

May 16, 2013



CoSIDA continuing education call:

Discussion on CoSIDA's strategic branding study - where are we today and what are our next steps?

An interview with:

**DENNIS CRYDER, Cryder Rinebold
JOJO RINEBOLD, Cryder Rinebold
JOE HORNSTEIN (FIU), 2012-13 CoSIDA
President
Moderator: JUDY WILLSON (Mountain West
Conference), CoSIDA 3rd VP**

JUDY WILLSON: Welcome, everybody. My name is Judy Willson. This morning we'll be joined by Dennis Cryder and JoJo Rinebold and also Joe Hornstein, our president this year of CoSIDA.

At this time I'd like to turn it over to Joe Hornstein, CoSIDA's president this year, for opening comments.

JOE HORNSTEIN: Thank you for joining us. Again, don't want to steal the thunder from our guests that will be leading the webinar, but we thought as a CoSIDA board and represent the membership accurately in advance of the convention to have an opportunity to speak with Dennis Cryder and JoJo Rinebold in regards to the overall study that was done on our organization. Part of the course of how this process has been undertaken since last June in we want to make sure the membership were aware just about every step of the way of the progress and results and so forth.

In line with the email that was sent out on my behalf a couple weeks back with the executive summary of the study, then moving into the convention, we'll have several panels that will integrate much of the feedback from that study.

But, again, I don't want to misrepresent or steal any thunder. So with that, I do want to kick it off and introduce Dennis Cryder and JoJo Rinebold who will take us the rest of the way.

DENNIS CRYDER: This is Dennis Cryder. Again, let me say that JoJo and I welcome the opportunity to participate in this webinar. Also, more importantly, we appreciate the opportunity to work on this particular initiative.

It's been very interesting. Our backgrounds, obviously many years in intercollegiate athletics and higher education. We've had the honor to work with CoSIDA and its board, officers and staff and the membership, and other stakeholders, it's really been an honor.

A lot has happened since last year in St. Louis when we attended the CoSIDA convention. We met a lot of people, heard a lot of comments from them. The one thing that resonated among everything is the passion and the concern and the care that everybody wants to assign to CoSIDA and its future.

On our behalf, as suppliers and vendors for this initiative, we thank you for the opportunity to work on this. We want to answer any questions you might have, clarify any questions or areas you might have about what the next steps are.

As you heard in Joe's comments, we will probably not be able to go into great detail. I was looking through my files, I have a Power Point of some 80 pages long, and then probably 160 pages of data that we can tap into. The purpose of this call is to give you an executive overview and answer any questions you might have on the call.

Joe made a reference also, something we're very excited about, is that the convention in Orlando, we know Eric McDowell has done a great job putting together some very interesting sessions and topics to be addressed. Obviously many of those sessions will have the common thread, we'll call it the CoSIDA red thread that pulls through, so you'll hear additional information.

JoJo and I are planning to be there, presenting, answering any questions. That would be an opportunity to do a deeper dive into the actual data you might have or question about that particular thing.

Of course, we are always very aware, thanks to the board and the staff, that we



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understand that all members of CoSIDA are not able to attend the convention for various reasons. We're going to make it a top priority to make sure we continue to communicate with them about this initiative and how they, too, can benefit from it.

Next I'll turn to my colleague and she'll walk through some other highlights of the actual survey itself and the initiative.

JOJO RINEBOLD: Hello to everyone. Thanks for everyone's time.

Judy and Joe referenced the documents that are available on the CoSIDA website. I won't go through them point by point, but what we will hopefully accomplish today is to give you some context around some of the pieces of information shared in those documents, first of which is something we will reference many times through this evolution is to remind everyone of why this process was embarked upon to begin with.

Roughly a year ago the CoSIDA leadership really wanted to take an active course in helping its members bring clarity to their roles and help CoSIDA members bring greater relevancy and value to their respective conferences and institutions. That's an important piece of information because when we go through and start talking about next steps and recommendations, it's really to go back to why CoSIDA embarked on this in the first place.

The second thing is that everything that was discovered through this process is a result of what we heard from you. Ultimately you're going to want to know, What does this mean to me when I'm sitting in my conference office, athletics department? I also want to reiterate on the front end, this is based on what we heard from you and from your colleagues who work directly with you.

The participation was fantastic. There were more than a thousand people who participated in this five-month process. Tremendous credit to all of you for taking the time to be part of that and to share your feedback.

So coming through that process, here are some general things that were discovered. Again, I'm not going to go into specific data points. But I think the first place I'll start is many times when organizations come through a process like this, a glaring problem comes through. There's a big a-ha moment, big reveal where the organization says, That's the thing we have to fix.

In CoSIDA's case, there wasn't a huge glaring problem that came to the surface. In many cases there was a sense that things looked better

than what people maybe initially thought. Another piece of that is that the findings were, as people start to hear more about the detail, many people, the reaction will likely be, I've heard that forever, or, Yeah, I've been saying that for many years.

In that context you could argue these findings aren't really pointing to a problem, so can't we continue on the way we have been doing things all along, is there anything that really needs to be done? I think all of us were in agreement that's absolutely not the case. There is so much that can be done.

A couple of foundational pieces. The first is when this process started, it came through very clearly, through many people, many different shapes and forms of conversations, is that there was a general sense that SIDs, the role was neither understood nor necessarily appreciated.

What we found was absolutely counter to this general sentiment. What was found is the stakeholders that SIDs work with see the SID role as essential even more so than the SIDs do themselves. Within that finding is an enormous amount of opportunity. The people that work most closely with you see the opportunity in your role and contribution, now it's a matter of having SIDs see that opportunities for themselves as well.

There were also a number of areas that were seen as prime areas for SIDs. 'Opportunities', that could be a different way of saying that's more work. Yes, it could be more work or different work. But the general theme is opportunity. Again, these external stakeholders saw a number of areas that were prime opportunity SIDs to take the lead and impact the athletics department in general.

Another thing that I'll touch on is that as external stakeholders thought about their level of satisfaction with SIDs, the things that shaped that satisfaction and opinion that had a greater impact were those intangible qualities, relationship building, sort of a long-term view, problem solving. Those areas had a greater impact on those external stakeholder, more measurable, tangible results, the numbers of stories placed, maybe even how many hours are worked, how many weekends are being staffed.

So that's a key opportunity for not only skill development but also how to help individuals with things that aren't necessarily textbook, they are really about growing and developing as an individual. That was a key place there there's



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tremendous opportunity.

Then going again back to the original goals, the findings that came through this are exactly pointing towards why the process began in the first place. Help SIDs find their role and provide greater value and relevancy going forward.

So as Dennis mentioned, we will present more of that detail when we were in Orlando at the convention and for those afterwards not attending. At this stage we want to give you a sense for what was found.

The next thing I'll emphasize is we've shared this almost to the point of people being sick of hearing us say this. There's two key pieces when you embark on a process like this. The first is that you put in the time and the due diligence to go through an assessment phase. Again, credit to all of you for not only being patient through the process but also being so engaged in the process and the participation. That piece was a tremendous success.

The next piece is figuring out how to take action on the things that you find. If you do an assessment without doing anything, that isn't effective. Two pieces, you've gone through the assessment phase; the second now is taking action. That's really where the conversation from the convention in Orlando will go from that point forward. That's where the tremendous opportunity is in Orlando for the members to learn more, to understand what the context is, but then also understand, Okay, as a result of this, here is how CoSIDA is going to help me, here is now what I have to do, here is how I can work better with my colleagues, this is where we go from here.

So I will stop there before we get into more discussion about next steps.

DENNIS CRYDER: I was going to add one thing. When JoJo said what we got through reporting, it's important for CoSIDA, we reported this to the officers, the board, the staff, it's important to note that the undertaking of this initiative by CoSIDA with the external stakeholders, may that be athletic directors, university relations folks, all authorities tip their hat to CoSIDA saying, Wow, they're undertaking this initiative, self-examination, future focus initiative.

So from that standpoint it's very important that the members understand that there is a recognition for the bold step that CoSIDA has taken in this, but to kind of couple with what JoJo just said, there's also, What's next? That's the external point of view.



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We also understand that action is the most important thing, and that's what the membership is looking for, what does this really mean to me, how can I apply it, how can I make it relevant to my conference or member institutions.

So just a point.

Judy, this might be a good time to take questions.

JUDY WILSON: We have a couple questions for you.

Q. Thanks to CoSIDA for this study and to the Cryder Rinebold team for their recommendations. I can't attend the convention in June. For those of us not attending, what is next? The recommendations talk about continuing education. What will be offered and when for continuing education? Is it calls, webinars, blogs, so we can keep up with the changes in CoSIDA.

JOJO RINEBOLD: I'll take that one.

The first thing, as soon as possible after the convention has taken place, we will come back out to those, whether it's a webinar, some format, we come back quickly to those who were not able to attend so they have the benefit to hear the same information disseminated at Orlando.

You're going to have people at varying points of education and understanding. What we want to do, best as possible, is get everybody caught up. That will be information forthcoming very shortly after the convention is over.

Also with the same note, the same steps, recommendations going forward, what that means, the timeline around those.

The second piece around how each person's specific AD or commissioner is going to know about this information, especially since so much of it has a bearing on the relationship with the SID and external stakeholders, CoSIDA has been working with peer organizations so they can share the information and start the process that way.

The other thing I would touch on in terms of next steps, where we go from here is how we and CoSIDA help the members have that conversation themselves, knowing how big that universe of athletic department administrators is, knowing how big that is, knowing how sometimes it's difficult to get information all the way from a

national organization to a campus.

We will also provide the CoSIDA members with the information, the context and the means for SIDs to have those conversations and how to embark on, How do I develop a better relationship? How can I more incorporate my work into a work a marketing director does or development person does or AD does, whatever the case may be, so that the SID is positioned as the person taking action but also with the resources behind him or her to make that an effective process.

JUDY WILSON: Thank you, JoJo. We have another follow-up question right now from one of other members.

Q. What is the number one thing we can do right now on our campus based on the information contained in the study?

JUDY WILSON: JoJo, maybe we could talk about, under the membership advocacy and support, the three modules that those will be three of our key target areas, maybe that's where they can start.

JOJO RINEBOLD: Sure.

I would say the general takeaway from the data findings, our observations, there were three components. As I lay them out, it's going to be very logical, but also it has to be logical and simple so people can act on it.

The three areas of opportunity going forward, based on everything we found, was the individual. What can the individual do to better position himself or herself to be more integrated into the work of those around the SIDs? The person themselves.

The second is how they can work on relationships with other people. That's even in the cases where necessarily the hand isn't being extended to the SID. How can the SID be the one to better those relationships and make them more effective because the more integrated and collective that work is, the better it is for where the athletic department is going generally.

The first is the individual, the second is in developing those outreach and development building skills. The third is not to lose sight of the fact that there are core skills that need to be developed in the course of one's job. It's not about having good conversations with those around you, it's about meaningful work, how to keep up with technology, how to maximize technology, how to make sure writing skills are still strong and

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well-positioned, making sure that the basics aren't lost in the midst of developing some of these other skills.

DENNIS CRYDER: One thing I would add to JoJo's comments, it's a great question. If I'm on a campus, I'm a Division II, Division III, wherever I am, there's an opportunity with all the work that's been done, I think it's the individual, that being the SID, this is an opportunity for him or her to share information with their colleagues, maybe their athletic director, I know many of them wear many hats, marketing, promotion, SID, et cetera.

But I think to educate folks within your own athletic department on campus, if you will, about this initiative. We know how busy everybody is, especially SIDs. This would be an opportunity to brief them and say, Hey, if you're going to the convention, there's going to be additional discussion there. If not, I'd like to have you read this and have a meeting with you.

There's a little bit of one-on-one education that needs to take place, a lot of information, download that, start the process of broaching the topic, then that will set the table, if you will, for later discussions that will be forthcoming about how this thing is going to evolve.

JUDY WILSON: Thank you both. That's very helpful for everyone to hear those are the target areas we're going to start with and move on from there.

Another thing also listed in that same area of communication was coming up with a way to showcase best practices and examples. I think we've done a great job with getting the resource library started on CoSIDA.com as a starting point for some of that.

Kind of to shift gears just a little bit, Dennis and JoJo, we had a question on our Cover It Live blog.

Q. I've heard talk about it before but don't see anything about changing the name or logo of CoSIDA.

JUDY WILSON: Maybe you could address what the definition of branding was for this study.

DENNIS CRYDER: Yes, that's a great question. The definition of branding is much more than just a logo redesign or a tagline. Something that JoJo

and I learned long ago, in our definition of brand, it's more wholistic, it's about the purpose, mission, values, attributes, unique attributes. So we were not interested in tweaking a logo or a theme or whatever.

That's a great question because a lot of types when you hear the 'B' word, brand, you go to graphic design and elements and those types of things. Obviously Division III has done some of that with the overall initiative that Dan is running.

From that standpoint it's a more wholistic definition. As related to the name and tagline, that would be something where the board and leadership of CoSIDA would look at that and say, What should we do? Do we need to do anything.

We'll be the first to say as Cryder Rinebold that CoSIDA has a lot of brand equity in your name, and it's known internally and externally. There's some roots that are taking place. Obviously this initiative itself is related on the strategic communication part of it. That would be a leadership decision and we could provide counsel on that.

At this time the focus of our initiative was wholistic, grander, if you will, because that's the focus of where we were trying to go.

JUDY WILSON: Thank you. I think that's a great way to describe the direction we're going in our next steps.

We have other questions here. Let's see.

Q. How is the CoSIDA agenda going to address the fact we hold multiple roles and because of it struggle to find more time to work with our university PR people or AD on big picture issues?

JUDY WILSON: I think we've addressed that a little bit, but is there something more, Dennis or JoJo?

DENNIS CRYDER: I think the opportunity in itself is to leverage this initiative. I might be repeating some of my earlier comments. To emphasize a point, we clearly understand, JoJo and I have been in this business for a while, the role of the sports information director, sports communication director, that is a complex, multi-tasking role. We understand that. There is an opportunity to, again, leverage this initiative and broach the topic. It's almost as if, How do I introduce the topic with my boss, VP, whoever you report to, that this is the opportunity to broach some of these topics?



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You say you want the university, the college, to be more strategic. How can I in my role as SID be a part of that and how can I bring the talents and skills to that? This is the focus of this initiative.

Therefore, again, repeating ourselves, this is the moment where the topic can be broached. More importantly, there can be steps put in place with your supervisor specific to, Okay, how are we going to apply this now, make it relevant for the university/athletic department and the coaches, sports, et cetera, all the parties.

JoJo, do you want to add anything?

JOJO RINEBOLD: What I was going to add is when we came through the findings, there were some, not an enormous amount, but there were some areas where there were variations across divisions. So we heard very much through our conversations with people last year in St. Louis, Well, you know, that doesn't really apply to me. I appreciate them sharing the information, but we don't have the resources like Division I does. Division I says, That's not an issue we face, that's more a situation with Division II or Division III.

When we come back and share this information, there are general pieces that apply to everyone. When we have the opportunity to meet with some smaller divisional groups, we'll share with you, Here are some things that are different for your division than they are from the other so that there is a general sense of, okay, there are universal things that everyone can do, then there's some other things that we as a division apply to us.

I think this question about some of us are jack-of-all-trades, those are addressed because that role carries so many different responsibilities. Where that is a meaningful finding specific to a division or to a structure, we will definitely share that with you so you then can act on it in a way that feels like it's relevant to you.

JUDY WILSON: Thank you both.

I'm going to take a moment right now to kind of review some of the sessions we'll be having at the convention for folks and give folks time to send us any or questions they may have.

First off, our time with Dennis and JoJo in Orlando, for those of you that are interested in hearing more about what we plan to do moving forward, that will be on Saturday, June 15th, at

3:00. We look forward to hearing more from Dennis and JoJo at that time regarding our steps moving forward.

Other sessions that folks might be interested in that will look at self-assessment, outreach relationships, core skills, we have several key speakers starting off with Laura Stack on Wednesday, June 12th, at 3:00. Ms. Stack will be speaking on what to do when there's too much to do. A lot of us are continually trying to find that balance with so much on our plate, especially with having to learn new technologies, keep up with the dynamics of our job each day.

A couple other sessions that folks may be interested in in helping them with skills, other assessment areas, Richard DuFresne will be speaking on Wednesday, June 13th, at 8:30 a.m. on effective communications. That will be a joint session with NACMA. If your marketing directors are going, go have breakfast with them, meet them at this session, learn more about how we can be more effective in our communications.

There will also be panels throughout the day on different social media training processes, different strategies for social media, how to do video, which is becoming very big on a lot of our campuses. Several of us are starting digital networks. Those in smaller shops, how you can do video, but what do you shuffle to the side to make that work and be more effective with your time.

A couple other sessions that might interest folks along the way would be on Friday, June 14th, we'll have a speaker [Zonya Foco] on excelling your career without undermining your health. We all struggle with that a little bit especially during some stressful times. Not always eating the most healthy food that we could have available.

For those that are anticipating becoming stronger senior leaders, there will be a session on Friday afternoon called, "You're more than an SID", at 2:00, talking about how you are more than an SID, you're more than the stats, releases, how you can be a better strategic planner and communicator.

DENNIS CRYDER: One thing I would add to that, a report that you just did, something that JoJo and I have been very excited about is you have an all-star lineup at your convention this year. A lot of time and energy by Eric [McDowell, 2nd VP and chair of the Programming Committee this year] and his committee. But the best thing about it is they will have the benefit of some of this information we have done to date on this initiative.



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Therefore, again, they could use that, weave that into their presentation, more CoSIDA specific when they make their presentations. It's a good strategy so they have all the background of all the work and be able to make good use of it.

JUDY WILSON: Yes. We appreciate Eric's efforts and the programming committee's efforts in getting these folks lined up, making sure they are aware of the initiatives we are working on and have in place moving forward.

We have another question from our blog.

Q. It seems like people skills are the key item we need to build interpersonal interaction. Those don't require heavy financial resources. Is that a correct assessment?

JOJO RINEBOLD: That's absolutely true. Coming through this process, sort of on the intangible qualities that affect the external stakeholder's view of the SIDs that one in particular, the interpersonal skills, was identified as one of them.

Yes, you're absolutely right. That's having access to the resources and support system to develop those skills which don't necessarily cost -- they're not a big line item in your budget, which hopefully makes that easy to encourage people to spend the time necessary to improve in those areas.

DENNIS CRYDER: One thing I would add to JoJo's good comments is there's an opportunity, and I don't like to use the word 'sell' but I think it's more promote, explain what you do. We found that a lot of folks, external stakeholders especially of course, they don't really understand. They know the SID works numerous hours, difficult situations, high stress, et cetera. But what are you trying to accomplish? That's just communication, going back to the point of the question. People skills, communication skills.

Again, this is an opportunity to explain, Let me tell you about what I do, this initiative, how to reposition the image, role, what I do at this campus of this university.

People skills are key and critical.

JUDY WILSON: Thank you both and

thank you for the question. Again, if anyone has any other questions for Dennis, JoJo, or Joe Hornstein and myself, please get those in on the blog.

Joe, did you have any follow-up?

JOE HORNSTEIN: Dennis and JoJo, thank you for your candidness, professionalism, from start to finish on the study. I can't say that any step of the way has been a struggle to understand. You've made it easy on us as officers and board as hopefully to the membership to understand just from the how feedback, how we're going to position it in the convention.

If it wasn't covered, I do know beyond the programming that most of the membership can see on the website, what Judy so eloquently listed out. Also behind the scenes, what we'll call in the hallways, different meetings, whether it's myself or John Humenik, other officers, Dennis and JoJo, we'll have an opportunity to speak one on one, organization to organization, with several of our peer units that will be at the NACMA convention so they can get a little bit more of an intimate understanding of what CoSIDA went through in this study, some of the results that are more important to NACMA, different athletic director units.

I'm confident from understanding the game plan that by the time the convention week is completed, all of the different respective leadership organizations there will have had the opportunity to see the strides and growth that CoSIDA has taken.

I know that's a little long-winded, but it's a pretty good summation of what we plan on accomplishing in Orlando.

Thank you, Judy.

JUDY WILSON: Thank you, Joe.

Dennis and JoJo, anything else before I go into my public service announcements for the group?

JOJO RINEBOLD: Just thank you for your time.

DENNIS CRYDER: Exactly. Again, the word of the day is 'opportunity.' We're excited for CoSIDA. Obviously we look forward to seeing a lot of folks in Orlando to do additional discussions of this important topic. Thank you.

JUDY WILSON: Before we sign off, I have one public service announcement. I will be

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moving into the role of second vice president for next year, which means my primary responsibility will be the programming for the convention next year and working with the new third vice president on our continuing education program.

I can't speak for the new person yet, but we will gladly take any volunteers, any ideas any of you have regarding these areas of self-assessment, outreach, core skills, best practices. Anything you've seen please forward to myself or any of the officers or board members or our staff for us to review and work into our goals for the coming year.

Actually had a couple of comments pop up here real quick from the Big Ten.

Q. I'm tired of hearing the, 'no one appreciates the SID' comment at the convention. What would you tell our membership to improve their own perspective of their job?

JUDY WILSON: That's one, I don't know if Dennis or JoJo you want to address, or if that's more for Joe and I. Joe, do you want to take that one?

JOE HORNSTEIN: That's the million dollar question. That's the one we've been saying even before Dennis and JoJo were in the picture.

It's twofold. Again, this is my opinion as a 20-plus-year SID in this business, having the opportunity to work closely with CoSIDA from the committee level all the way on up.

We're all sick and tired of having to say that. I would say our organization is as inundated with champions and leaders in their own right. The easy answer is, is looking in the mirror and being happy with what you're doing regardless of any adverse climates that we may encounter on our own respective campuses. That's the simple high-altitude response to that.

But then you have to go, Well, gosh almighty, why is it that that sentiment does exist? You can't dismiss the fact that statement has been uttered for countless years, probably much longer than the time I've been involved, by the fact it was brought up on this call on a blog submission, it does exist.

What I would tell you is, one of the main reasons why I signed in to have this study done was to hopefully create a path to put an end to that

feeling. The only way you can dissect something is to understand it. The only way you can overcome what those results are is by seeing the factors that have created it.

So in a perfect world, some of the feedback, most of the feedback, that this study through Dennis and JoJo has uncovered, we will then, as you heard, take it into the convention and beyond, continuing education, the easy things, teaching our peers how to do crisis management plans, how to do strategic communication plans, how to better cooperate, coordinate and exist on our own campuses and our athletic departments. How do you become a more viable employee to your athletic director? All of these things will be dealt with in Orlando and beyond, probably for another few years at least, to teach us how to overcome some of these challenges.

We can look back five years from now. Did we answer those questions from our leaders that have created their negative opinion or adverse opinion on our practice?

So the easy answer is, we're going to put together a program of sorts to train and teach those missing things, and hopefully in a few years we'll be able to say we've answered the call, beautiful blue skies are ahead of us. But I know there's going to be a lot of sweat and blood along the way.

JUDY WILSON: Joe, thank you for that. That kind of leads into the next question we have from Dave.

Q. I'm still new in the profession, less than five years full-time. I like this job, but not forever. Is there something in the study to help me get the next job and the next?

JUDY WILSON: If you don't mind, I'll take this one.

We have reviewed as a board and officers recently a proposal to look at something like a leadership institute to work into our programming and our continuing education. So, Dave, for now, that's our hope and our plan, is to work that in there.

We also hope that being on-site with NACMA, the other groups, it gives you an opportunity to visit with those folks, see what they're looking for for those next positions if that's the direction you want to go. For those of you that want to be associate ADs for external operations or affairs, find out what those steps are from the



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people that are already in there and have gone along that path.

Two parts there: being on-site with the other groups that are involved in those areas, and then also exploring a possible leadership type of institute into our programming and continuing education.

Dennis and JoJo, any follow-up with those two questions?

JOJO RINEBOLD: I was going to touch on the second one about how what we're finding is going to help position members for that next job.

I think the one thing I would share from a context standpoint is a recognition by the external stakeholders that the SID role is one of the few that touches almost every aspect of the athletics department operations. A lot of times positions are designated by sport or by specific area. There's a recognition that the SID is probably one of the best-positioned individuals to know all of it.

I think with that recognition, going back to what we talked about earlier, the people who have progressed in their careers are the ones who understand all the different pieces of the athletics department operation.

In order to maximize that access is the means and the skills to interact with those people and understand how the SID role is connected to those different areas of responsibility.

So it isn't necessarily, per se, these five things you need to do to get that AD job, but they are universal skills that will help people progress in their careers really no matter what they do from here.

DENNIS CRYDER: I'll add to Joe's comment.

I would add to what Joe's comments were is that one of the most kind of powerful things in all the study to me personally was that little golden nugget I researched, the view by your athletic director, university relations, whoever it may be, the outside, of the SID themselves was better than how SIDs view themselves. Again, outside better than inside of your own organization.

That to me tells me there's great potential and opportunity. Ironically some of the comments we got about these particular points were former SIDs that had moved up in their career to be ADs, other positions, these are people who have walked the journey of being a sports information director,

now they're an athletic director, whatever they maybe. They all said SIDs as a whole do not see the potential of their job and the opportunities before them.

With that, we're going to help you do that, CoSIDA is going to help you do this self examination and assessment of how I view my career and role in sports information communication.

So there's good news in there that the outside sees it better than the inside. We have a lot of work and heavy lifting, as Joe said, to make that change.

JUDY WILSON: Thank you, Dennis, JoJo and Joe. We do need to wrap it up this morning. I apologize if we did not get to your question today. Please, if you have any follow-up, email any of us on the board with your questions and we'll be happy to respond to you. If we have quite a few, maybe we'll put together a quick Q&A of any follow-up from today's call regarding the study.

Again, in relation to the last question, I do want to remind folks there is the panel, You are more than an SID, which is quite a few former sports information directors who have moved into AD or associate AD roles along the way. Folks interested in moving that direction, I encourage you to go to that session on Friday, June 14th, at 2:00.

We have one more webinar coming up next week. It will be coordinated by our great partners of the NFL. It will be Hot Topics in Sports PR, an NFL Perspective. That will be next Thursday, May 23rd, at 11:30 eastern.

Wanted to again thank Dennis and JoJo for joining us.

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