Ball State and began coaching field hockey in 1980.

During the past 18 season, Coach Fitzpatrick has been MAC Coach of the Year ten times, Midwest Region Coach of the Year twice, and has an overall record of 251-103-11. Dating back to 1992, Ball State has been ranked in the NCAA Division I Field Hockey Poll in 38 of the last 45 polls, including 24 times in the top 10. In terms of the Mid-American Conference, Coach Fitzpatrick boasts a 16-year MAC record of 110-10, with 10 MAC titles and a current winning streak of 55 consecutive games in the MAC. Ball State has also won five straight MAC championships, going 50-0 in regular season play (Field Hockey Media Guide 1997, Field Hockey News Release 1997).

Assisting Coach Fitzpatrick is Dina Borrelli, who just completed her fourth season as assistant coach, with her primary responsibilities being the defense and corner units. She was also a graduate assistant at Ball State for one season before becoming the assistant coach. Dina Borrelli was a four-year letterwinner at Old Dominion before coming to Ball State to coach. During her time at Old Dominion, her field hockey team won three straight national championships and won 60 straight games over the last two and a half years of Dina’s career (Field Hockey Media Guide 1997). Rounding out the coaching staff is Bree Derr, who completed her first season as graduate assistant during the 1997 season. Bree is a graduate of the University of Michigan, as she was a starter in all 79 games during her field hockey career at Michigan.

In the 1997 field hockey season, Ball State, as stated above went 10-0 in regular season MAC play, won the MAC tournament, and advanced to the NCAA play-in game against Holy Cross, the winner of the Patriot League. By defeating Holy Cross 5-1, Ball State was able to advance to the NCAA tournament for the fourth time in school history. In the opening round of the tournament, Ball State, ranked #10 in the nation, defeated Northeastern 5-0. Northeastern was ranked #5 in the nation at the time. Ball State then went on to lose to Old Dominion in the quarterfinals of the NCAA tournament. For the
season, Ball State recorded an overall record of 19-5 and ended the season ranked #10 in the nation. Key regular season wins were over Syracuse and Big Ten rivals Iowa, Northwestern, Michigan State, and Michigan, as Ball State went 4-0 against the Big Ten (Field Hockey News Release 1997).

In addition to the success Ball State has had over the years on the field hockey field, the teams have also had much success in the classroom. Dating back to 1983, Ball State has had players named to the GTE Fall/Winter Academic At-Large All-District V team eight times, the GTE Fall/Winter Academic At-Large All-American 1st Team four times, and since 1990, Ball State players have been named to the National Academic Squad 40 times. After the spring semester of 1997, the field hockey team boasted a cumulative GPA of 3.64 (out of 4.0), ranking the field hockey team first amongst all 20 Ball State athletic teams (Field Hockey Media Guide 1998). In terms of individual recognition, Jen Brown, a member of the 1997 squad, received the prestigious Woody Hayes scholar-athlete award. This award is given to one male and one female in all of Division I athletics and is based on excellence in academics, athletics, community service, and leadership.

Community service is another important aspect of the Ball State field hockey program. Ball State field hockey members have been involved with the local Habitat for Humanity program for the past six years, donated time to assist in the construction of a playground for a school located on Ball State's campus, volunteered with the Meals-on-Wheels program, gone on hospital visits to the pediatric ward, participated in the Sponsor-a-family program during the Christmas holiday, volunteered for the Big Brothers/Big Sisters Christmas party, and sponsored various clinics and speaking engagements for young children in the Muncie community. As was stated by Coach Karen Fitzpatrick, “There is a tremendous time commitment on student-athletes, but our players have always been very cooperative when asked to participate in community
service. It gives the players a sense of accomplishment. Our players are excellent role models for young children in the community” (Field Hockey Media Guide 1997).

The final aspect of the field hockey program to be discussed is the way in which it generates additional funding for the program. At Ball State, the field hockey team basically does two major fundraisers each year. The first fundraiser is a jog-a-thon, an event in which many of the athletic teams at Ball State participate. The other fundraiser is field hockey specific and consists of the current players calling alumni and asking for donations. The last few summers Ball State has also started to offer field hockey camps for two weeks, which again helps to bring in additional funding for the program.

**Ball State Gymnastics:**

As mentioned previously, the sport of gymnastics is gaining popularity and becoming more difficult. Ball State Gymnastics is no exception. Ball State University has seen a rise in attendance at the gymnastics meets for two reasons, the first being the increased interest in the sport. Fellow students as well as members of the Muncie community attend Ball State gymnastics meets. There is much publicity given to Ball State athletics, including gymnastics. Team posters and schedules are placed all over campus and throughout community businesses. Announcements are made on the radio and cable television channels. Articles on the team appear in the *Daily News* and local newspapers. Alumni newsletters keep all the graduates updated with the latest sporting news from Ball State. People surrounding Ball State and others affiliated with the university are constantly reminded of upcoming sporting events and the results of these events.

Also, Ball State gymnastics incorporates some promotional give-a-ways into the meet. For instance, each time a gymnast obtains a certain score for her routine, she throws a T-shirt into the crowd. Usually the T-shirts go to the fans who are cheering the
loudest. This keeps the crowd involved in the meet. After the meet, the Ball State gymnastics team offers autographs to children.

The second reason for the rise in attendance is that the Ball State gymnastics team has improved tremendously over the last several years. This is due to better recruiting and coaching. In four of the last five years, Ball State has finished second in the Mid-American Conference. The following schools compete in the MAC for gymnastics: Ball State, Bowling Green, Central Michigan, Eastern Michigan, Kent, Northern Illinois, and Western Michigan. A second place finish had never been achieved before 1994. As the record of the gymnastics team continues to improve, more high school gymnasts look toward Ball State for the chance to compete in NCAA gymnastics (Gymnastics Media Guide 1998).

Along with improvements within the conference, one former Ball State gymnast gained national recognition for herself and for the program. Sarah Mikrut, a 1997 graduate of Ball State, became the first Ball State gymnast to qualify for the Central Regional meet. She accomplished this lofty goal in her freshman year. Then, in her junior year, Mikrut performed well enough at the regional meet to qualify for the NCAA National competition. She repeated the feat her senior year. She was also the first Ball State gymnast to ever compete at the NCAA Championships. Mikrut was able to get the ball rolling for the Ball State gymnastics program, which should continue with all the talent currently on the team.

The gymnasts alone could not make up a gymnastics program. There has been a tremendous effort from the entire gymnastics coaching staff at Ball State. The head coach of the Ball State gymnastics team is Mary Roth. She is in her thirteenth season and is still going strong. Coach Roth started out at the University of Wisconsin at Platteville and then moved to the Division I-A program at Ball State University. Throughout her career at Ball State, Roth has coached eight MAC champions, had four second place team finishes in the conference, and made two trips to the NCAA Championships. Included in
the list of accomplishments should be the numerous school records that Roth’s gymnasts have broken. Also, Roth was named MAC Coach of the Year in 1989 (Gymnastics Media Guide 1998).

In addition to athletics, Coach Roth works to instill the idea of academic excellence in her gymnasts. In 1996, the Ball State University gymnastics team was honored by the National Association of Collegiate Gymnastics Coaches as the nation’s top academic team. Also, in 1997, eight gymnasts were honored as Scholastic All-Americans. The gymnastics team owns a grade-point average of 3.32, which is the second highest GPA of all Ball State’s athletics teams. In a quote from Coach Roth she stated,

“The Ball State gymnastics program prides itself on the student-athlete. It’s an honor for me to coach an individual that brings attention to our program both athletically and academically. I believe Ball State University provides the student-athlete with the resources needed to not only be an excellent student and athlete, but to also be a better individual. Ball State is truly a quality place with great opportunities and outstanding people. When our gymnasts graduate, I want them to be proud of their experiences here, the gymnastics program, and Ball State University” (Gymnastics Media Guide 1998).

One other thing can not be forgotten about the Ball State University gymnastics program. The team, along with the rest of the Ball State Athletic Department, does an excellent job with community service and involvement. The gymnastics team has participated in such activities as Child Study Centers, visiting the children’s ward at the local hospital, building a community playground, and sponsoring a family for Christmas. All of these activities help to create an awareness of the gymnastics team throughout the community and also help to make the community a better place. The Ball State gymnasts learn many valuable lessons each time they participate in community activities.

In addition to being athletes, students, and community leaders, the Ball State gymnasts take on the responsibility of raising some of the funding for their program. Throughout the course of the year, the Ball State University gymnastics team does several
fund raising activities. Some examples are selling garbage bags, participating in the annual “Jog-a-thon”, and running gymnastics camps. The university is continuing to increase the funding for gymnastics, but extra budgetary dollars are needed to remain competitive with other gymnastics programs nationally.

**Financial Analysis:**

Most of Ball State University’s twenty sports do not produce enough revenue to support themselves. Therefore, almost all of the budgetary dollars allocated to each sport come from student fees. The President of the university allocates a certain percentage of these fees to the athletic department. In turn, the athletic director of Ball State University, Andrea Seger, determines the budgets for each sport. In addition to a fixed budget amount, each sport has access to a Cardinal Varsity Club (CVC) account and a camp fund.

The CVC account is made up of donations to the university athletic department. Profits from running camps go into a camp fund for each sport. Any of this money can be used by a team whose total expenditures exceed their allocated budgetary amount. In Appendices 1 and 2, the transfers refer to the use of funds from the CVC account or the camp fund. Also, the transfer amount can include any payments the NCAA made to the university to refund NCAA Championship related travel expenses.

The supplies category contains all the expenditures for equipment and uniforms. Usually, in the sports of field hockey and gymnastics, new uniforms and warm-ups are purchased every two to three years. There is not much equipment needed for field hockey. New sticks, shoes, and shin guards are needed each year, and occasionally a goal must be replaced. This regimen changed slightly in 1998. The Ball State field hockey team is getting a new turf playing field this year. The field is greatly needed to remain competitive across the nation. The new turf field is being funded by private donations.
None of the money is coming from the general athletic budget or from the field hockey budget.

Gymnastics requires much more equipment than field hockey, and this equipment tends to be very expensive. The rules of the sport are dynamic; therefore, upgrades in equipment are always necessary. For instance, two years ago, the gymnastics team received a new floor exercise mat. The cost of this new floor was over $10,000. This money however, did not come from the gymnastic budget. The athletic department used extra funds in the general CVC account to help the gymnastic team upgrade its existing facilities.

The printing/duplicating category does not include expenditures for posters and media guides, like one might imagine. Instead, recruiting questionnaires, camp brochures, and stationary are paid for with these budgetary dollars. The Athletic Communications Department is permitted to spend a certain dollar amount per team on media guides and posters. If the team wants extra pages in the media guide or a greater number of each printed, they must pay for this out of their budget.

The grant-in-aid is not included in the budget amount. This is a separate amount that each coach receives based on the sport and the number of scholarships allowed by the NCAA. This money can only be used for scholarship purposes. The In-State category represents the number of in-state scholarship available for use by each coach. An in-state scholarship would include in-state tuition, room, board, and $400 per semester for books. The out-of-state portion represents the out-of-state waivers for each team. If an athlete receives a waiver, the out-of-state fees, amounting to $5,556 in 1998, are dismissed. As depicted in Appendices 1 and 2, neither field hockey nor gymnastics has the maximum number of scholarships allowed by the NCAA.

There are some additional points to mention about the field hockey and gymnastics budgets at Ball State University. Coaches' salaries are not paid from their respective budgets. The coaches' salaries are paid by the university. The budgets for the women's
sports are continually growing by roughly 6% per year. The men’s sports are maintaining constant budget amounts. The reason for this difference is Title IX. The budgetary amounts allocated to women’s sports must be equal to men’s sports, excluding football, within the next few years.

Also, some of the sports at Ball State University, such as men’s and women’s volleyball, men’s and women’s basketball, and baseball, are sponsored by different companies. These sponsorships usually involve gifts of equipment amounting to a certain dollar amount. The teams never see the money from the company, but instead are provided with enough shoes, game and practice wear, balls, and bats needed for the season. Although no money is exchanging hands, these contracts greatly benefit the university and each particular program. The money normally spent on new uniforms, warm-ups, and essential equipment can be used for other things such as recruiting and team travel. This allows the sponsored teams to gain greater experiences through travels and competitions and therefore, heighten the level of the programs (Pat Quinn Interview).

SWOT Analysis:

Before discussing the problem and generating a means of responding to the problem, the various strengths and weaknesses of the field hockey and gymnastics programs must be examined. By capitalizing on the internal strengths of the programs, Ball State can create even stronger field hockey and gymnastics teams. In addition, the opportunities and threats evident in Ball State University’s environment and the overall general environment must be taken into consideration. The two programs should take advantage of the opportunities and attempt to limit the impact of the threats.

The first part of the SWOT analysis, the strengths, are the internal capabilities that the programs do especially well. The five major strengths of both the field hockey and gymnastics teams are as follows: the consistency in coaching, the national recognition of
the programs both academically and athletically, the strength of out-of-conference schedules, the success of the teams within the MAC, and the new turf facility for the field hockey program.

The coaching is a definite strength for both teams, as Mary Roth, head gymnastics coach, has been coaching at Ball State for eight years, and Karen Fitzpatrick, head field hockey coach, has been at Ball State for 18 years. Not only do these coaches have the experience from coaching for a number of years, but they also have the necessary knowledge and background of their respective sports to be successful. When bringing in recruits, these coaches can offer security to the players, as they have been at the collegiate level for several years.

The next strength, the national recognition of the programs, deals with both academic and athletic honors. In recent years, Ball State field hockey players and gymnasts have been given numerous athletic honors, including several All Mid-West recognitions, All-American honors, and the chance to compete at the NCAA national competition for gymnastics. Also, Ball State's field hockey teams, as stated previously, has been included in the top 25 poll in 38 out of the last 45 polls. However, athletic honors are just one means of being recognized on the national level. Both athletic teams are very strong academically and have had numerous athletes honored on national academic squads. This demonstrates that athletes in both programs are well-rounded individuals who can successfully balance both academic and athletic work.

The third and fourth strengths deal with similar issues, as both relate to the strength of schedule and the success within that schedule and within the MAC. In relation to the gymnastics teams, in 1997 alone they competed against Michigan State, Iowa, West Virginia, Arizona State, and LSU, all top 25 teams. The field hockey team in 1997 competed against four Big Ten schools, Syracuse, Massachusetts, Stanford, Maryland, and Virginia in the regular season alone. All of these teams were at one point in the season ranked in the top 25, with Maryland and Virginia consistently being ranked in the
top 5. Both teams were also successful within the Mid-American Conference in 1997-98, as the field hockey team finished first in the conference and the gymnastics team finished second.

The final strength of the programs is field hockey specific. In the spring of 1998, Ball State University is breaking ground to build a new turf facility which will be ready to play on for the fall season in 1998. This facility is definitely positive for the program, as it will help to bring in certain top 10 teams who would not play on a grass surface. It also helps to bring in top level recruits who want to play on the turf surface. This new field will definitely be a strengthening factor for Ball State field hockey.

Despite the fact that these two programs have the above strengths, there are also some weaknesses. Attempts need to be made to correct these weaknesses within the programs. First of all, there is a definite lack of funding beyond the standard budgetary amounts for the programs. Granted, Ball State is very strong in gender equity and providing all sports with adequate funding, but due to the lack of outside sponsors, these two programs are not able to purchase some of the equipment and uniforms that other teams who are sponsored might be able to buy. This definitely puts Ball State at a disadvantage when recruiting, as recruits may be swayed by the availability of merchandise at schools in conferences such as the Big Ten.

Another weakness is the lack of student fan support. Due to the fact that the two programs are not the high profile sports at Ball State like basketball or football, the fan support is definitely not as strong. However, this is beginning to change, as both programs are having successful years and are generating student interest within the university and the Muncie community. Also helping with this are the promotional give-aways at the meets and the dedication of the sports information staff at Ball State. As the two programs continue to grow and excel, this will become less of an issue at Ball State.
The next weakness is similar to one just discussed but is field hockey specific. Since field hockey is not played in the high school level in the state of Indiana or at any other Division I education institution in Indiana, there is not much recognition of the sport at Ball State and in the surrounding areas. In fact, comments commonly heard around campus are, "We have a field hockey team?" and "What is field hockey?". In the last four years, with the success of the field hockey program at Ball State, this problem, too, is starting to diminish, as more and more people are getting excited about and interested in the sport.

The lack of other collegiate field hockey teams in Indiana is also a weakness of the program, as the team must travel farther distances to play games. This is also the case with gymnastics, as Ball State is the only college to have gymnastics in the state. The additional travel creates a strain on the financial resources and creates a definite need for additional funding.

Finally, a weakness which is gymnastics specific is the fact that there are limited programs offered in high schools. In order to advance to the collegiate level, gymnasts must compete at the club level, which can be both costly and time consuming.

In terms of the opportunities and threats found at Ball State and in the general environment, there are six opportunities for the two programs and two threats which must be minimized so that the field hockey and gymnastics teams can continue to grow and advance to the next level.

The first area of opportunity for the programs is that Ball State is one of only four Division I programs in the United States to have a female athletic director. Not only does this prove to other women that it is possible to advance to a high level and obtain a position such as athletic director at a major collegiate institution, but it also helps with the gender equity issue.

The gender equity or Title IX issue is another potential area of opportunity for the field hockey and gymnastics programs. With Title IX, colleges must offer the same
money in terms of scholarships and budgets to the women's programs that they offer the men's programs. Ball State University is one of the forerunners in attempting to achieve gender equity, and they are doing this by creating and implementing programs to try to achieve this desired balance between men's and women's sports. Again, this is a definite area of opportunity for the field hockey and gymnastics programs, as this will help them receive more funding and more budgetary dollars.

The next opportunity to be discussed deals with the general environment in today's society. Society is beginning to look more highly at women in sports, and the media is beginning to strongly promote female athletes. At the 1996 Olympics, women's sports received definite media coverage, and there is currently more recognition of successful female athletes in all forms of media. There are numerous commercials being aired today which feature female athletes participating in their respective sports and having a good time doing it. These commercials, as well as the various print ads found in current magazines, prove that it is becoming more acceptable and more attractive for women to compete in sports.

Along the same lines, another opportunity is that young girls are beginning to play sports at a younger age. It was only a few years ago that girls had to play soccer on co-ed teams at a young age because there were no girls' teams offered at the club level. Today, there are many more options available for young girls in sports ranging from field hockey and gymnastics to basketball and swimming. By providing girls with the chance to play sports at a younger age, society is promoting a healthy and active lifestyle.

Finally, the last opportunity evident in the general environment at Ball State University is the solid sports information department. The numerous news releases, the media guides, the promotional posters, and the individual game programs are all responsibilities of the sports information department. By offering attractive and informative literature on the field hockey and gymnastics programs, the sports information personnel are educating the community on the programs as well as generating interest and
support throughout the community. In years to come, the sports information department will continue to be key in the success of the two programs.

The final aspect of the SWOT analysis, the threats, are those areas which must be minimized so the success of the programs are not hampered in the future. The first major threats is the lack of name recognition for Ball State outside of the Midwest area. This hurts the field hockey and gymnastics programs in their recruiting processes. Due to the fact that the majority of the current field hockey players are from the East Coast, this is a potential area of great concern. Both teams can overcome this threat by continuing to make a name for themselves in their sports through their successes, therefore obtaining the name recognition in that manner.

The other major threat is the growing popularity of other female sports that are offered in the same playing season. Two definite examples of this would be soccer, which is also played in the fall season at the collegiate level, and basketball, which is also played in the winter season. Because soccer is so similar to field hockey in terms of positioning, many players participate in both sports, especially in high school. However, with both sports offered in the same season in college, there is a definite conflict of interests. Basketball, a growing sport amongst female athletes, is in direct competition with gymnastics season-wise. The positive aspect here is that the build of basketball players and gymnasts is usually entirely opposite, so girls who would compete in one probably would not have the build for the other.

Overall, by completing the SWOT analysis, there are definite areas which must be taken into consideration when coming up with the problem the field hockey and gymnastics teams are facing. One particular area of concern is the funding or monetary weakness of the programs. Due to the fact that the programs want to compete at high levels and want to bring in top-notch recruits, the necessary funding must be available. In order to bring in the funds to obtain equipment and uniforms, a sponsor may have to be obtained for both teams.
Problem:

After analyzing the general environment at Ball State University, researching the history of field hockey and gymnastics both at an international and university level, and conducting the SWOT analysis, the problem the two respective teams are facing is their current lack of outside sponsors. Relying solely on their allotted budgetary funds, the Ball State field hockey and gymnastics teams have subsequently been at a disadvantage in several facets of their programs including: necessary equipment, uniforms and warm-ups; recruiting; team travel; promotional materials; and overall team image.

First of all, without an outside sponsor, the two teams have limited sources of funds to purchase equipment that is necessary in their sports. Throughout the season, field hockey players utilize three different pairs of shoes, one for dry artificial turf surfaces, one for wet artificial turf surfaces, and one pair of spikes for grass fields. The players also require shin guards and mouthguards for practice and games. Currently, Ball State players are responsible for purchasing their own dry turf shoes at a cost of $60 to $100 per season. Also, the players are given spikes and wet turf shoes, but they must turn them in at the end of the season. In normal circumstances, the players will wear the same shoes for three or four seasons until the shoes are worn out. By obtaining a sponsorship from an athletic apparel company, or even monetary sponsorship from a company not affiliated per se with athletics, the team could then use those funds toward purchasing new shoes each year, which could prevent injuries and would save some of the funds in the budget for other uses.

The gymnastics team, on the other hand, works with different types of equipment. Some items, like grips, are inexpensive pieces of equipment that sponsors could easily cover. However, the main need for the gymnastics team deals with the physical apparatus on which the routines are conducted. As was previously stated, the rules in the sport of gymnastics are constantly changing, and equipment needs to be updated or even
substantially modified in order to be in accordance with those rules. Sponsors could provide the funds needed for these improvements, or they could even purchase new equipment when it is needed. Like the field hockey team, the funds coming from sponsors would free up the budgetary dollars to be used elsewhere.

For both teams, sponsorship dollars could also be used to purchase uniforms and warm-ups. Recently, the field hockey team did purchase new warm-ups, but the money used came from their camp fund, which in the long run takes away from the funds available to the team. Before the team started to run summer camps a few years ago, they did not have the budgetary allowance necessary to purchase new warm-ups. Therefore, the team had been wearing warm-up jackets and pants that were almost ten years old. The gymnastics team has faced similar circumstances in regards to their uniforms and warm-ups. Even though they now have relatively new warm-ups to wear in competition, their coach actually made the warm-ups in order for them to save funds. By obtaining sponsors, both teams will have the capabilities to purchase new warm-ups and uniforms when the need arises, instead of having to wait several years until they can finally raise the funds.

Obtaining a sponsor would also serve to better the team’s capabilities in regards to recruiting and team travel. Because of the fact that field hockey is primarily an East Coast sport, in order to recruit, the coaches must make several trips to Pennsylvania, New Jersey, New York, etc., and they also attend several national field hockey festivals, which can be held anywhere from Florida to California. Also, each year the team brings in approximately 24 high school seniors for official visits. Expenses for these trips include airfare for the player and possibly her parents, accommodations for her and her parents, food, and a limited amount for entertainment. With players consistently coming from a distance, these costs can quickly add up to amounts above the budgeted amounts.
The gymnastics team also recruits from all areas of the United States and have traditionally brought in over a dozen high school seniors each year for official on-campus recruiting trips. Therefore, they incur similar costs for the recruiting process.

A more subtle implication of the lack of outside sponsors when dealing with recruits is the fierce competition that exists between the various universities in the recruiting process. As was briefly mentioned previously, some of the programs in the Midwest, including several Mid-American Conference and Big Ten Conference programs, do have outside sponsors for their field hockey and gymnastics teams. Therefore, they have the impressive warm-ups, equipment bags, and overall team apparel that can work to attract certain top-level recruits. Even though student-athletes do not choose a school based on what the team can “give” them, the overall program does have an advantage if it can offer additional incentives to those recruits. Because both Ball State teams do compete against several of the Big Ten schools while recruiting, they are at a distinct disadvantage at this time. With the addition of outside funds, the field hockey and gymnastics teams can present a more attractive picture to all recruits and can be more successful in that process.

Team travel is also a large portion of the budgetary funds for both teams, but especially for the field hockey team. For the gymnastics team, to compete against the top competition, they make trips each year to large invitational tournaments in all areas of the country. These trips involve paying for airfare for all players, coaches, and support staff, as well as paying for the hotel accommodations, food, and any additional expenses incurred during the trip. Similarly, the field hockey team typically will make two East Coast trips each year during the regular season, with potentially two or three other trips during the post-season. These trips are necessary because there is limited competition in the Midwest outside the Mid-American Conference and the Big Ten. Also, most of the strongest and highest-ranked teams are located on the East Coast. Because of these more
expensive trips that involve flying, the teams then must skimp and save during the remaining trips, mostly travelling by vans and spending less money on meals.

The potential problems involved in recruiting and team travel can be solved by obtaining the outside sponsors. Contributions from the sponsors can be added to the budgetary funds, which would give both coaches a larger beginning base when they plan where the funds will go during the course of the year. More money will potentially be available for recruiting, which will add to the success of the programs in the future, and more funds can be allotted for each trip or an additional flying trip could even be scheduled, which will add to the teams' strength of schedules.

The final aspects of the Ball State field hockey and gymnastics programs that could be improved through obtaining sponsorships are the upgrading of the promotional materials that are available and the overall images of the teams. At the current time, promotional materials for both teams are very limited. Each team does have a poster created and distributed throughout the university and the Muncie community. These posters traditionally have the schedules on them and also a picture of either some or all of the members of the teams. Media guides are also published which give background information on the teams and provide further advertisements for the sports. Both of these promotional items are now sponsored by local companies, working through the Athletics Communications department. This method of funding the posters and media guides is utilized by all Ball State athletic teams.

Even though promotional materials are available for the two teams, other forms of advertising could also be used if there were adequate funds. Announcements of games or meets could be placed on the local radio stations, advertisements could be put in the Muncie newspapers, etc., all of which would serve to gather support for the two teams. These advertisements could also inform the community about the teams and could work to gather more support from the Muncie community, as opposed to focusing solely on Ball State.
Finally, the overall images of the teams will be improved through obtaining the outside sponsors. In Division I athletics, competition is fierce not only on the athletic fields, but also in the recruiting process and in fighting for fan support. By presenting the best image possible, teams can gather additional support and can improve upon the success they experience. Both the field hockey and the gymnastics teams at Ball State have gained national attention in recent years. However, the next step is to continue in the success of these programs. By solving this problem and finding a sponsor to supplement the budgetary funds the teams are allotted, both the field hockey and gymnastics teams will be able to improve upon their trouble areas (i.e.: areas where they historically go over budget), and they will be able to compete at an even higher level on all fields.

Implementation:

The solution to the above problem of lacking outside sponsors appears to be relatively simple: do the research, contact the companies, and find a company willing to sponsor the two sports teams. However, there are certain steps that must be followed for this quest to be successful, including: 1) brainstorming and determining potential sponsors, 2) drafting a form letter to send to those companies, 3) constructing a marketing portfolio to present to interested companies, 4) follow-up calls to all companies that were sent a form letter, and 5) future contact with interested companies.

First of all, a list of potential sponsors must be created. Some of these companies will be the larger, internationally-known companies like Nike, Reebok, Adidas, Champion, Coca-Cola, etc., but the list should also include smaller companies within the Muncie community. The companies that are targeted should be those that historically sponsor collegiate teams or else have been known to have an interest in sports in general, or more specifically field hockey and gymnastics. Those companies within Muncie or the surrounding community should be those that have worked previously with the Ball State
athletic department or have expressed an interest in doing so.

The second step in the implementation process is to draft a form letter to be sent to each of the companies. This letter should be relatively brief, limited to one or two pages, because if the length is any more than that, the companies will not want to read all the information. The body of the letter should include a brief introduction of the project itself, the objectives of the project, a brief history on the two teams, a statement of what the sponsored funds would be used for, and who to contact if the company is interested in sponsoring the teams. The key to the success of this letter is the contact name, or the name of the person within the company receiving the letter. Obtaining these contact names can be done through people within the Ball State athletic department who have already worked with those companies, through those in the community who work for the targeted companies, or by actually calling the companies and inquiring about who would be the appropriate person.

After the form letters are drafted and sent to the companies, a marketing portfolio must be created in the event companies would like additional information on the project or would like a sales presentation made to them. Even though the background of the project, Ball State University, and the field hockey and gymnastics teams is already outlined in detail in this paper, when presenting to a specific company, the individual will not want to see a long paper. Rather, the marketing portfolio should be approximately 10-15 pages in length. Included in the portfolio should be: a cover page, an objectives page, a page on Ball State field hockey, a page on Ball State gymnastics, charts depicting the success of the two Ball State teams versus their competition in the Mid-American Conference and overall, and finally features of the sponsorship and benefits the company will receive by sponsoring the project. The portfolio should be concise, informative, and should give the individuals within the targeted companies sufficient information within a limited number of pages.
Two weeks after the form letters are sent out to the respective companies, a follow-up phone call should be made. During this call, several topics should be discussed. First of all, it should be determined that the correct individual did indeed receive the form letter. Also, any questions that the individual has or had should be addressed and answered. At this point, if the company is interested, they should be made aware of the fact that a marketing portfolio is available for them to analyze. Overall, the purpose of this call is just to reaffirm the receipt of the letter, to show the company the teams are definitely interested in their sponsorship, and to answer any questions or aid in any way possible.

The final step in the implementation of the project is the future contact with interested sponsors. This could occur weeks or even months after the initial contact through the form letter. An in-person presentation could be conducted for the interested companies utilizing the marketing portfolio, the companies could contact the coaches of the field hockey and gymnastics teams for more information regarding regulations that must be followed, or further contact could be made with the companies asking if any interest currently exists or if these companies have any questions or any further updates they had received on the project.

In order for the project to be a success and for sponsors to be obtained, each of these steps must be followed. Without one step, the project will not appear to be professionally done and thoroughly put together. Like the very positive images of the field hockey and gymnastics teams, this project must appear to be done at a significantly high level in order to leave a good impression with the individuals in the targeted companies. That good impression, coupled with a little luck, may just lead to a future sponsorship for the Ball State field hockey and gymnastics teams.
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Pat Quinn Interview. 1998.
Appendix A

Field Hockey Budget

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Grant-In-Aid:

| Out-Of-State | 8 | 8 | 8 | 8 |
| In State     | 10| 10| 10| 11|
| NCAAA Limit  | 11| 11| 12| 12|
### Gymnastics Budget

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#### Grant-In-Aid:

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Initial Contact
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<tr>
<th>Contact Name</th>
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<th>Company Name</th>
<th>Street Address</th>
<th>City/State/Zip</th>
<th>Referred By</th>
<th>Phone Number</th>
<th>Fax Number</th>
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<tbody>
<tr>
<td>Steve Anderson</td>
<td>President</td>
<td>First Merchants Bank</td>
<td>200 East Jackson Street</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 287-1500</td>
<td></td>
</tr>
<tr>
<td>Steve Bassett</td>
<td>Assistant Brand &amp; Collegiate Marketing Manager</td>
<td>Bassett Pontiac - GMC Truck</td>
<td>612 East McCall Road</td>
<td>Muncie, IN 47303</td>
<td>Dr. J.B. Black</td>
<td>(765) 288-0201</td>
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<tr>
<td>Steve Bodine</td>
<td></td>
<td>PowerBar</td>
<td>2150 East Main Street</td>
<td>Muncie, IN 47305-2928</td>
<td>Wade Russell</td>
<td>(510) 657-2407</td>
<td>(510) 704-7298</td>
</tr>
<tr>
<td>John Bowles</td>
<td></td>
<td>Star Financial Bank</td>
<td>400 North High Street, P.O. Box 2658</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 761-3000</td>
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<tr>
<td>Gordon Cox</td>
<td>Owner</td>
<td>Meeks Mortuary</td>
<td>415 East Washington Street</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 763-8660</td>
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<tr>
<td>Will Davis</td>
<td></td>
<td>Ordinario Systems Corporation</td>
<td>1150 West Kilgore Avenue</td>
<td>Muncie, IN 47305</td>
<td>James Stanley</td>
<td>(765) 761-7000</td>
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<tr>
<td>Ben Delk</td>
<td></td>
<td>Stand's Fine Jewelry &amp; Artcarved Diamond Center</td>
<td>202 South Washington</td>
<td>Muncie, IN 47305</td>
<td>Dr. Ramon Avila</td>
<td>(765) 284-6906</td>
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<tr>
<td>Ed Dobrow</td>
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<td>Dobrow Industries</td>
<td>1301 West 2nd Street</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 286-1497</td>
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<tr>
<td>Richard Douglas</td>
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<td>PowerBar</td>
<td>P.O. Box 10</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 284-1936</td>
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<tr>
<td>Bernie Freeman</td>
<td>Team Relations Manager, Pro Sports</td>
<td>Kenmi Hays Beauty Equipment</td>
<td>201 South Capitol Avenue, Suite 495</td>
<td>Muncie, IN 48225</td>
<td>Wade Russell</td>
<td>(317) 961-9118</td>
<td>(317) 951-9117</td>
</tr>
<tr>
<td>Ann Johnson</td>
<td></td>
<td>F.B. Fogg, Inc.</td>
<td>3818 North Royal Oak Drive</td>
<td>Muncie, IN 47304</td>
<td>Dr. J.B. Black</td>
<td>(765) 284-7984</td>
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</tr>
<tr>
<td>Jay Meacham</td>
<td></td>
<td>Central Indiana Orthopedics &amp; Sports Medicine</td>
<td>418 East Main Street</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 284-7984</td>
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</tr>
<tr>
<td>Elizabeth Parisco</td>
<td>Promotions &amp; Event Coordinator</td>
<td>Met-Rx USA, Inc.</td>
<td>South Beach Office, 1020 Ocean Drive</td>
<td>Miami, FL 33139</td>
<td>Wade Russell</td>
<td>(305) 531-3802</td>
<td>(305) 531-3830</td>
</tr>
<tr>
<td>Don Perkins</td>
<td>Team Marketing</td>
<td>Met-Rx USA, Inc.</td>
<td>2112 Business Center Drive</td>
<td>Irvine, CA 92715</td>
<td>Wade Russell</td>
<td>(714) 622-0000</td>
<td>(714) 955-3692</td>
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<td>R. Donn Roberts</td>
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<td>Mutual Federal Savings</td>
<td>110 East Main Street</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 747-2890</td>
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<tr>
<td>Jim Schrecongost</td>
<td>President &amp; CEO</td>
<td>American National Bank &amp; Trust Company</td>
<td>201 East 18th Street</td>
<td>Muncie, IN 47302</td>
<td>Dr. J.B. Black</td>
<td>(765) 284-3304</td>
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<tr>
<td>Bob Smithson</td>
<td></td>
<td>Mason Corporation</td>
<td>6815 East 54th Street</td>
<td>Muncie, IN 48226</td>
<td>Dr. J.B. Black</td>
<td>(765) 284-5575</td>
<td></td>
</tr>
<tr>
<td>Paula Sommers</td>
<td>Manager of Operations</td>
<td>Galorese</td>
<td>2961 North Oakwood Avenue</td>
<td>Muncie, IN 47304</td>
<td>Dina Borrelli</td>
<td>(317) 543-5575</td>
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<tr>
<td>Ron Ungerber</td>
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<td>National Mortgage Center</td>
<td>342 North Feathering Drive</td>
<td>Muncie, IN 47305</td>
<td>Mary Rob</td>
<td>(317) 202-6680</td>
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<tr>
<td>Joe Wilson</td>
<td>Consumer &amp; Public Relations, Sponsors/Promotions</td>
<td>Muncie Power Products, Inc.</td>
<td>100 Crystal A Drive</td>
<td>Muncie, IN 47305</td>
<td>Dr. J.B. Black</td>
<td>(765) 284-7721</td>
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<tr>
<td>Stan Clark</td>
<td>Organized Team Sports</td>
<td>Hershey Foods Corporation</td>
<td>474 Corporate Square Drive</td>
<td>HERSHEY, PA 17033</td>
<td></td>
<td>(717) 534-7630</td>
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<tr>
<td>Pete Pfeffer</td>
<td>Executive Vice-President &amp; CFO</td>
<td>Champion, Inc.</td>
<td>333 East Seventh Avenue, P.O. Box 790</td>
<td>Winston-Salem, NC 27105</td>
<td></td>
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<tr>
<td>Richard Robinson</td>
<td>Industry &amp; Consumer Affairs</td>
<td>Alpha Factor</td>
<td>One Bowman Drive</td>
<td>York, PA 17405-0709</td>
<td></td>
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<td>Steve Smith</td>
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<td>Nike, Inc.</td>
<td>9100 Keystone Crossing</td>
<td>SEATTLE, WA 98103-8545</td>
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<td>Standard Management Corporation</td>
<td>P.O. Drawer 1734</td>
<td>INDIANAPOLIS, IN 46240</td>
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<td>(317) 574-6200</td>
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<td></td>
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<td>Coca-Cola Company</td>
<td>211 East Jackson Street</td>
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<td>Mid-West Metal Products</td>
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SAMPLE

1124 Wayne Street, Apt. 5
Muncie, IN 47303

May 08, 1998

Mr. Joe Smith
President
ABC Corporation
2900 South Main Street
Muncie, IN 47303

Referred By: Dr. J.B.Black

Dear Mr. Smith:

As seniors at Ball State University, we are currently working on our Senior Honors Project. With our majors in finance and marketing and our participation on Ball State’s Division I field hockey and gymnastics teams, we decided to undertake a project which could incorporate all these facets of our lives.

Ball State University is a Division I-A educational institution located in Muncie, Indiana. Ball State sponsors 20 athletic programs, two of which are the field hockey and gymnastics teams. Historically, both of these teams have been very successful on and off the playing fields. The field hockey team has won five straight Mid-American Conference Championships and has advanced to the NCAA Final Eight three times in the last six years. In the 1997 season, the team ended the year with a 19-5 record and a final ranking of #10 in the nation.

The gymnastics team has also had much success in the past several seasons. In 1998, the team finished second in the Mid-American Conference with a final record of 13-12. In the past five years, they have finished second in the conference four times, have participated in a variety of large invitationals with nationally ranked schools, and have sent individuals to both NCAA Regional and National Championships.

Academically, the field hockey and gymnastics teams have consistently been ranked one and two amongst Ball State athletic teams in regard to cumulative team GPA. Additionally, 12 field hockey players received Academic All-American honors this past year, the most of any Division I field hockey program. In 1996, the gymnastics team was honored as the National Academic Champions among all Division I gymnastics teams.

Due to the lack of an outside sponsor for either of these two athletic teams at Ball State, the goal of our project is to obtain sponsors for these teams. These sponsors could assist
the programs through monetary or equipment donations. At the current time, there are a
variety of reasons why outside sponsors are needed by the teams, including recruiting
considerations, meeting equipment and uniform needs, and improving the overall name
recognition and image of the teams.

We would appreciate if you and your company would consider sponsoring the Ball State
field hockey and/or gymnastics teams. Any type of contribution would help to make our
programs more competitive and allow us to achieve the next level of success.
Additionally, there are benefits available to ABC Corporation, as this will help to promote
you at Ball State University. If you would like to obtain additional information concerning
either the sports teams or the sponsorship project, we have a marketing portfolio available
which could be sent to you.

We look forward to hearing from you in the near future to further discuss this great
opportunity. If you have any questions or would like us to send you additional
information, please feel free to contact us at (765) 284-2326 or to directly contact the
head coaches as follows: Karen Fitzpatrick, field hockey, at (765) 285-5138 and Mary
Roth, gymnastics, at (765) 285-1221. Thank you for your time and consideration in this
matter.

Sincerely,

Carisa Geary, Gymnastics
Gwen Tranquillo, Field Hockey
Janelle Tranquillo, Field Hockey
Portfolio
The Quest for Sponsorship

Ball State University
Muncie, Indiana

Field Hockey & Gymnastics
Ball State Cardinals
Objective of Project:

• The primary objective of our project is to obtain monetary sponsors for both the Ball State Field Hockey and Gymnastics teams.

• This would provide the teams with additional funding for necessary equipment, uniforms, and promotional expenses.

• Currently, these teams do not receive funds from outside sources.
Ball State University

- Founded in 1918 by Ball family
- A comprehensive, publicly assisted, doctoral institution
- Acknowledged leader in use of advanced telecommunications and computer technology
- Premier teaching university
- Enrollment of approximately 19,000 students
  - 125 undergraduate, 76 Master’s, and 19 Doctoral programs
- Seven academic colleges, including the College of Business
Ball State Athletics

- Division I-A athletics program
- Sponsors 20 varsity sports teams
  - 10 male, 10 female
- Member of Mid-American Conference
  - Based in Toledo, Ohio
  - Consists of 12 major institutions
  - Fourth-largest Division I-A conference in total enrollment
- Director of Athletics - Andrea Seger
  - One of only four Division I female athletic directors in the U.S.
- Approximately 450 student-athletes
Field Hockey

- Sport started in the United States in 1901
  - Played on grass or artificial turf surface
  - Games consist of two teams of eleven players each
- NCAA Division I has 72 institutions with field hockey programs
- Ball State Field Hockey Program:
  - Member of Mid-American Conference (MAC)
  - Coach Karen Fitzpatrick has been with the program for the past 18 seasons
    - Overall record of 251-103-11 with a 16-year conference record of 110-10
    - Ten MAC titles, three trips to the NCAA Final Eight, and four NCAA tournament appearances during her tenure
    - Current winning streak of 55 consecutive games in the MAC
  - 1997 season:
    - 19-5 overall record with a final national ranking of #10
    - Won the regular season MAC title and the MAC tournament
    - Advanced to the NCAA Final Eight after beating #5 Northeastern 5-0 in the opening round
Field Hockey Winning Percentages

Season

MAC

OVERALL

Percentage

0.00 0.10 0.20 0.30 0.40 0.50 0.60 0.70 0.80 0.90 1.00

Gymnastics

• Includes participation in four events
  - These events include the vault, balance beam, floor exercise, and uneven bars
  - At the collegiate level, six gymnasts per team compete in each event
  - Highest score is a 10.0

• NCAA Division I has 68 institutions with gymnastics programs

• Ball State Gymnastics Program:
  - Member of the Mid-American Conference
  - Head Coach Mary Roth is in her 13th season at Ball State
    • Coached eight individual MAC championships
    • Had four second-place team finishes in the conference in the last five years
    • Made two trips to the NCAA Championships with 1997 graduate Sarah Mikrut
  - 1997-1998 season:
    • Overall record of 13-12
    • Finished second in the MAC
Gymnastics Winning Percentages

[Bar chart showing winning percentages for various seasons from 1993-94 to 1997-98, with categories for MAC and Overall.]
Academic Success

• Field Hockey Team:
  – Cumulative team GPA of 3.64 on a 4.0 scale
    • top amongst all Ball State sports teams
  – In 1997, two players named to the GTE Fall/Winter Academic At-Large All-District V team and the GTE Fall/Winter Academic At-Large All-American First Team
  – Since 1990, players named to the National Academic Squad 40 times
    • 12 players were named in 1997, the most of any Division I field hockey program

• Gymnastics Team:
  – Cumulative team GPA of 3.32 on a 4.0 scale
    • second amongst all Ball State sports teams
  – In 1996, honored by the National Association of Collegiate Gymnastics Coaches as the nation’s top academic team
  – In 1997, eight gymnasts were named as scholastic All-Americans
Cumulative Team G.P.A.'s

Year

G.P.A.


Field Hockey
Gymnastics
Features & Benefits

Features:
Company name will be included on promotional materials for the team(s).

Amount is flexible in terms of money/equipment provided to the team(s).

Sponsorship goes toward funding Division I women’s athletic team(s).

Ball State Field Hockey and Gymnastics teams have had a solid tradition of success.

Teams participate in different seasons.

Benefits:
Will reach a large audience - 19,000 students plus staff and Muncie community.

Individual company can determine how much money can be spent on a sponsorship.

Good public relations as it helps with the company’s image and provides stronger name recognition.

Company name will be linked to winning programs, and the more successful the teams, the greater publicity for the sponsor throughout the athletics community.

Company name will be displayed throughout the fall and winter sports season, spanning almost the entire academic year at Ball State.
Contact Names

Pat Quinn
Assistant Athletics Director
Ball State University
Athletic Administration Office
HP 116
Muncie, IN 47306
(765) 285-1671

Karen Fitzpatrick
Head Field Hockey Coach
Ball State University
Field Hockey Office
HP 116
Muncie, IN 47306
(765) 285-5138

Gwen and Janelle Tranquillo
Box 2490, RD#2
Reading, PA 19605
(610) 926-4043

Mary Roth
Head Gymnastic Coach
Ball State University
Gymnastics Office
HP 116
Muncie, IN 47306
(765) 285-1221

Carisa Geary
1124 Wayne Street, Apt.5
Muncie, IN 47303
(765) 284-2326
Follow-up
SAMPLE

1124 Wayne Street, Apt. 5
Muncie, IN 47303

May 06, 1998

Mr. Joe Smith
President
ABC Corporation
2900 South Main Street
Muncie, IN 47303

Dear Mr. Smith:

Thank you for your interest in sponsoring the Ball State Field Hockey and/or Gymnastics team(s). We have enclosed for you a copy of our sales portfolio which will provide you with additional information about Ball State and our two teams. By looking through the portfolio, you will be able to obtain a more thorough understanding of Ball State University, specifically in relation to the field hockey and gymnastics teams.

The portfolio also includes a list of contact names in case you would like to speak with someone about the sponsorship or would like even more information. The list includes our addresses and phone numbers as well as the names, addresses, and phone numbers of our head coaches and the assistant athletic director at Ball State. Please feel free to contact any one of us on the list.

As is demonstrated by the portfolio, both programs are solid academically and athletically. In addition, by becoming a sponsor, you will incur many benefits for your company which will make the sponsorship mutually beneficial.

Thank you again for your interest, and we hope to hear from you in the near future to further discuss a sponsorship for the Ball State Field Hockey and/or Gymnastics team(s).

Sincerely,

Carisa Geary, Gymnastics
Gwen Tranquillo, Field Hockey
Janelle Tranquillo, Field Hockey