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# OSU

Continued from Page 1A

good leadership." It was a situation not completely unfamiliar to University of Oregon's associate athletic director Herb Yamanaka, who helped turn around the school's athletic department deficit in the late 1980s. Just eight years ago, the University was operating with a deficit of more than \$800,000. Its solution was to drop three varsity sports, including men's and women's gymnastics, men's and women's swimming and baseball. "We knew the state wasn't going to help us," said Yamanaka, 65, a development officer for the University's six-year endowment program, which he estimates will bring in nearly \$30 million to the athletic department by the end of this year. "We had to tighten our belts, we had to put a freeze on salary increases and reinvest into the department."

The largest investment proposal was the construction of an 117,000-square-foot, \$15 million indoor practice facility adjacent to Autzen Stadium. The Ed Moshofsky Sports Center, completed last August after 17 months of construction, is just one of several ways the athletic department has reinvested in itself to continue its recent success, Yamanaka said. The athletic department, which usually works independent of the University when it solicits donations, has invested more than \$28 million over the past three years to improve its facilities. The result has been continued success both on the field and in the cash registers.

In 1997-98, 13 of Oregon's 16 varsity sports competed in NCAA-sanctioned postseason play, and its season-ticket sales for football have jumped from 13,452 in 1994 to just under 20,000 this season. As a result, Oregon reported a profit of nearly \$450,000 during that season, and the athletic department's annual operating budget rose to about \$25 million. "Oregon was fortunate that its football team started winning

about the same time its athletic department implemented these changes," Oregon State's associate athletic director Bob De Carolis said. "It makes things go a little easier."

Oregon State has not been as fortunate. It has not been able to produce a consistent winner on the football field or the basketball court since the 1970s.

Not being one who backs down from a fight, Barnhardt went to work.

His first order of business was to hire an associate. Barnhardt selected De Carolis, who had spent the previous 19 years directing business operations at the University of Michigan.

Barnhardt's second order of business was to "trim the fat." After the State Board of Higher Education ordered Oregon State to reduce its deficit to \$6 million by June 1999, Barnhardt trimmed administrative budgets last May by laying off 25 athletic staff members. The result was an estimated savings of \$750,000 during the next year.

"We searched for more efficient ways to do business," Barnhardt said. "We knew we couldn't do anything to affect student athletes, and no sports budgets were touched."

The key for Oregon 10 years ago, Yamanaka said, is the same for Oregon State now: increasing revenue.

Barnhardt has livened up home football games by designing activities for children and adults before kickoff and during halftime. He is planning to seek bids for television and radio stations to carry Beaver football and basketball games.

Barnhardt is also considering charging for event parking at Parker Stadium and seeking new corporate sponsors who wish to have their names on Parker Stadium and Gill Coliseum, the university's two major athletic facilities.

But Barnhardt and De Carolis both said they realize these alternate streams of revenue are con-

tingent on Oregon State producing a winner on the football field and on the basketball court.

"I don't feel there's another school in the Pac-10, outside maybe UCLA, that has a better history than us in terms of football and basketball," Barnhardt said.

That being said, it has been 27 years since the Beaver football team has had a winning season — the longest such streak in Division I-A — and the men's basketball team has not reached the postseason since 1990.

That is why the athletic department drew criticism earlier this year when it raised the annual salary of men's basketball head coach Eddie Payne from \$96,000 to \$135,000. Payne, who enters his fourth season with the Beavers next month, has compiled a 28-58 record since 1996.

"Any time that football and basketball are the life blood of the athletic department, you're going to want consistency from a coaching standpoint," De Carolis said. "Programs that have been successful have not changed coaches very often."

Oregon State also made a commitment to keep second-year football head coach Mike Riley after the Beavers went 3-8 last season. Riley, an assistant coach at Southern California from 1992 to 1996, was given a base salary of nearly \$135,000 last year and an extra \$330,000 for the purchase of a new home and six acres in Corvallis.

Aside from Riley's contract, the entire football coaching staff payroll has increased by 42 percent (\$860,000 to \$1.21 million) since the 1996 season.

"One of the biggest reasons why I chose to take this job was because I felt like the president [Paul Risser] was committed to turning things around," Barnhardt said. "Athletics are good windows to the university. I feel we have a great opportunity to get better."

But Barnhardt knows it won't come without a fight.

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