A STUDY OF STAFFING AND FINANCING OF INTRAMURAL PROGRAMS
OF STATE SUPPORTED COLLEGES AND UNIVERSITIES WITH
ENROLLMENTS BETWEEN 5,000 AND 10,000 STUDENTS

by

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ABSTRACT

This study attempted to determine the various staffing and financing trends which exist in large state supported college and university intramural programs across the United States. More specifically, the study was designed to reveal current trends pertaining to:

1. intramural administrative control,
2. intramural directorship,
3. intramural assistant directorship,
4. graduate student utilization,
5. employment of part-time and full-time personnel,
6. employment of students,
7. intramural financial control.

The colleges and universities utilized in this investigation were required to meet the following criteria: (1) State supported, (2) enrollments between 5,000 and 10,000 students, and (3) located in the United States. Since the number of institutions which met all the requirements was limited to 113, the total population was utilized. Questionnaires were sent to the selected institutions and after two follow-up attempts, replies were received from 85 of these institutions. The results for each question were tabulated on a frequency table and percentages along with descriptive statistics were employed.

Within the range of this investigation, the following conclusions appear to be warranted.

1. In the area of administrative control, the trend among the institutions surveyed favored the physical education department as the controlling body.

2. The majority of schools responding indicated their programs to be of the combined type, with the intramural director administering both the men's and women's programs.

3. The majority of intramural programs were financed by means of student activity fees.

4. The majority of programs surveyed utilized part-time personnel in all levels of intramural administration.
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A thesis
Submitted to the Graduate Faculty of Appalachian
State University in Partial Fulfillment of the
Requirement for the Degree Master
of Arts
in
The Department of Health, Physical
Education and Recreation

by
Robert R. Harris, Jr.
Appalachian State University
June, 1975

DEDICATION
This study is dedicated to
Dr. Wayne Edwards
ACKNOWLEDGMENTS

The author wishes to express his appreciation to the advisor of this study, Dr. Wayne Edwards, for his patience and professional guidance. Sincere thanks is also extended to Dr. William Steinbrecher, Dr. Ole Larson, and Dr. Jay T. Kearney for their assistance in this study.

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Over the years many trends in staffing and financing have developed in college and university intramural programs. The primary responsibility for the development and operation of the intramural program was assumed in the early stages by college and university students. As college intramural programs expanded, it became evident that a more structured type of administrative control was necessary. The University of Michigan was the first university to develop a separate department of intramural sports, with a faculty member serving as the administrative leader.1 Widely used patterns of administrative control currently include: (1) control through the office of student affairs, (2) control through the physical education department, and (3) control through the athletic department.

A number of studies have been conducted concerning the organization and administration of intramural programs. Grambeau determined that the intramural programs of 55 of 67 institutions were administered through the physical education departments. He also found that in 33 of the 67 schools, the physical education departments assumed the financial responsibility for all intramural activities.2 Bierhaus found that 73 percent of the intramural programs surveyed were administered by the schools' physical education departments.3

Statement of the Problem

The purpose of this study was to identify the various staffing and financing trends which are prevalent today in large state supported college and university intramural programs within the United States.

Sub-Problems

The sub-problems in this study included:

1. Construction and validation of a questionnaire designed to identify the various staffing and financing trends prevalent in the selected institutions.

2. Selection of colleges and universities to be used in the study.

3. Administration of the survey to the intramural directors within the selected colleges and universities.

4. Organization and analysis of data collected.

Definition of terms

Specific definitions were assigned to the following terms for the purpose of this investigation.

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Combined program. An intramural program in which the men's and women's programs are administered by one director.

Full time. Pertaining to a person whose entire job responsibilities are directed toward intramural administration.

Large category. Colleges and universities with enrollments between 5,000 and 10,000 students.

Part time. Pertains to a person who has duties in addition to those within the intramural department.

Separate program. An intramural program in which the men's and women's programs are segregated from each other.

Delimitations

The study was delimited to the 113 state supported colleges and universities in the United States with enrollments between 5,000 and 10,000 students. Furthermore, this study was concerned with intramural staffing and financing practices in effect during the 1973-74 academic year.

Limitations

Limitations which may have affected the findings of this study included:

1. The failure of 28 of the selected institutions to return the questionnaire.
2. Improper completion of questionnaires from 8 of the responding institutions.
3. Vagueness of the answers received from several of the responding institutions.

Significance

This study was designed to identify the more prevalent patterns in the financial and administrative organization of intramural programs. It is hoped that the results of this study will serve as a useful guide for intramural directors in determining staffing and financing procedures to be utilized in their respective programs.

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5 Ibid.
Chapter 2

REVIEW OF LITERATURE

The purpose of this chapter is to review those studies which are pertinent to this investigation. The review of literature revealed a dearth of completed research pertaining to the staffing and financing of college and university intramural programs.

Staffing

A study by Bierhaus established that 73 percent of the intramural programs surveyed were administered through their respective physical education departments. Data were also collected pertaining to the various responsibilities of the intramural directors. This data revealed that most directors assume several duties in addition to those related to intramural direction. Bierhaus found, however, that 85 percent of the responding intramural directors felt that their intramural responsibilities should constitute full time positions.

In a study by Reed, approximately 20 percent of the schools surveyed indicated that their intramural programs functioned as independent departments. The majority of the intramural programs in the remaining institutions were found to be administered by either the physical or athletic departments.

Results of a study conducted by Grambeau indicated that 82.1 percent of the intramural departments surveyed were administered by the physical education department. Grambeau also found that the majority of institutions surveyed had part-time directors, with the size of the institution being the primary criterion for having a full time director.

Rooker conducted an investigation regarding the intramural sports programs of schools within the Southwest Athletic Conference. He found that, while every school had a designated intramural director, only two of the schools employed full time directors.

In his book, Intramurals: Programming and Administration, Mueller stated that the staffing of college intramural departments ranged from a part-time faculty member in some instances to several full time faculty or staff members in others. Whether an institution employed part-time or full time directors to administer its intramural program was found to be principally determined by the size of the institution, the intramural budget and the controlling body of the intramural department. Mueller has grouped the various means of administrative control for intramural sports into five major classifications: (1) physical education department, (2) varsity athletics, (3) separate department of intramural sports, (4) office of campus recreation, (5) office of student activities or student affairs.

Results of a study conducted by Grambeau indicated that 82.1 percent of the intramural departments surveyed were administered by the physical education department. Grambeau also found that the majority of institutions surveyed had part-time directors, with the size of the institution being the primary criterion for having a full time director.

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1Bierhaus, op. cit., pp. 45-49.
In a survey involving twelve universities, Nordly found that each of the surveyed institutions had an appointed intramural director. Three of the universities had a designated assistant director.6

Pink was interested in the immediate supervisor of the intramural director. His survey determined that 42.6 percent of the men's intramural programs were administered through the physical education department, with the department chairman being the director's immediate supervisor. Another 10.1 percent of the men's programs were found to be administered through the athletic department, with the athletic director being the designated supervisor. The physical education department chairman was found to be the supervisor of the women's intramural director in 36.4 percent of the schools surveyed. In 28.8 percent of the schools, the men's intramural director was found to be in the authoritative position. The remaining men's and women's directors were supervised by one of the following: (1) Dean of Student Affairs, (2) Chairman of Women's Physical Education Department, and (3) Director of Campus Recreation.7

Gerow stated that a controversy currently exists in regard to the acceptance of one director for a combined men's and women's intramural program. She stated that men's and women's intramural programs differ greatly, and for this reason, separate directors should be designated.8

Reznik conducted a survey of intramural programs in junior colleges. Of the 177 schools responding, six had full time directors, and 171 had part-time directors. In addition to their intramural duties, 75.8 percent of the directors were involved with academic instruction. Six of the institutions replying to the questionnaire had full time secretaries, 50.6 percent had part-time secretaries.9

In their book, Intramural Sports, Mueller and Mitchell stated that the Intramural department should maintain a separate identity, but that this identity does not usually exist. The authors also stated that the most efficient type of administrative control for intramural programs was through the physical education or athletic departments.10

Like Mueller and Mitchell, Leavitt and Price favored the physical education department as the governing body for intramural sports.11

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8Nancy Gerow, "Intramural Input: The Intramural Director," Journal of Health, Physical Education and Recreation, 42;61, May, 1971


Financing

Bierhaus conducted research in 1956 pertaining to the administration and organization of selected college intramural programs. The results of his study indicated that the primary financial support in these institutions came through state appropriations.12

In his book, Intramurals: Programming and Administration, Mueller suggested that the ideal method for intramural financing was through the use of a general fund. By "general fund" Mueller meant a fund which "emanates from taxes or similar broadly based revenues."13

Means, in his book, Intramurals, Their Organization and Administration, illustrated the financing patterns for several colleges and universities. Included in these patterns were several unique ideas such as the use of carnivals, entry fees, and admission charges.14

Buckingham determined that many college and university intramural programs were financed through the use of student fees. He believes, however, that the best method for financing would be through a general fund appropriated by the university.15

Voltmer and Esslinger view intramurals as an integral part of the physical education department. Therefore, they regard the physical education budget as the main source for intramural revenue.16

Bucher believes that specific charges for intramural activities, such as entrance, forfeit and admission fees, are detrimental to intramural participation. In lieu of such specific charges, he has stated that the best means for intramural financing is through general student fees.17

In a study in 1959, Grambeau found that the trend in intramural financing was through the physical education budget. Thirty-three or 49.2 percent of the schools responding to his survey favored this type of financing. Grambeau further stated that 37.3 percent of the programs surveyed favored the financial support of the school's general fund.18

Hayes conducted a study regarding the financial programs at selected state universities in 1960. The survey was concerned with the total budget and the distribution of funds for large universities. Hayes found that the mean budget for the selected institutions was 53,464 dollars annually.19

12Bierhaus, op. cit., p. 90.
18Grambeau, op. cit., pp. 77-80.
In 1961 Rhead conducted a survey of selected intramural programs in northwestern United States colleges and universities. From this survey, Rhead found that 50 percent of the programs received their financial support from the physical education department; while 39.3 percent of the institutions were financed through student fees.  

Reznik found that the majority of junior college intramural programs were funded through a separate intramural budget. This budget was generally derived through student activity fees or state appropriations.  

Sub-Problem One  

The first step was to construct and validate the survey instrument. A preliminary questionnaire was developed by the investigator and presented to members of the thesis committee for examination. After modification, this questionnaire was given to twelve Appalachian State University faculty members. A cover letter was included with each faculty member's questionnaire. This letter requested that each member examine the questions and offer any suggestions which he thought would improve the instrument. The suggestions made by the faculty members were evaluated and incorporated when determined appropriate by the investigator.  

A pilot study involving the Appalachian State University intramural director, assistant director, and two graduate assistants was conducted prior to the questionnaire's nationwide administration. The results of this study enabled the investigator to obtain an idea of the type data to be received from the selected institutions and to determine the clarity of the individual questions. Furthermore,

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the presentation of this preliminary questionnaire to the thesis committee, faculty members and intramural staff was an attempt by the investigator to establish content and face validity of the instrument.

Sub-Problem Two

The colleges and universities included in the study were selected from the 1974 Associated Press Almanac. [See Appendix D, Page 48]. The requirements these institutions had to meet included: (1) state support, (2) large enrollment (5,000 to 10,000 students), and (3) located in the United States. Since the number of institutions which satisfied all of these criteria was limited to 113, it was decided to use the entire population in the survey.

Sub-Problem Three

The questionnaire, along with two cover letters and a coded self-addressed envelope, was mailed to the 113 selected colleges and universities. [See Appendix D, Page 48]. The first cover letter was supplied by the chairman of the thesis committee. [See Appendix A, Page 38]. This letter explained the purpose of the study along with a request for prompt response. The second cover letter was written by the author. [See Appendix B, Page 39]. This letter explained the nature of the questionnaire, and provided instructions for its completion.

The questionnaire used in this survey was divided into three parts. [See Appendix C, Page 40]. Each institution's intramural director(s) was requested to complete the appropriate questionnaire(s).

Sub-Problem Four

After completion of the survey, a frequency table was constructed for each question and percentages were calculated for the various responses. On all questions where quantitative data were present, the mean and median were calculated. The measures of central tendency were explained in narrative and tabular form.

combined men's and women's intramural programs. Parts Two and Three were designed for schools which have separate men's and women's programs.

A coded envelope was supplied with each questionnaire in order to determine those institutions which had not replied within the allotted time period. A handwritten follow-up card was sent to these 53 institutions, asking for the return of the questionnaire within ten days. This card resulted in the receipt of completed questionnaires from eight additional institutions. Ten days after the initial follow-up, a complete questionnaire was sent to the remaining 45 schools. This resulted in the receipt of an additional 14 completed questionnaires.
Chapter 4

RESULTS AND DISCUSSION

This chapter is designed to discuss and present the collected data from the 85 responding institutions. The first section is concerned with presenting the findings in both narrative and tabular form. The second section of the chapter attempts to discuss the findings of this study and to compare these findings with previous studies.

Results

1. The administrative control of your intramural department falls under:
   a. Student Government ______
   b. Physical Education Department ______
   c. Athletic Department ______
   d. Student Affairs ______
   e. Other ______

   The majority of schools responding indicated that their intramural programs were controlled administratively through their physical education departments. Thirty-three, or 62 percent of the institutions with combined intramural programs indicated such control. Of the schools with separate men's and women's programs 21, or 70 percent of the men's programs and 14, or 87.5 percent of the women's programs operated under the control of their physical education departments. [See Table 1].

   Table 1
   Administrative Control of the Intramural Department

<table>
<thead>
<tr>
<th>Administrative Control Through:</th>
<th>Combined Program</th>
<th>Separate Men's Program</th>
<th>Separate Women's Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Government</td>
<td>2.0%</td>
<td>5.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Physical Education Department</td>
<td>62.0%</td>
<td>70.0%</td>
<td>87.5%</td>
</tr>
<tr>
<td>Athletic Department</td>
<td>9.0%</td>
<td>3.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>11.0%</td>
<td>3.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>7.0%</td>
<td>16.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Combination</td>
<td>9.0%</td>
<td>3.3%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

2a. The job of the intramural director is:
   a. Full time ______
   b. Part time ______

   A major proportion of the institutions indicated that their intramural departments employed part-time directors to direct their programs. Of the schools functioning under combined intramural programs, 32 or 89 percent had part-time directors. All schools which provided separate programs for the men and women indicated that their intramural directors operated in part-time capacities. [See Table 2a].
Table 2a
Percentage of Programs Utilizing a Full Time Intramural Director

<table>
<thead>
<tr>
<th>AMOUNT OF TIME</th>
<th>COMBINED PROGRAM</th>
<th>SEPARATE MEN'S PROGRAM</th>
<th>SEPARATE WOMEN'S PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>21%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Part Time</td>
<td>79%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 2b
Percentage of Full Time Teaching Load Carried by Intramural Directors

<table>
<thead>
<tr>
<th>PERCENTAGES</th>
<th>COMBINED PROGRAM</th>
<th>SEPARATE MEN'S PROGRAM</th>
<th>SEPARATE WOMEN'S PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>25%</td>
<td>3%</td>
<td>12.5%</td>
</tr>
<tr>
<td>25%</td>
<td>23%</td>
<td>9%</td>
<td>25.0%</td>
</tr>
<tr>
<td>50%</td>
<td>21%</td>
<td>50%</td>
<td>25.0%</td>
</tr>
<tr>
<td>75%</td>
<td>17%</td>
<td>19%</td>
<td>25.0%</td>
</tr>
<tr>
<td>Other</td>
<td>14%</td>
<td>19%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

2b. What percentage of a full time teaching load does your intramural director teach?
   a. 0% __________
   b. 25% __________
   c. 50% __________
   d. 75% __________
   e. Other _________

The preponderance of schools responding indicated that their intramural director taught some portion of the time. Seventy-five percent of the directors in schools which operated combined intramural programs assumed some teaching responsibilities. In addition, of the institutions having separate men's and women's programs, 97 percent of the men's directors and 87.5 percent of the women's directors had some teaching responsibility. [See Table 2b].

2c. Does your intramural director have any duties in addition to intramural and/or teaching responsibilities?
   a. Yes ________
   b. No _________
   If Yes, please specify ________________________________

Seventy-two percent of combined program directors, 78 percent of men's separate program directors, and 69 percent of women's separate program directors indicated that they assumed duties in addition to those pertaining to teaching and intramurals [See Table 2c]. The majority of these duties were reported to be in the areas of coaching and advising. [See Table 2d].

Table 2c
Percentage of Intramural Directors Carrying Additional Duties

<table>
<thead>
<tr>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>72%</td>
<td>78%</td>
</tr>
<tr>
<td>No</td>
<td>28%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Table 2d
Percentage of Full Time Teaching Load Carried by Intramural Directors

<table>
<thead>
<tr>
<th>PERCENTAGES</th>
<th>COMBINED PROGRAM</th>
<th>SEPARATE MEN'S PROGRAM</th>
<th>SEPARATE WOMEN'S PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>25%</td>
<td>3%</td>
<td>12.5%</td>
</tr>
<tr>
<td>25%</td>
<td>23%</td>
<td>9%</td>
<td>25.0%</td>
</tr>
<tr>
<td>50%</td>
<td>21%</td>
<td>50%</td>
<td>25.0%</td>
</tr>
<tr>
<td>75%</td>
<td>17%</td>
<td>19%</td>
<td>25.0%</td>
</tr>
<tr>
<td>Other</td>
<td>14%</td>
<td>19%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

2d. If yes to question 2c, what percentage of a full time teaching load does he receive for these duties?
   a. 0% ________
b. 25% ______
c. 50% ______
d. 75% ______
e. Other ______

Table 2d

<table>
<thead>
<tr>
<th>DUTIES</th>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
<td>32%</td>
<td>36%</td>
<td>69%</td>
</tr>
<tr>
<td>Advisory</td>
<td>13%</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Directory</td>
<td>8%</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>47%</td>
<td>28%</td>
<td>27%</td>
</tr>
</tbody>
</table>

Table 2e

<table>
<thead>
<tr>
<th>PERCENTAGES</th>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>58%</td>
<td>52%</td>
<td>50%</td>
</tr>
<tr>
<td>25%</td>
<td>21%</td>
<td>13%</td>
<td>40%</td>
</tr>
<tr>
<td>50%</td>
<td>10%</td>
<td>22%</td>
<td>0%</td>
</tr>
<tr>
<td>75%</td>
<td>3%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td>9%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Table 3a

<table>
<thead>
<tr>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41.5%</td>
<td>15.6%</td>
</tr>
<tr>
<td>No</td>
<td>58.5%</td>
<td>84.4%</td>
</tr>
</tbody>
</table>

3a. Does your program have an assistant director?
   a. Yes ______
   b. No ______

3b. What percentage of his/her time is devoted to intramural activities?
   a. 0% ______
   b. 25% ______
   c. 50% ______
The major proportion of schools responding with combined programs and separate men's programs indicated that the majority of assistant directors devoted 25 percent of their time to the intramural department. Furthermore, the one institution which had an assistant director for the separate women's program indicated that its assistant director was employed in a full time capacity within the intramural department. [See Table 3b].

Table 3b
Percentage of Time Assistant Directors Devoted to Intramurals

<table>
<thead>
<tr>
<th>PERCENTAGE OF TIME</th>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>25%</td>
<td>27%</td>
<td>60%</td>
<td>0%</td>
</tr>
<tr>
<td>50%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>75%</td>
<td>23%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>30%</td>
<td>20%</td>
<td>100%</td>
</tr>
</tbody>
</table>

4a. Does your staff include graduate assistants?
   a. Yes _______
   b. No _______

The percentage of intramural programs which employed graduate assistants was similar for the combined programs and separate men's programs. In the institutions with combined programs 24, or 45.3 percent of the schools employed graduate assistants. Of the schools with separate men's and women's programs, 15 or 46.9 percent of the men's programs and three, or 18.8 percent of the women's programs employed graduate assistants. [See Table 4a].

Table 4a
Percentage of Programs Utilizing Graduate Assistants

<table>
<thead>
<tr>
<th></th>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45.3%</td>
<td>46.9%</td>
<td>18.8%</td>
</tr>
<tr>
<td>No</td>
<td>54.7%</td>
<td>53.1%</td>
<td>81.2%</td>
</tr>
</tbody>
</table>

4b. If yes to 4a, how many? Men _______. Women _______.

The mean number of graduate assistants per program in schools with combined programs was 1.6 men and .6 women per program. In the schools with separate men's and women's programs, the results were quite similar, with a mean of 1.6 female and 1.7 male graduate assistants per program. [See Table 4b].

Table 4b
Number of Graduate Assistants in Programs Employing Graduate Assistants

<table>
<thead>
<tr>
<th></th>
<th>COMBINED PROGRAM MEN</th>
<th>COMBINED PROGRAM WOMEN</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>1.6</td>
<td>.6</td>
<td>1.7</td>
<td>1.6</td>
</tr>
<tr>
<td>Median</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
</tr>
</tbody>
</table>
5. Since your men's and women's programs are combined, who has administrative responsibility for the men's program ______, for the women's program ______?

Results of this question indicated that in the majority of institutions with combined programs, the intramural director was responsible for the administration of both the men's and women's programs. Of the directors responding to this survey, 40 or 85 percent control the men's programs, and 32, or 69 percent control the women's programs. [See Table 5].

Table 5
Administrative Responsibility for the Combined Program

<table>
<thead>
<tr>
<th></th>
<th>COMBINED MEN'S PROGRAMS</th>
<th>COMBINED WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intramural Director</td>
<td>85.0%</td>
<td>68.0%</td>
</tr>
<tr>
<td>Student</td>
<td>2.5%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>5.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Graduate Assistant</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Chairman Physical Education</td>
<td>2.5%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

6. Number of full time intramural employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers and grounds keepers) ________.

7. Number of part-time employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers and grounds keepers) ________.

8. How many student workers, excluding graduate assistants are employed in your program ________?

Forty-seven percent of the institutions with combined programs indicated an employment of part-time intramural personnel, while 34 percent of these institutions employed full time personnel. In schools having separate men's and women's programs, 50 percent of the separate men's programs and 18.8 percent of the separate women's programs utilized part-time personnel. This can be compared to only 12.5 percent of the separate men's programs and zero percent of the separate women's programs which employed full time personnel. [See Table 6a].

Table 6a
Percentage of Schools with Intramural Employees

<table>
<thead>
<tr>
<th></th>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>34.0%</td>
<td>12.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Part Time</td>
<td>47.0%</td>
<td>50.0%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Student</td>
<td>91.0%</td>
<td>87.5%</td>
<td>75.0%</td>
</tr>
</tbody>
</table>

The majority of institutions responding to this survey indicated that their major source of personnel was through the employment of students. Ninety-one percent of the combined programs, 87.5 percent of the separate men's programs, and 75 percent of the separate women's programs indicated that students composed the majority of their staffs. [See Table 6a].

In terms of total staff composition the combined programs averaged 2.2 full time, 2 part-time, and 11.5 students employed per
program. Of the schools with separate men's programs, the average number of employees was 1.5 full time, 1.8 part-time, and 7.3 students; whereas, in schools with separate women's programs, the average number of employees was zero full time, 1.7 part-time, and 7 students per program. [See Table 6b].

Table 6b

Number of Employees Per Program Utilizing Various Personnel

<table>
<thead>
<tr>
<th></th>
<th>COMBINED PROGRAMS</th>
<th>SEPARATE MEN'S PROGRAMS</th>
<th>SEPARATE WOMEN'S PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.2</td>
<td>1.5</td>
<td>0.0</td>
</tr>
<tr>
<td>Median</td>
<td>2.0</td>
<td>1.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Part Time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.0</td>
<td>1.8</td>
<td>1.7</td>
</tr>
<tr>
<td>Median</td>
<td>1.5</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Student</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>11.5</td>
<td>7.3</td>
<td>7.0</td>
</tr>
<tr>
<td>Median</td>
<td>11.0</td>
<td>7.5</td>
<td>9.0</td>
</tr>
</tbody>
</table>

9. What is your budget for the 1973-74 academic year? 

The findings indicated that the institutions with a combined men's and women's program receive much higher budget allocations than schools with separate programs. The mean annual budget for the 53 institutions responding with combined programs was $17,664 dollars. Schools with separate men's programs reported a mean annual budget of $6,381 dollars; schools with separate women's programs a mean yearly budget of $2,658 dollars. The median for these programs was $8,750 dollars, $4,827 dollars, and $2,475 dollars in the combined, separate men's and separate women's programs respectively. [See Table 7].

Table 7

Intramural Budgets for the 1973-74 Year

<table>
<thead>
<tr>
<th></th>
<th>COMBINED PROGRAM</th>
<th>SEPARATE MEN'S PROGRAM</th>
<th>SEPARATE WOMEN'S PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>$17,664</td>
<td>$6,381</td>
<td>$2,658</td>
</tr>
<tr>
<td>Median</td>
<td>$8,750</td>
<td>$4,827</td>
<td>$2,475</td>
</tr>
</tbody>
</table>

10. What is your source of intramural finance?
   a. Physical Education Budget _____
   b. Athletic Gate Receipts _____
   c. Student Activity Fees _____
   d. Entrance and Profeit Fees _____
   e. Admission Charges _____
   f. Student Affairs _____
   g. Combination _____
   h. Other _____

The majority of schools responding indicated that their intramural programs were funded through student activity fees. Forty-seven percent of the schools with combined intramural programs indicated this type of funding. Of the schools with separate men's and women's programs, 55 percent of the separate men's programs and 53 percent of the separate women's programs operated through the financial support of student activity fees. [See Table 8].

11. Approximately how many students participate in your program annually?
Table 8
Source of Intramural Finances

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>COMBINED PROGRAM</th>
<th>SEPARATE MEN'S PROGRAM</th>
<th>SEPARATE WOMEN'S PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Education Budget</td>
<td>23%</td>
<td>19%</td>
<td>20%</td>
</tr>
<tr>
<td>Athletic Gate Receipts</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Student Activity Fees</td>
<td>47%</td>
<td>55%</td>
<td>53%</td>
</tr>
<tr>
<td>Entrance and Forfeit Fees</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Admission Charges</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>4%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Combination</td>
<td>19%</td>
<td>23%</td>
<td>27%</td>
</tr>
</tbody>
</table>

The mean annual student participation of the 53 schools with combined programs was 3,727 students. In the schools with separate men's and women's programs, the results disclosed that the 32 separate men's programs had a mean participation of 2,758 and the 15 separate women's programs disclosed a mean participation of 1,729. The medians for these programs were 3,250 students combined, 3,000 students men's separate, and 1,000 students separate women's programs annually. [See Table 9].

Table 9
Annual Student Participation

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>COMBINED PROGRAM</th>
<th>SEPARATE MEN'S PROGRAM</th>
<th>SEPARATE WOMEN'S PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3,727</td>
<td>2,738</td>
<td>1,729</td>
</tr>
<tr>
<td>Median</td>
<td>3,250</td>
<td>3,000</td>
<td>1,000</td>
</tr>
</tbody>
</table>

Discussion

Administrative Control

Much of the success of any intramural sports program rests upon the cooperation and support which the intramural department receives from its controlling body. This survey revealed that 62 percent of the programs in schools with combined intramural sports programs were controlled administratively through physical education departments. Furthermore, it was apparent that the majority of institutions utilized the combined program approach. Of the schools responding with separate men's and women's programs 21, or 70 percent of the men's programs, and 14, or 87.5 percent of the women's programs were administered through physical education departments. Grambeau, in 1959, found that 55, or 82.1 percent of the institutions surveyed in the United States were administratively controlled through the physical education department. The findings of Grambeau's investigation when compared with those of this study reveal that the trend in administrative control of college and university intramural programs has been, and continues to be, primarily the responsibility of the

1Grambeau, op. cit., p. 56.
physical education department. Possible explanation for this continued trend might be: (1) the majority of intramural directors are physical educators, (2) facilities used for intramural sports are, in many instances, physical education facilities, and (3) many intramural programs are financed through their schools' physical education departments.

Staffing

By examining the questionnaires received from the responding institutions, it was evident that the majority of intramural departments utilized a greater number of part-time, rather than full-time, personnel. This situation existed in all aspects of the staffing procedure, including the position of intramural director. Of the responding institutions, only 14 percent indicated that their intramural department was headed by a full-time intramural director. Grambeau found that 41.8 percent of the 67 schools surveyed in the United States employed a full-time director. It should be noted, however, that a number of institutions utilized in Grambeau's study had student enrollments in excess of 10,000, and while this study included women's intramural programs, Grambeau's study was concerned only with intramural programs for men.

It was discovered that assistant directors were employed in only 41.5 percent of the schools responding in the combined program category. In the schools with separate men's and women's programs, 15.5 percent of the men's programs and 6.3 percent of the women's programs employed assistant directors. Nordly, in 1957, completed a study of schools similar in size to the ones used in this investigation. He found that only three of 12 institutions surveyed employed an assistant director within their departments. The results of Nordly's study, when compared with this investigation, indicated that the trend in the employment of assistant directors has not changed significantly during the past 37 years.

The majority of schools indicated that their intramural sports program did not utilize graduate students. Forty-five and three-tenths percent of the combined intramural programs revealed that their intramural departments did enlist the services of graduate assistants. Of the schools with separate men's and women's programs, 46.9 percent of the men's programs and 18.5 percent of the women's programs employed graduate assistants. In the programs which reported the utilization of graduate assistants, the mean was a minimum 1.6 per program. A possible explanation for this trend in the employment of graduate assistants could be that a number of the schools surveyed did not have graduate programs.

The majority of schools indicated that their intramural programs utilized three other types of employees: (1) full-time, (2) part-time, and (3) students. Students and part-time personnel were the primary types of employees used by these intramural departments. Grambeau also found that students and part-time employees

\[2\text{Ibid.}\]
\[3\text{Ibid.}\]
\[4\text{Ibid.}\]
\[5\text{Nordly, op. cit., p. 62.}\]
\[6\text{Ibid.}\]
composed the majority of intramural staffs. In comparing Grambeau's results with those of this study, it is apparent that the trend in employment of personnel for college and university programs has been, and continues to be, primarily toward the utilization of part-time and student personnel. A feasible explanation for these trends might be: (1) the limited budget size of intramural departments, (2) the amount of participation in the program, and (3) the institutions' enrollments.

Financing

One of the primary concerns in the organization and administration of an intramural department is that of financing. Sufficient financial support must be supplied to allow for adequate planning and development in any intramural sports program. This study revealed that the intramural budgets of the majority of institutions were derived through appropriations from student activity fees. This differs from the findings of Reed, who found that in recent years the financing of an intramural program came primarily from the physical education budget or the budget of some other department, such as athletics. The results of this study seem to indicate a definite shift in the trend in the financing of intramural sports programs.

The majority of schools responding indicated that their intramural departments operated a combined program for men and women. Institutions with combined programs had a mean budget of 17,664 dollars. Of the schools with separate men's and women's programs, the men's programs operated on a mean annual budget of 6,381 dollars; the women's programs, on a mean annual budget of 2,658 dollars. It was evident that the combined programs are much sounder financially than were programs segregated by sex.

In schools with combined programs, annual student participation was found to be 3,727; whereas, in schools with separate men's and women's programs, the men's annual participation was found to be 2,738 and the women's annual participation was 1,729. In these institutions the cost per student (total budget divided by number of participants) was determined to be $4.74 in combined men's and women's programs, $2.33 separate men's programs, and $1.54 separate women's programs. Obviously, schools with combined intramural programs were operating on a much sounder financial basis.

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7 Grambeau, op. cit., p. 60.
8 Ibid.
9 Reed, op. cit., p. 107.
Chapter 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to identify the various staffing and financing trends which existed in large state supported college and university intramural programs across the United States. More specifically, this study attempted to identify current trends pertaining to: (1) intramural administrative control, (2) intramural directorship, (3) intramural assistant directorship, (4) graduate student utilization, (5) employment of part-time and full-time personnel, (6) employment of students, and (7) intramural financial control.

The institutions utilized in this study were required to meet the following criteria: (1) state support, (2) enrollments between 5,000 and 10,000 students, and (3) location in the United States. Since the number of schools which satisfied all of the requirements was limited to 113, it was decided to use the entire population in the survey. Questionnaires were sent to the selected colleges and universities and after two follow-up efforts, responses were received from 85 institutions. The results of each questionnaire were then tabulated on frequency tables. Percentages and descriptive statistics were utilized for the analysis of data.

Summary of Results

1. Sixty-two percent of the combined programs, 70 percent of the separate men's programs, and 87.5 percent of the separate women's programs were controlled administratively through the physical education department.

2. Of the schools operating a combined intramural program, 89 percent employed a part-time director; 100 percent of the schools with separate men's and women's programs employed part-time directors.

3. Seventy-five percent of the combined program directors, 97 percent of the separate men's program directors, and 87.5 percent of the separate women's program directors had some teaching responsibilities.

4. Seventy-two percent of combined program directors, 78 percent of men's program directors, and 69 percent of women's program directors indicated that they assumed duties in addition to teaching and intramurals.

5. Fifty-eight percent of combined program directors, 52 percent of men's program directors, and 50 percent of women's program directors received no teaching credit for their additional duties.

6. Forty-one and five tenths percent of the combined programs, 15.5 percent of the separate men's programs, and 6.3 percent of the women's programs employed an assistant director.

7. Of the institutions which had combined programs, 45.3 percent employed graduate assistants. Of the schools with separate men's and women's programs, 46.9 percent of the men's programs and 18.5 percent of the women's programs utilized graduate assistants.
8. The mean number of graduate assistants was a minimum of 1.6 in all intramural programs surveyed.

9. Full time employees were utilized in 34 percent of the combined programs, 12.5 percent of the separate men's programs, and zero percent of the separate women's programs.

10. Of the intramural programs responding to this survey, it was found that 85 percent of the intramural directors administered the men's programs and 68 percent directed the women's programs.

11. The mean annual budget for institutions with combined programs was $17,664 dollars. In schools with separate men's and women's programs, the mean budget was $6,381 dollars for the men's programs, and $2,658 dollars for the women's programs.

12. Forty-seven percent of the schools with combined programs indicated that their intramural programs were funded through student activity fees. Fifty-five percent of the separate men's programs and 53 percent of the separate women's programs were funded in this manner.

13. Part-time personnel were utilized in 47 percent of the combined programs, 50 percent of the separate men's programs and 18.8 percent of the separate women's programs.

14. Students composed the majority of intramural staffs in 91 percent of the combined programs, 87.5 percent of the separate men's programs and 75 percent of the separate women's programs.

Conclusion

Within the range of this investigation, the following conclusions appear to be warranted:

1. In the area of administrative control, the trend in the institutions surveyed favored the physical education department as the controlling body.

2. The majority of schools responding indicated their programs to be of the combined type, with the intramural director administering both programs.

3. The majority of intramural programs were financed by means of student activity fees.

4. The majority of programs surveyed utilized part-time personnel in all levels of intramural responsibility.

Recommendations for Further Study

The following recommendations for further study are proposed:

1. A similar study utilizing a narrower range of student enrollments.

2. A further investigation to determine a comparison of funding between the men's and women's programs.

3. An investigation comparing the staffing and financing patterns of large (5,000 to 10,000 students) and extra-large (above 10,000 students) colleges and universities.
April, 1974

Dear Intramural Colleague:

With the rapid expansion of intramural and campus recreational programs, two of the greatest areas of concern for all of us in the intramural profession are those involving personnel and financing. Mr. Robert Harris, one of our graduate students, is very interested in intramural staffing and financing patterns for schools of comparable size to Appalachian State University. Your response to his enclosed questionnaire will provide a portion of the necessary data for his master's thesis in this area.

I would greatly appreciate your assistance and cooperation. If a copy of the final results of this study would be of benefit to you in the administration of your program, please indicate this to Mr. Harris.

Sincerely,

Wayne Edwards, Director of Intramural Sports and Thesis Advisor
Appendix B

DIRECTIONS FOR COMPLETION OF QUESTIONNAIRE

April, 1974

Dear Intramural Director:

I am presently attending Appalachian State University where I am working on my Master of Arts degree in Physical Education. As a part of the requirements for this degree, I am doing a thesis on current trends in intramural financing and staffing procedures across the United States. I would appreciate your completing the proper part of the questionnaire that pertains to your intramural program. Part one is designed for schools which, administratively, have combined men's and women's programs. Part two and part three are designed for schools which have separate men's and women's programs. If you have a combined program you should just complete part one; if you have separate programs the director of the men's program should complete part two and the director of the women's program should complete part three. I would appreciate your response within ten days, if possible. Thank you for your assistance.

Yours truly,

Robert Harris

Definition of Terms

Part Time: A person who has duties in addition to those within the Intramural Department.

Full Time: A person whose entire job responsibilities are within the Intramural Department.

Appendix C

QUESTIONNAIRE

Part One: Combined Men's and Women's Program

Directions: Check the appropriate box and/or supply the necessary information.

1. The administrative control of your Intramural Department falls under:
   a. Student Government ______
   b. Physical Education Department ______
   c. Athletic Department ______
   d. Student Affairs ______
   e. Other (Please Specify) __________________________

2a. The job of intramural director is:
   a. Full Time ______
   b. Part Time ______

b. What percentage of a full time teaching load does your intramural director teach?
   a. 0% ______
   b. 25% ______
   c. 50% ______
   d. 75% ______
   e. Other (Please Specify) __________________________

c. Does your intramural director have any duties in addition to intramural and/or teaching responsibilities?
   a. Yes ______
   b. No ______

If yes, please specify ______________________________
If yes, what percentage of a full time teaching load does he receive for these duties?
   a. 0%
   b. 25%
   c. 50%
   d. 75%
   e. Other (Please Specify) ____________________________

3a. Does your program have an assistant director?
   a. Yes
   b. No

b. What percentage of his/her time is devoted to intramural activities?
   a. 0%
   b. 25%
   c. 50%
   d. 75%
   e. Other (Please Specify) ____________________________

4a. Does your staff include graduate assistants?
   a. Yes
   b. No

b. If Yes, how many? Men ______; Women ______.

5. Since your men's and women's programs are combined, who has administrative responsibility for the men's program ____________; for the women's program ____________?

6. Number of full time intramural employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers and grounds keepers) ____________

7. Number of part-time employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers, and grounds keepers) ____________

8. How many student workers, excluding graduate assistants, are employed in your program? ____________

9. What is your budget for the 1973-74 academic year? ____________

10. What is your source or sources of intramural finances?
    a. Physical Education Department Budget ______
    b. Athletic Gate Receipts ______
    c. Student Activity Fees ______
    d. Entrance and Forfeit Fees ______
    e. Admission Charges ______
    f. Student Affairs ______
    g. Other (Please Specify) ____________________________

11. Approximately how many students participate in your program annually? ____________

Part Two: Men's Program

Directions: Check the appropriate box and/or supply the necessary information.

1. The administrative control of your Intramural Department falls under:
   a. Student Government ______
   b. Physical Education Department ______
   c. Athletic Department ______
   d. Student Affairs ______
   e. Other (Please Specify) ____________________________
2a. The job of intramural director is:
   Full Time 
   Part Time 

b. What percentage of a full time teaching load does your intramural director teach?
   a. 0%
   b. 25%
   c. 50%
   d. 75%
   e. Other (Please Specify) __________________________

c. Does your intramural director have any duties in addition to intramural and/or teaching responsibilities?
   a. Yes 
   b. No 
   If yes, please specify __________________________
   If yes, what percentage of a full time teaching load does he receive for these duties?
   a. 0%
   b. 25%
   c. 50%
   d. 75%
   e. Other (Please Specify) __________________________

3a. Does your program have an assistant director?
   a. Yes 
   b. No 

b. What percentage of his/her time is devoted to intramural activities?
   a. 0%
   b. 25%
   c. 50%
   d. 75%
   e. Other (Please Specify) __________________________

4a. Does your staff include graduate assistants?
   a. Yes 
   b. No 
   b. If Yes, how many? __________

5. Number of full time intramural employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers, and grounds keepers) __________

6. Number of part-time employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers, and grounds keepers) __________

7. How many student workers, excluding graduate assistants are employed in your program? __________

8. What is your budget for the 1973-74 academic year? __________

9. What is your source of intramural finances?
   a. Physical Education Department Budget __________
   b. Athletic Gate Receipts __________
   c. Student Activity Fees __________
   d. Entrance and Forfeit Fees __________
   e. Admission Charges __________
f. Student Affairs ______
g. Other (Please Specify) ____________________________

10. Approximately how many students participate in your program annually? ______

Part Three: Women's Program

Directions: Check the appropriate box and/or supply the necessary information.

1. The administrative control of your Intramural Department falls under:
   a. Student Government ______
   b. Physical Education Department ______
   c. Athletic Department ______
   d. Student Affairs ______
   e. Other (Please Specify) ____________________________

2a. The job of intramural director is:
   a. Full Time ______
   b. Part Time ______

2b. What percentage of a full time teaching load does your intramural director teach?
   a. 0% ______
   b. 25% ______
   c. 50% ______
   d. 75% ______
   e. Other (Please Specify) ____________________________

3. Other (Please Specify) ____________________________

3a. Does your program have an assistant director?
   a. Yes ______
   b. No ______

4a. Does your staff include graduate assistants?
   a. Yes ______
   b. No ______

4b. What percentage of his/her time is devoted to intramural activities?
   a. 0% ______
   b. 25% ______
   c. 50% ______
   d. 75% ______
   e. Other (Please Specify) ____________________________

4b. Other (Please Specify) ____________________________

5. Does your intramural director have any duties in addition to intramural and/or teaching responsibilities?
   a. Yes ______
   b. No ______

6a. Does your program have an assistant director?
   a. Yes ______
   b. No ______

6b. If yes, what percentage of a full time teaching load does he receive for these duties?
   a. 0% ______
   b. 25% ______
   c. 50% ______
   d. 75% ______
   e. Other (Please Specify) ____________________________

7. Number of full time intramural employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers, and grounds keepers) ______
6. Number of part-time employees other than students and faculty? (i.e. secretaries, equipment personnel, trainers, and grounds keepers) __________

7. How many student workers, excluding graduate assistants, are employed in your program? __________

8. What is your budget for the 1973-74 academic year? __________

9. What is your source of intramural finances?
   a. Physical Education Department Budget ______
   b. Athletic Gate Receipts ______
   c. Student Activity Fees ______
   d. Entrance and Forfeit Fees ______
   e. Admission Charges ______
   f. Student Affairs ______
   g. Other (Please Specify) __________________________

10. Approximately how many students participate in your program annually? __________

Appendix D

INSTITUTIONS USED IN SURVEY

Institution
Appalachian State University*
Arkansas State University*
Boise State College*
Boston State College*
Bridgewater State College*
California State College*
California State University in Chico*
California State University in Pomona*
California State University in Humboldt*
Central Connecticut State College
Central Missouri State*
Central State University
Central Washington State College*
Clemson University*
East Carolina University*
East Tennessee State University*
East Texas State University
Eastern Illinois University*
Eastern Kentucky University*
Eastern Washington State College*
Edinboro State College
Ferris State College*
Florida Technological University*
Glassboro State College
Idaho State University*
Indiana University of Pennsylvania*
Jackson State College
Jacksonville State University*
Jersey City State College*
Kansas State Teachers College*
Kearney State College*
Louisiana Tech University*
Markato State College*
Marshall University*
Metropolitan State College
Middle Tennessee State University*
Mississippi State University*
Montana State University*
Montclair State College*
Morehead State College*
Murray State University*
New Mexico State University*
Norfolk State College
North Dakota State University of Agriculture & Applied Science
Northeast Louisiana University*
Northeast Missouri State*
Northern Arizona University*
Northern Michigan University*
Northwest Missouri State University
Northwest State University, Louisiana

Oakland University*
Old Dominion University*
Pan American University
Rutgers College of Rutgers University*
St. Cloud State College*
Sam Houston State University*
South Dakota State University*
Southeastern State University*
Southern Colorado State College*
Southern Connecticut State College*
Southern University
Southwest Missouri State University*
State University of New York, Brockport*
State University of New York, Buffalo*
State University of New York, Oswego*
State University of New York, Albany*
State University of New York, Binghampton*
State University of New York, Stony Brook*
Stephen F. Austin State University
Texas A & M University*
Texas Southern University
Towson State College
Trenton State College
Troy State University*
University of Alabama in Birmingham*
University of California, Irvine*
University of Colorado*
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*Indicates those institutions which responded to the survey.
Bibliography


