



DIRECTOR OF ATHLETICS PROPOSAL

2024

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**BSA is not part of Small, Women-Owned, and Minority Owned Participation Plan*



COMPANY PROFILE

Background

- Bowlsby Sports Advisors was founded in April 2019. Our current headquarters are Dallas, Texas.
 - Our leadership team is made up of Kyle Bowlsby (President), Kaity McKittrick (Vice President) and Bob Bowlsby (Vice President). Additional team members are three-full time positions in the areas of research and operations. All three internal members are female. Our leadership team has a combined 55 years of on-campus athletic experience and ten years of executive search experience.
 - Over the last four years we have partnered with the following institutions, most of which have been multiple search engagements:
 - Abilene Christian University, WAC (2)
 - **Army West Point Academy, Patriot League (4)**
 - Azusa Pacific University, PacWest
 - Augustana University, NSIC
 - Cleveland State University, Horizon
 - Colorado State University, MWC (5)
 - Dartmouth College, Ivy League (2)
 - Idaho State University, Big Sky
 - Indiana State University, MVC (2)
 - Marquette University, Big East (2)
 - Minnesota State University- Moorhead, NSIC
 - Northwestern University, Big Ten
 - Northwestern State University, Southland (3)
 - Rice University, AAC (4)
 - Robert Morris University, Horizon
 - Southern Methodist University, ACC
 - Stephen F. Austin State University, WAC
 - **The College of William & Mary, CAA (4)**
 - Tulane University, AAC (3)
 - University of California- Berkeley, ACC
 - University of Hartford
 - University of Idaho, Big Sky (2)
 - University of Incarnate Word, Southland
 - University of Kansas, Big 12
 - University of Nevada- Las Vegas, MWC
 - University of Northern Iowa, MVC
 - University of North Texas, AAC
 - **University of Richmond, A10 (3)**
 - Similar Level Successful Searches (last two years)
 - Colorado State University: Senior Associate AD- Development
 - Minnesota State University- Moorhead: Director of Athletics
 - Northwestern State University- Director of Athletics
 - Rice University- Chief Development Officer
 - Robert Morris University- Senior Woman Administrator
 - Tulane University- Deputy Athletic Director
 - **The College of William & Mary - Senior Associate AD/Chief Financial Officer**
 - **The College of William & Mary - Senior Associate AD / Development**
 - University of California- Berkeley- Major Gifts Officer
 - University of Northern Iowa- Director of Athletics **ongoing*
 - **University of Richmond- Deputy Athletic Director/Chief Operating Officer**
- () – number of searches



The Bowlsby Sports Difference

Consultative Approach

We adapt to the market and the goals and aspirations of our partners. Our objective is to build consensus among stakeholders.

Diverse Network

Background in both intercollegiate athletics and professional sports providing clients with a wide-range of experiences and candidate pools.

White Glove Service

Search process and strategy molded from 'Big Five' management consulting experience. We believe in allocating our resources to a low number of clients at a given time.

Uniquely Qualified

We are the only executive search firm in the marketplace that features both practical Commissioner and AD experience in combination with a business foundation in corporate recruiting.

Commitment to Inclusion

Demonstrated track record of diversity, equity, and inclusion. We promise a balanced and diversified slate of candidates.

Proactive

We employ proactive search methodologies in our process, targeting passive talent – candidates who are either employed or not seeking a role change. We aggressively recruit the best talent for our clients.



PROCESS & TIMELINE

Position Description & Evaluation

- Bowsby Sports Advisors begins each search engagement with a process called 'stakeholder interviews.' We will interview stakeholders (chosen by our clients) by asking each individual a set of engaging questions. This process allows us to better understand culture, aspirations, barriers to success, brand identity, and long-term goals. In many ways, it is the most important phase of the search engagement.
- Once this process is completed, we will present our findings to the Search Committee. The information we gather will help us build consensus with the Committee on requirements and skills they are seeking in candidates.
- In partnership with the Committee, we will use the findings from our stakeholder interviews and learned information from our Committee meetings to build a proprietary Position Description. The goal of this document is to present an accurate summary of the opportunity to our candidate pool but more importantly, it serves as our guiding assessment tool as we choose and, ultimately, evaluate candidates.
- BSA and the Committee will assess candidates against the Position Description throughout the engagement. We also employ proprietary assessment tools throughout our process to help guide candidate evaluations and assist the committee in understanding the unique skillsets and attributes of the candidate pool.



Project Team

- Kyle Bowsby, Bob Bowsby, and Kaity McKittrick will be responsible for managing the search assignment. Additional team members will be three full-time internal associates dedicated to the specific engagement.
 - Day-to-day Communication: Kyle Bowsby
 - Candidate Development: Kyle Bowsby, Kaity McKittrick
 - Candidate Evaluation: Kyle Bowsby, Kaity McKittrick, Bob Bowsby
 - Stakeholder Interviews: Kyle Bowsby, Kaity McKittrick, Bob Bowsby
 - Search Committee Meetings (in-person): Kyle Bowsby, Kaity McKittrick, Bob Bowsby
 - Search Committee Finalist Interviews (in-person): Kyle Bowsby, Kaity McKittrick, Bob Bowsby
 - Research/Data/Document Creation: Research Team (3X)
 - Referencing: Kyle Bowsby, Kaity McKittrick



Research & Prospect Identification

Current and former Athletic Directors (All Divisions)

Outside the Box Executives with VMI affinity

- Media
- Entertainment
- Agencies
- Non-profits
- Foundations

Challenges facing ADs in current climate

- Diversity, Equity & Inclusion
- Ongoing lawsuits within NCAA framework
- Arms race between NCAA members
- 'Pay for Play'
- Name, Image and Likeness
- Crisis Management
- Media Providers – changing dynamic
- Student Athlete Health and Wellness
- Fan Behavior

Current Deputy & Senior Associate Athletic Directors (Division One)

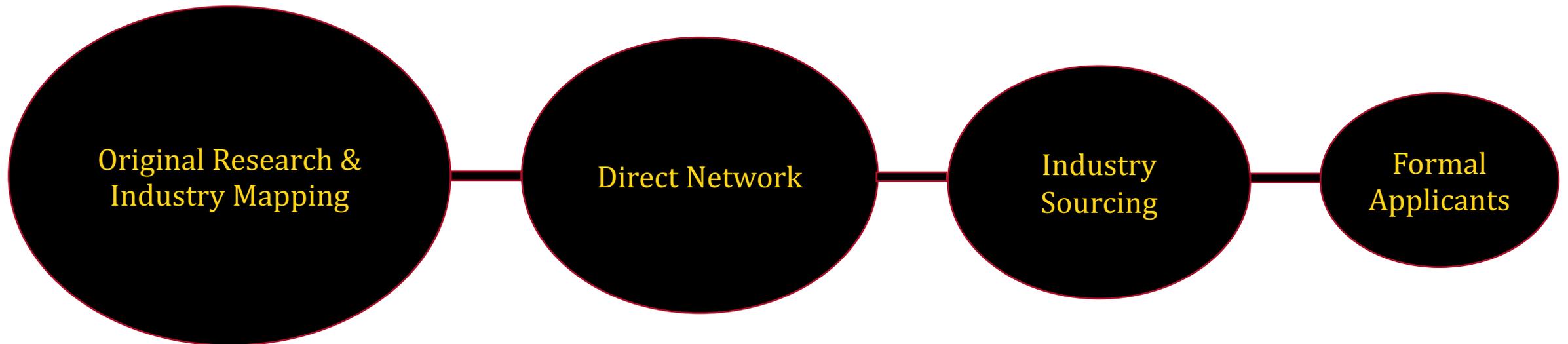
Professional Sports Executives with relevant NCAA experience

- Teams
- Leagues
- Conferences

Candidate Development

Beyond our own original research for the role and our network of candidates that has been built from a decade of executive search experience as well as 50+ years of college administrative experience, we connect with conference commissioners, athletic directors, professional sports organizations, DEI organizations, and many other industry groups to ensure we find the best candidates for your institution.

We are an executive search firm that employs proactive search methodologies in our process, targeting passive talent – candidates who are either employed or not seeking a role change. We aggressively recruit the best talent nationally for our partners. We begin every search with original research and an industry mapping exercise to ensure we do not rely too heavily on past work and industry biases.



Recruitment Development Plan *(sample timeline)*

			
<p><i>Collaborate with Executive Leadership and Search Committee</i></p>	<p><i>Candidate development and identification</i></p>	<p><i>Interview and assess chosen candidates</i></p>	<p><i>Select candidate and finalize process</i></p>
<ul style="list-style-type: none"> ▪ Commence search and start engagement with Committee (week one: in-person committee meeting). ▪ Stakeholder meetings/calls. ▪ Define profile and develop 'Position Spec.' ▪ Discussion of goals, culture, and strategy to obtain consensus. ▪ Agree on required candidate profile, timeline, and process (week TBD: in-person or video conference). ▪ Establish secure lines of communication (Citrix File Share). 	<ul style="list-style-type: none"> ▪ Conduct broad mapping of key industries and organizations where candidates reside. ▪ Analysis of potential candidates' skills and experience against defined 'Position Spec.' ▪ Preliminary conversations with potential candidates. ▪ Weekly updates to Committee on market feedback and recalibration. ▪ Present 'Long-list' of interested candidates (week TBD: in-person committee meeting). 	<ul style="list-style-type: none"> ▪ Agree on the preferred candidates to be approached / interviewed by Bowsby Sports (BSA). ▪ Present 'Short-list' of interested candidates (week TBD: in-person committee meeting). ▪ Weekly updates with Committee. ▪ Based on BSA feedback, select candidates to be interviewed by Committee (week TBD: in-person or video conference committee meeting). ▪ Agree on 'Interview Guide.' ▪ Coordinate all interviews and travel logistics (if needed). 	<ul style="list-style-type: none"> ▪ Recalibration of candidate pool, as necessary. ▪ Creation of proprietary 'Candidate Reports,' assessing candidates against the 'Position Spec.' ▪ Formal in-person interviews with Committee (week/date TBD). ▪ Confidential referencing with BSA network ▪ Full background check of final candidates. ▪ Selection of preferred candidate. ▪ Draft and submit offer.
<p><i>Approx. four (4) weeks</i></p>	<p><i>Approx. four (4) weeks</i></p>	<p><i>Approx. two (2) weeks</i></p>	<p><i>Approx. two (2) weeks</i></p>



SPECIFIC EXPERIENCE

Relevant Past Searches & Clients (career)

Prior to founding Bowlsby Sports Advisors in 2019, Kyle Bowlsby spent four years at the intersection of intercollegiate athletics and professional sports recruitment at Korn Ferry Executive Search. During his time, he partnered with several leading universities and sports organizations on critical executive search assignments, including a number of athletic director searches.

Athletic Director Placements

- Drake University, MVC
- Fairfield University, MAAC
- Syracuse University, ACC
- University of Arkansas, SEC
- University of Illinois, Big 10
- University of Kansas, Big 12
- University of Louisville, ACC
- University of Northern Iowa, MVC (ongoing)
- ***University of Virginia, ACC***
- Vanderbilt University, SEC

Professional Leadership Placements

- IRONMAN, Chief Commercial Officer
- CONCACAF, Chief Legal & Compliance Officer
- Los Angeles Rams, Chief Marketing Officer
- Major League Lacrosse, Commissioner
- Minnesota T-Wolves, President of Basketball Ops.
- New York City FC, President
- Rugby International, Chief Commercial Officer
- USA Ski & Snowboard, Chief Commercial Officer
- USA Triathlon, Head of Marketing
- World Surf League, Chief Executive Officer

Practical Career Experience:

Bob Bowlsby has led hundreds of search processes for university executives, directors of athletics, commissioners, head coaches and sports executives. He also served as the volunteer chair of searches for the Pac 12 Commissioner, the CEO of the United States Olympic Committee (now USOPC) and for the Executive Vice President of the NCAA.

Kaitly McKittrick served as the liaison to Human Resources at Lafayette College for 15 years, led or participated in all head coach searches during her time and served on search committees for the Dean of Students, academic deans, development positions and for the Patriot League Commissioner in 2015.

Carla Williams was the first female African-American Director of Athletics in Power Five history. Formerly she was the Deputy AD at Georgia.



Kortne Gosha, Deputy AD at Tulane. Formerly he was AD at Florida A&M University



Tracy Chao, Head Women's Soccer Coach at Army. She has won back-to-back Patriot League Coach of Year honors



DIVERSITY, EQUITY & INCLUSION

- In our experience, having a diverse, inclusive, and well-balanced leadership team that prioritizes belonging maximizes an institution's mission and drives results.
- Equal opportunity employment is in our DNA and we do not discriminate. This is not just an obligation to our clients – it is our own commitment.
- Bowlsby Sports executives have a strong track record in diversity search placements and we embrace the global nature of our world today.
- The definition of diversity, equity & inclusion may vary by geography, culture and industry, but diversity, equity & inclusion is ultimately about embracing an array of experiences which drives business performance.

**Highlighted placements in career*

Highlighted Diversity, Equity & Inclusion Placements

Intercollegiate Athletics

- Abilene Christian University- Head Volleyball Coach
- ***Army West Point- Head Women's Soccer Coach***
- ***Army West Point- Head Women's Basketball Coach***
- Colorado State University- Head Women's Soccer Coach
- Colorado State University- Head Women's Tennis Coach
- Dartmouth College- Head Volleyball Coach
- Dartmouth College- Head Women's Basketball Coach
- Georgetown University- Head Men's Basketball Coach
- Northwestern University- Head Men's Soccer Coach
- Northwestern State University- Head Men's Basketball Coach
- Rice University- Chief Development Officer
- Rice University- Head Women's Basketball Coach
- ***The College of William & Mary - Senior Associate AD/CFO***
- ***The College of William & Mary - Women's Basketball Coach***
- ***The College of William & Mary - Volleyball***
- Tulane University- Deputy Director of Athletics
- University of California, Davis- Head Track & Field Coach
- University Hartford- Head Women's Basketball Coach
- ***University of Richmond- Head Baseball Coach***
- ***University of Virginia- Director of Athletics***
- Vanderbilt University- Director of Athletics

Professional Sports

- CONCACAF- Chief Legal & Compliance Office
- Cleveland Browns- Vice President of Player Personnel
- Los Angeles Rams- Chief Marketing Officer
- New York Liberty- Chief Operating Officer
- San Francisco Giants- President of Baseball Operations
- San Antonio Spurs- EVP of Revenue
- Washington Nationals- Director, Corporate Sales





STAFF PROFILE

Kyle Bowsby

Founder & President



Over the past decade, **Kyle Bowsby** has become one of the most reputable consultants in professional sports and intercollegiate athletics. Built on consensus building, transparency and industry expertise, Kyle has established an impressive track record of serving clients spanning multiple sports industries and has earned a strong reputation for client service by strategically advising clients with their long-term goals in mind.

Prior to founding Bowsby Sports Advisors, Kyle oversaw the Intercollegiate Sports Division at Korn Ferry International, the preeminent global management consulting firm in the world. At Korn Ferry, Kyle focused his executive search and advisory efforts within intercollegiate athletics as well as professional sports. During his four years with Korn Ferry, Kyle served clients spanning multiple sports including professional franchises within the four major US sports leagues and several leading colleges and universities.

Prior to joining Korn Ferry, Kyle oversaw business development efforts for 4FRONT (acquired by Legends), the premier data targeting, management and media delivery platform for the sports and entertainment industries. His partial client list included UFC, Hendrick Motorsports, Chicago Bears, Cleveland Browns, Sacramento Kings, Oklahoma City Thunder, Cleveland Cavaliers, Florida Panthers, NCAA, Atlantic Coast Conference, Mountain West Conference and 25 college athletic departments.

In addition to his duties at Bowsby Sports Advisors, Kyle has been a speaker at the LEAD1 Institution, Women Leaders in College Sports, NCAA Pathway Program, Minority Opportunities Athletic Association (MOAA), and the Collegiate Athletic Leadership Symposium. In August 2022, Kyle was named to The Athletic 'College Sports 40 Under 40' list featuring 'the top young coaches, players, executives, and influencers changing the game.'

Kyle graduated from the University of Iowa with a B.A. in Sports Management and a Business Minor in Entrepreneurial Management. He received his Masters of Sports Administration from Northwestern University.

Kaitlyn McKittrick

Vice President



Kaitlyn (Kaity) McKittrick has served as a leader in intercollegiate athletics for almost two decades. Spending most of her career at Lafayette College and in the Patriot League, Kaity earned a reputation for mission driven leadership and a focus on building relationships to gain consensus. Currently, Kaity is Vice President for higher education clients at Bowlsby Sports Advisors, providing expertise regarding student-facing services including NCAA Intercollegiate Athletics, gender equity reviews, championship evaluation and career services. In this role, she aims to provide guidance and oversight in various strategic initiatives that enable her clients to make distinctive, lasting and substantial improvements.

At Lafayette, Kaity served as the Deputy Director of Athletics overseeing all facets of the day-to-day operations of a Division I athletic program. Over the course of 15 years, she had oversight of fundraising, NCAA compliance, human resources, the business office, facilities and events, student-athlete education/leadership and sports medicine/peak performance. In addition, Kaity was the administrator for 15 of the 23 sport programs over the course of her time at Lafayette, including football and men's' and women's basketball. A trusted leader on campus, she represented athletics on a variety campus-wide committees including a Presidential Committee for a more inclusive campus community. In addition, she served on various search committees for roles such as the Dean of Students, development and alumni relations positions and academic deans.

At the League and national level, Kaity has served on several committees representing both Lafayette and the Patriot League. Most notably, for six years Kaity was on the Division I Committee on Legislative Relief including two years as the Chair. She led the committee through the initial discussions of the one-time transfer rule while serving on the NCAA committee that assisted in the elimination of that rule. Kaity has also led the Sport Management Committee for the Patriot League, chaired the Patriot League SWA group and served on the search committee for the Patriot League Commissioner in 2015.

Kaity is a graduate of Moravian College (B.A History) and East Stroudsburg University (M.S. Sport Management). She played lacrosse at Moravian when the program was first started.

Bob Bowsby

Vice President



Bob Bowsby was appointed Commissioner of the Big 12 Conference in 2012 and retired in 2022. Under his watch, the conference saw tremendous growth in its national brand, television exposure, distributable revenue for its member institutions, and competitive success. Most recently, he guided the Big 12's addition of four future members, with BYU, Central Florida, Cincinnati, and Houston agreeing to join the Conference no later than the 2024-25 academic year.

Over his tenure, the Big 12 won 25 NCAA team national championships. As one of the first achievements during his tenure with the Conference, Bowsby finalized a 12-year comprehensive media rights agreement with ESPN and FOX Sports, one of the most lucrative television deals in college athletics. Subsequently, he oversaw the expansion of the ESPN relationship with the 2019 debut of the Big 12 Now digital distribution platform on ESPN+, on which hundreds of additional Big 12 sporting events and original programming are distributed annually on a worldwide basis. Bowsby played a key role in the formation of the College Football Playoff that began in 2014-15, the first postseason playoff in the history of Collegiate Football. Additionally, under his leadership, the Big 12 Football Championship Game was reinstated beginning in 2017.

On the national stage, he served as a member of the United States Olympic Committee from 2007 to 2014, is a member of the NCAA Presidential Task Force on Federal and State Legislative Issues and has testified in Congressional hearings on numerous matters relating to collegiate sports. He has served on the NCAA Men's Basketball Committee, including serving as Chairman for the 2004 tournament in San Antonio and the 2005 tournament in St. Louis. He was appointed to the inaugural NCAA Division 1 Council in 2015 and served as chair of the Football Oversight Committee, which oversees all aspects of collegiate football and reports directly to the NCAA Division 1 Council. He also has served in leadership positions on numerous other NCAA committees and task forces.

Prior to his role at the Big 12, Bowsby spent six years as the Athletics Director at Stanford University, preceded by a 15-year stint as the AD at the University of Iowa and seven years in that role at the University of Northern Iowa. Bowsby earned his bachelor's degree from Minnesota State University and his master's degree from the University of Iowa. He was a four-year letter-winner in wrestling at MSUM and served as captain during his senior year when he won a NSIC title.

Internal Operations Team

Bowlsby Sports Advisors currently has a dedicated team of three research & operations associates that will be tasked with assisting our leadership team with the Virginia Military Institute Director of Athletics search. Our internal team is largely behind the scenes, but they play a pivotal role in managing searches from an efficiency standpoint. We are proud of the fact that our three internal team members are female, and each has a background in sports higher education programs.

- Candidate report reviews/editing
- Candidate profile build-outs
- Coordination and organization of candidate interviews via in-person meetings or video conferencing
- Job Description review/editing
- Media scrubs: Facebook, Instagram, YouTube, Twitter, etc.
- Travel & logistics including lodging, transportation, private interview rooms, etc.





FEES

Fees

- Thank you for providing us with the opportunity to submit our materials for this critical search assignment for the Virginia Military Institute and its stakeholders. The engagement will be considered a full search for the position of Director of Athletics.
- During the duration of our search engagement, we will not partner with other sports organizations or universities that would overlap in candidate pools, conference affiliation or general locale. We believe in low volume, high quality partnerships which many of our competitors do not promise.
- Our professional fees are non-contingent and non-refundable for each position we are seeking to fill. For the purpose of this assignment, we propose a flat fee of **\$45,000.00 USD**.
- 25% of our fee is due upon execution of the contract (NET 30-days) and the remaining 75% is due upon successful completion of the engagement (NET 30-days). Both of these terms are negotiable.
- In addition to our fees, Bowlsby Sports is also reimbursed for any direct, out-of-pocket expenses such as candidate travel coordinated/booked by our team and consultant travel accommodations for the direct purposes of this engagement.
- We guarantee athletic director placements for a period of 24-months from the official hiring start date. If placement leaves prior to 24-months, we will perform the search pro-bono minus any direct, out-of-pocket expenses. The flat fee cost would be \$0.00 USD.





REFERENCES

References

Dr. Marcus Jones

President, Northwestern State Univ. (FCS)
Cell: (318) 264-0570
Email: marcusj@nsula.edu
Address: Caspari Hall - 310 Sam Sibley Dr.,
Natchitoches, LA 71457

Engagement: AD Search 2021
* Placement still in current role

Mark Nook

President, University of Northern Iowa (FCS)
Cell: (319) 505-7308
Email: mark.nook@uni.edu
Address: 1 Seerley Hall,
Cedar Falls, IA 50614

Engagement: AD Search 2024
* Ongoing

Marty Martin

President, Drake University (FCS)
Cell: (515) 393-7298
Email: president@drake.edu
Address: Old Main - 2507 University Ave.,
Des Moines, IA 50311

Engagement: AD Search 2017
* Placement still in current role

Kent Syverud

Chancellor, Syracuse University (FBS)
Cell: (315) 289-6128
Email: chancellor@syr.edu
Address: Hinds Hall - 900 South Crouse Ave.,
Syracuse, NY 13244

Engagement: AD Search 2017
* Placement still in current role

John Hardt

Director of Athletics, Univ. of Richmond (FCS)
Cell: (570) 490-5674
Email: jhardt@richmond.edu
Address: Robins Center – 365 College Road,
Richmond, VA 23173

Engagement: Multiple
* All placements in current roles

Stephanie Sandlin

President, Augustana University (DII)
Cell: (605) 690-7681
Email: stephanie.hersethsandlin@augie.edu
Address: Solberg Hall - 2409 S Grange Ave.,
Sioux Falls, SD 57197

Engagement: Consulting/Search 2022
* Placement still in current role

Mike Buddie

Director of Athletics, Army West Point Academy (FBS)
Cell: (336) 416-9141
Email: mike.buddie@westpoint.edu
Address: 639 Howard Road,
West Point, NY 10996

Engagement: Multiple
* All placements in current roles

Brian Mann

Director of Athletics, The College of William & Mary (FCS)
Cell: (781) 603-7017
Email: bmann@wm.edu
Address: 751 Ukrop Way,
Williamsburg, VA 23185

Engagement: Multiple
* All placements in current roles

State of Virginia

Terry Sullivan

Formerly President, University of Virginia (FBS)
Cell: (434) 987-8231
Email: terry.sullivan@virginia.edu
Address: Madison Hall - 1827 University Ave.,
Charlottesville, VA 22903

Engagement: AD Search 2017
* Placement still in current role

