

## **Mission Statement**

We, through Student Power, seek to effect high-level, fiscally feasible, and student-focused changes in the priorities and practices of the administration of Appalachian State University. At a time when this country is facing an unprecedented crisis of student debt, and consistent budget cuts from the state, responsible allocation of funds is of the utmost importance. However, as students experience tuition increases by the maximum allowed rate and annual increases in student fees, students are forced to consistently subsidize 50% or more of an athletics program that fails to contribute at all to our institution's general fund. In the body of this document we seek to bring to light the disparate and obfuscated nature of the university's finances, particularly where athletics are concerned, and to succinctly outline our actionable goals to better the experience of all campus community members. We believe that there needs to be an environment at Appalachian State University that puts the mental, physical, and financial well-being of students, faculty, staff, and their families above the preservation and propagation of Appalachian State as a brand, sports team, or commodity.

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## **1. Revenue Neutral Athletics**

In 2014 a mere seven out of 230 universities within the NCAA's Division I (D1) maintain athletic programs which operate without a dependency on subsidization via student fees.<sup>1</sup> Aside from the aforementioned seven, only 20 other schools in D1 subsidize athletics at rate of 5 or less percent, starkly highlighting a tendency towards overzealous spending on athletics which permeates collegiate administrations throughout the United States. While the oft-touted value of athletics as a provider of exposure for the school may be worth considering to a certain degree, Appalachian State University's athletics department, with an operation dependency on student fees of more than 50%, has patently exceeded the bounds of reason. We, the students of Appalachian State University, ask that our administrators and board of trustees work to transform Appalachian State's athletics program into a revenue neutral entity, with little to no reliance on student fees.

We propose that, between fiscal year 2016 and fiscal year 2020, this university's athletics department be mandated to make quantifiable strides towards self-sufficiency via cuts and re-prioritization, per the administration's discretion, and that it will, thenceforth, receive no fiscal subsidization via student fees. Last year within the UNC system, the athletics departments of University of North Carolina at Chapel Hill and North Carolina State University rely on student fees to cover 10.84% and 9.52% of their operating budgets, respectively, compared to a 52.97% subsidy at Appalachian State.<sup>2</sup> This progress should be accomplished without interfering with

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<sup>1</sup> "NCAA Finances." USA TODAY Sports. October 6, 2014. Accessed October 13, 2015. <http://sports.usatoday.com/ncaa/finances/>

<sup>2</sup> "NCAA Finances." USA TODAY Sports. October 6, 2014. Accessed October 13, 2015. <http://sports.usatoday.com/ncaa/finances/>

student-athletes' opportunities to receive an education at Appalachian State University. Noting excessive and unreasonable expenditures in many areas of athletics, we conclude that a 50% subsidy or higher is entirely avoidable, and that within this department there undoubtedly exists the possibility for proposed and otherwise responsible and necessary funding reallocations.

## 1.1 Coaching and Administrative Spendings

Athletics programs in colleges must ultimately have the mission to serve the needs of the student body and student-athletes. The extravagant spending on coaches salaries at this university demonstrates the failure of this mission in our university's athletics. Between the 2009-10 and 2012-13 academic years, academic and instructional spending per full-time equivalent student decreased by 5%, whereas coaching spending per student-athlete increased by 30%. Football coaching expenditures per student-athlete increased by 47%.<sup>3</sup> In 2014 alone, the athletics department received \$9.26M in subsidies from student fees, of which approximately \$7.2M was spent on coaching/staff salaries.<sup>4</sup>

The table below lists all coaches who receive over \$20,000 more than the mean income of coaches with an FTE of 1.0. We ask at a minimum for a freeze in student athletic fees until 2020, and within that time a utilization of those fees that benefits the campus community and is consistent with the university's mission, vision, and values.

Sirignano, Michael...Head Strength & Conditioning Coach	... \$ 85,000.00
Holt, Stuart...Assistant Football Coach	... \$ 90,000.00
Newman, Ivey...Assistant Football Coach	... \$ 75,000.00
Jones, Marvin...Assistant Football Coach	... \$123,250.00
Ledford, Billy...AC Football/Co-offensive Coordinator	... \$125,000.00
Francisco, Ponce...AC Football/Co-Offensive Coordinator	... \$100,000.00
Satterfield, Fredric (Scott)...Head Football Coach	... \$375,000.00
Sloan, Scott... Assistant Football Coach	... \$ 93,250.00
Watts, Justin...Assistant Football Coach	... \$ 80,000.00
Woody, Nathan...AHC Football/Defensive Coordinator	... \$175,000.00
Allison, Jason...Assistant Men's Basketball Coach	... \$ 75,000.00
Fox, James...Head Men's Basketball Coach	... \$210,000.00
Lentz, William...Assistant Men's Basketball Coach	... \$ 70,000.00

<sup>3</sup>"Athletic & Academic Spending Database for NCAA Division I." Appalachian State University. Accessed October 18, 2015.

<http://spendingdatabase.knightcommission.org/fcs/appalachian-state-university>.

<sup>4</sup> EPA Salary Increase Report as Submitted to the General Administration by the Office of the Chancellor. Boone, NC: Appalachian State University, 2015.

Jones, William...Head Baseball Coach	... \$105,000.00
Edlerkin, Angel...Head Women's Basketball Coach	... \$155,000.00 <sup>5</sup>

It should also be noted that Coach Scott Satterfield signed a new 5-year contract on October 9, 2015, raising his salary to \$500,000 starting in 2016, and a gradual raise to \$625,000 by 2020.<sup>6</sup> For this contract, like no other, we demand a new contract be signed upon its expiration with a coach who will be willing to and able to receive a salary that will be appropriate for the revenue neutral athletics' budget.

The eight members in athletics administration receive \$729,215 in salary, averaging out to be \$91,152 per administrator.<sup>7</sup> Aside from the fact that this is higher than the average salary of full-time faculty members and speaks to the questionable prioritization of education, the burden these salaries place on student fees are significant. It is the duty of athletic administrators in a university to generate revenue through athletics in the holistic mission of its contribution to the university and its academics, but they not only make zero contribution, they cost students, student-athletes, faculty and staff.<sup>8</sup> When in fact the athletic department is unable to generate half of the costs it needs to operate, these spendings cannot be justified.<sup>9</sup> We would also like to note that we do not intend to undermine the relationships built between athletic personnel and donors

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<sup>5</sup> EPA Salary Increase Report as Submitted to the General Administration by the Office of the Chancellor. Boone, NC: Appalachian State University, 2015.

<sup>6</sup> "Satterfield Receives New Five-Year Contract, Base Salary Rises To \$500,000 in 2020." High Country Press. October 13, 2015. Accessed October 13, 2015. <http://www.hcpress.com/news/satterfield-receives-new-five-year-contract-base-salary-rises-to-500000-in-2020.html>.

<sup>7</sup> EPA Salary Increase Report as Submitted to the General Administration by the Office of the Chancellor. Boone, NC: Appalachian State University, 2015.

<sup>8</sup> "Athletic & Academic Spending Database for NCAA Division I." Appalachian State University. Accessed October 18, 2015. <http://spendingdatabase.knightcommission.org/fcs/appalachian-state-university>.

<sup>9</sup> "NCAA Finances." USA TODAY Sports. October 6, 2014. Accessed October 13, 2015. <http://sports.usatoday.com/ncaa/finances/>

and alumni, and the \$3.52M in donations received in 2014 should not be overrated in its contribution to the university.<sup>10</sup> However, of the fundraised money, essentially an equivalent of 21 percent of the donations are extracted by just eight athletic administrators. Furthermore, in order to receive \$3.52M in donation, the athletic department extracted nearly three times that amount of money from student fees, and as our athletic facilities debt continues to increase, arguably this was done, in part, to provide amenities and attractive facilities. These unnecessary spendings should not rely on student fees and salaries of many athletic personnel must be cut to facilitate a revenue neutral athletics program. The priorities of this athletic administration is counterproductive in serving the needs of students and student-athletes as it is willing to extract student fees to attract richer donors who provide relatively little revenue when contrasted with the expense of maintaining relationships with said donors. Thus, we propose a freeze in student athletic fees until 2020, and within that time a utilization of those fees that benefits the campus community and is consistent with the university's mission, vision, and values.

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<sup>10</sup> "NCAA Finances." USA TODAY Sports. October 6, 2014. Accessed October 13, 2015. <http://sports.usatoday.com/ncaa/finances/>

## 1.2 Relegation from the Sun Belt Conference

The increasing spending on athletics in conjunction with consistent budget cuts from the North Carolina state legislature is unacceptable. The decision to move up an athletic division, from the Southern Conference to the Sun Belt, is not only fiscally irresponsible but is inconsistent with the university's mission, vision, and values. Article IX, Section 9, of The Constitution of North Carolina states, “the General Assembly shall provide that the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense.”<sup>11</sup> Despite this, the decision made by Charlie Cobb, the former athletics director, and Kenneth Peacock, the former chancellor of Appalachian State University, to move to the Sun Belt Conference in 2013, cost the university \$1.6M just in entrance and exit fees. This decision also increased travel for student-athletes. This decision exemplifies an increasing encouragement for student-athletes to prioritize their athletic performance over academics with the demanding schedules imposed on them. Students pay for athletics through our increasing student fees. Faculty and staff pay for athletics by receiving inadequate compensation for the work and time they contribute to the university. By 2018 we deem the relegation to be necessary to work towards a revenue neutral program by 2020.

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<sup>11</sup> "Article IX." Ncleg.net. Accessed October 17, 2015.  
<http://www.ncleg.net/Legislation/constitution/article9.html>.



## 2. Reprioritization of Student Fees (Overview)

Currently, \$712 (including retirement of debt for athletics a total of \$961) from individual students are subsidizing the athletics program through student fees at Appalachian State University annually.<sup>12</sup> It should be noted that in 2015, only \$1.95M were raised in ticket sales (\$3.52M from donations to athletics), while \$9.26M from student fees funded the athletics program.<sup>13</sup> Of the athletic department's expenditures, \$4.86M goes to full time coaches and administrators (staffs not included), shared among 53 people, while only \$4.72M goes to scholarships shared among 450 student-athletes<sup>14</sup>, thus reflecting the athletic department's prioritization of significant compensations to a handful of people and willingness to extract students for any revenue they generate, despite the fact that athletics are ran by and ran for student-athletes.<sup>15</sup> By 2020, we wish to no longer see any student fees being allocated to athletics, these fees instead being allocated to causes that provide tangible enhancements to students' educational experiences, as is consistent with the university's Strategic Plan July 2014 through June 2019.

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<sup>12</sup>"Student Accounts." Tuition Details. Accessed October 16, 2015.

<http://studentaccounts.appstate.edu/tuition-details>.

<sup>13</sup>"NCAA Finances." USA TODAY Sports. October 6, 2014. Accessed October 13, 2015.

<http://sports.usatoday.com/ncaa/finances/>

<sup>14</sup>"Appalachian State University." Appalachian / Athletics. Accessed October 13, 2015.

<http://www.appstate.edu/athletics/>.

<sup>15</sup> EPA Salary Increase Report as Submitted to the General Administration by the Office of the Chancellor. Boone, NC: Appalachian State University, 2015.

## 2.1 Expansion of Health Services and the Counseling & Psychological Services

The administration's failure to take action supporting the allocation of funds for student services has been the largest exemplification of an institutional unwelcoming of students struggling with mental health and an institutional discouragement of students seeking support. Studies have shown that student psychological issues are combatted through a collective and environmental change; the most important being the public influencing resource allocation and institutional response; raising public concern to a level where appropriate resources will be allocated is both crucial and challenging. A 2011 study found that nearly 80% of students who die by suicide never received services at their campus counseling center. An increase in funding and number of staff could be the difference between 1 or 2 lives saved rather than lost at Appalachian State University.<sup>16</sup>

Alongside the decrease in athletic subsidies from student fees, we would like to see a gradual increase in the spending that goes towards providing student needs. UNC Asheville, a university operating under the UNC system in western North Carolina like Appalachian State University, will be used as an feasible model for the expansion of health, counseling and psychological services at Appalachian State University. By cutting down on the annual athletic subsidies of \$712 per student , and following after UNC Asheville's expenses on student services, we will be able to make vast improvements.<sup>17</sup> Using conservative estimates, by allocating \$40 per semester from athletic subsidies, this should provide for an additional \$1.26M

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<sup>16</sup> Resnick, Jaquelyn Liss. "Understanding and Preventing College Student Suicide , by Dorian A. Lamis and David Lester." *Journal of College Student Psychotherapy*: 248-51.

<sup>17</sup>University of North Carolina at Asheville "Tuition and Fees." Tuition and Fees (Student Accounts Office). Accessed October 18, 2015. <https://finance.unca.edu/tuition>

that would annually go towards these student services, and a minimum of 20 more staffs that can be provided. This addition would help to reduce waiting time for appointments by an estimate of 70% for all health and psychological needs.

## **2.2 Security for Students on Athletic Scholarships**

Firstly, we must make clear that this movement does not call for any removal of funds from athletic scholarships. Secondly, students in college athletics are already being exploited when all revenue they generate is being extracted by the coaches and administration of the department. The least this institution can do to offer student-athletes in monetary compensation would be to offer more security to students for the four years they attend Appalachian State University and have extensive compensations for injured athletes.

Student-athletes annually face the fear of losing their scholarships despite academic eligibility, and the potential of losing their opportunity to receive an education at the university's discretion. Students are held up to a double standard where any failure to meet the time-consuming obligations from coaches can result in the termination of scholastic scholarship grants, while athletic obligations may come at the cost of sacrificing academics-- the primary purpose of attending a university. Student-athletes must be able to dedicate their time and efforts into academics without a threat of losing their scholarships to attend this institution. Here, we propose that athletic revenue from donations and ticket sales must prioritize a fund for athletes with academic eligibility to maintain their scholarships.

Another factor that jeopardizes student-athlete's access to education is the lack of security provided for athletes who suffer injuries that no longer allow them to participate in

competitive athletics. Under N.C.A.A. rules, players can still lose their scholarships after being injured, and athletic directors may refuse to pay related medical bills.<sup>18</sup> Of the \$712 in student fees that we wish to see diminished from contributing to coaches and athletic administration subsidies, we would like to see that money redirected to a specific fund that provides scholarships for injured athletes who have had their athletic scholarships revoked as a result of their injuries.

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<sup>18</sup> Strauss, Ben. "A Fight to Keep College Athletes From the Pain of Injury Costs." The New York Times. April 24, 2014. Accessed October 13, 2015.  
[http://www.nytimes.com/2014/04/25/sports/a-fight-to-keep-college-athletes-from-the-pain-of-injury-costs.html?\\_r=0](http://www.nytimes.com/2014/04/25/sports/a-fight-to-keep-college-athletes-from-the-pain-of-injury-costs.html?_r=0).

### **2.3 Investment in Academic and Counseling Services for Student-Athletes**

Appalachian State University currently has eight academic advisors serving the needs of more than 450 students, or 20 varsity teams, a number that is less than the number of coaches on the football team.<sup>19</sup> There is a need to increase the staff members for more attentive services for individual athletes, beyond simply increasing spending per athlete. A ratio of over 45 students per counselor is an unacceptable ratio considering the additional assistance student-athletes deserve to make schedule management as easy as possible. Beyond priority registration to avoid schedule conflicts with practices, we would like for counselors to intervene and help students manage schedule conflicts with classes and traveling, therefore, we propose to have the ratio of students to counselors be 20:1. Expanding academic and counseling services for student athletes is a prime example of how student fees should be utilized to enhance students' education.

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<sup>19</sup> "Learning Assistance Program." Our Staff and Contact Information. Accessed October 8, 2015. <http://lap.appstate.edu/our-staff-and-contact-information>.

## 2.4 Student Involvement in the Student Fees Allocation

The lack of student consciousness and involvement in how student fees are utilized is a degradation to our university. The UNC Policy Manual on Establishing Tuition and Fees' section 3.ii. states,

“Each chancellor shall establish a fee review committee with representatives of all aspects of campus life, including, but not limited to, representatives from Business Affairs, Student Affairs, the Financial Aid Office, and the student body. The Committee shall conduct a complete review of student fees from a zero-based budgeting perspective and shall make recommendations to the chancellor for establishing fees effective with the upcoming fall semester. The review will include an examination of alternative resources, including available institutional reserves, to determine if other funding is available to provide the services in lieu of establishing the fee. The review will include a reassessment of the existing operating methods to ensure that operations are performed in a cost-effective manner. If the committee determines that an increase in a fee is needed, the committee shall attempt to decrease another fee so that the total cost of education for students does not increase. In order to ensure that all students are able to meet the increased cost of education, the university's financial aid officer, working with the committee, shall determine that sufficient financial aid is available, from whatever sources are possible.”<sup>20</sup>

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<sup>20</sup> "The UNC Policy Manual." The UNC Policy Manual. Accessed October 18, 2015. <https://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=s474>.

Yet, students clearly do not have an active decision-making power in the allocation of student fees. Students were apprehensive to join and/or support Student Power's cause for fear of possibly losing their scholarship or their leadership positions in student organizations. What best exemplifies this fact is that a handful of students, independent of student government association and independent of interactions with administrators, were the students who came to realize the questionable spendings of the university. This demonstrates the lack of dialogue between students and administrators on the topic, and a lack of a provided environment for student leaders they interact with to develop a meaningful dialogue regarding student interest, thus, within student government, we call for the creation of a student body-elected committee dedicated to gathering student input for how they would like their student fees to be utilized for their educational benefits.

### **3. Increase Diversity among Students, Athletic Coaches, and Student Service Providers**

Last academic year, Appalachian State University's student body was a mere 3.24% African-American, making it the eighth whitest school in the United States.<sup>21</sup> The appearance of the National Youth Front on our campus was a repulsive disgrace to this university. Furthermore, it was a shame to see students being more infatuated by news propaganda and rhetorics by discussing the "neo-Nazis", and placing a lack of emphasis on the lack of hospitality Appalachian State University provides for non-white students, especially those coming from abroad. We acknowledge, support, and appreciate Chancellor Everts' initiatives and clear commitment to increasing diversity on our campus. We would like to note the problematic undertones of the racial makeup of Appalachian State's varsity athletics, in that approximately one in four black students is a varsity athlete, and that approximately 60% of ASU's football team last year was black. Particularly problematic is that zero head coaches, the primary profiteers from student-athletes' hard work, are black. We would like to also note that this is in no way unique to our campus. We would like to be very clear that after relegation, a decrease in imposed minimum athletic scholarship requirements should not be reflected in a decrease in total enrollment of diverse students. Thus, we propose having those scholarship funds allocated directly to scholarships for low-income, first generation, undocumented, and non-white students.

Within the athletic department, hiring practices for coaches fail to reflect racial diversity seen in student-athletes. It is undeniably problematic that last year, 50 years after integration, no head coaches are black when 33% of male athletes are black and 13.5% of female athletes are

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<sup>21</sup> "Institutional Research, Assessment and Planning." Fast Facts. Accessed October 21, 2015. <http://irap.appstate.edu/fact-book/fast-facts>.



black.<sup>22</sup> The unequal race distribution in college athletics among those who play to bring in revenue for universities, and those who are the direct beneficiaries of the revenue is a problem facing many universities; we believe Appalachian State University is capable of leading on a progressive movement to hold hiring practices of athletic coaches and administrators accountable to a more racially diverse standard.

Among student service providers, a diversity in race is essential for providing compassionate services to all demographics on campus. The experiences of students in racial or ethnic minorities, particularly if students are female and/or non-heterosexual, and the struggles that many minority students face at PWIs are not experiences that the majority can relate to or comprehend. We ask the administration, in an effort to increase diversity, work to ensure that student service providers be representative and serve the needs of the entire student population at Appalachian State University.

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<sup>22</sup> "Institutional Research, Assessment and Planning." Fast Facts. Accessed October 21, 2015. <http://irap.appstate.edu/fact-book/fast-facts>.

#### 4. Increase Tenure-Track Faculty

As Appalachian State University adjusts to increased budget cuts from the state, we acknowledge the need to increase tuition. However, these tuition increases are being allocated irresponsibly and in a manner which is inconsistent with the university's stated mission, vision, and values, all at the expense of students and faculty. This produces an unnecessary financial burden on potential applicants, directly contradicting Article IX, Section 9, of North Carolina's Constitution. With rising tuition every year, we propose the university make a commitment to increase tenure-track faculty. Between 2010 and 2014, full-time non-tenure track faculty increased 31.8%, while tenured or tenure-track faculty increased 0.5%.<sup>23</sup> Our faculty shared with students, "[September 18th, 2015] UNC's Board of Governors approved a sharp increase in the salary ranges of top administrators across the system. [September 19th], the Watauga Democrat reported that Appalachian would be spending \$200,000 on search firms and other costs related to fill three dean vacancies. In short, much of your tuition money is going to costly and ever-rising administrative expenses, even as your professors' salaries stagnate and academic budgets are slashed. The rise in administrative expenses is part of a national trend. According to federal figures analyzed by The New England Center for Investigative Reporting, non-academic administrative salaries have doubled in the past 25 years. The same study reports that at Appalachian, the number of full-time administrators rose by 318.8 percent between 1987 and 2011, while enrollment increased by only 70.6 percent."<sup>24</sup> During this time period full-time

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<sup>23</sup> "Institutional Research, Assessment and Planning." Fast Facts. Accessed October 21, 2015. <http://irap.appstate.edu/fact-book/fast-facts>.

<sup>24</sup> "Letter to the Editor: Administration Costs Up, Faculty Salaries, Budgets down - The Appalachian Online." The Appalachian Online. September 24, 2015. Accessed October 18, 2015.

instructional faculty increased just 70.1%, and the number of professors, the highest ranking faculty members, increased just 12.4%. Part-time instructional faculty, however, increased 180.9%. This increase in tuition alongside an increase in reliance on part-time instructional and non-tenure track faculty displays the mismanagement of students' ever-increasing tuition.

Tenure is crucial in that it ensures academic freedom and attracts talented people to the profession who otherwise might be reluctant to seek advanced degrees without some promise of job security and adequate pay. A non-tenure track faculty member in a department at our university has worked at Greene's Construction, Staples, and collected scrap metal to top up his income, and has not been to the dentist in nearly ten years. Another leaves home at 6:00 AM and returns at 9:30 PM. Another drives hundreds of miles a week to teach in Boone, Dobson, and Cullowhee. These faculty members display the utmost commitment to the profession they love and we are lucky to have such dedicated faculty. However, due solely to inadequate compensation and virtually zero tenuring, faculty are forced to worry about making ends meet despite working more than 40 hours per week. **Students deserve to have their tuition allocated so that instructors are capable of focusing their time, efforts, and energy on their students' education.** The under compensation of faculty members for the significant influences they have on students is a culture that must be rejected.

## 5. Living wages for Staffs

It is shameful that in 2014 employees with “chancellor” or “provost” in their title had an average salary of \$148,659, while many full-time staff are earning barely above the federal poverty line based on a family of four.<sup>25</sup> To make matters worse, permanent employees of Appalachian State are forced to sign a contract stating:

“I understand that it is the policy of the State of North Carolina to give employees subject to the Fair Labor Standards Act overtime compensation in the form of compensatory time off, rather than in monetary compensation, whenever possible. I understand that the decision to give either compensatory time off or monetary compensation is a decision to be made by management, and is not my choice. I understand that acceptance of these policies is a condition of my employment with Appalachian State University.”<sup>26</sup>

The needs of staff on our campus are unknown to those who do not engage directly with them. There is not an abundance of articles detailing higher education’s effect on university staff, there is not an abundance of advocacy groups for university staff as there are for students and faculty, and there is no group on this campus dedicated to the ethical treatment and fair rights of our staff. We demand, above all else, a living wage for all full-time staff on Appalachian State University’s campus. We also propose the formation of a committee within university administration, comprised of administrative employees, that is charged with the task of engaging in sustained dialogue with university staff and advocating on their behalf. We propose that this is

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<sup>25</sup> "Salaries of UNC System Workers." The News and Observer. Accessed October 12, 2015. <http://www.newsobserver.com/news/databases/public-salaries/?appSession=121526500678667>

<sup>26</sup> "Overtime Agreement." Accessed October 20, 2015. <http://hrs.appstate.edu/sites/hrs.appstate.edu/files/overtimeagreement.pdf>.

done with complete transparency, and thus, we ask that a biannual report be disseminated via Appalachian's website.

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