

Phil Esten, Ph.D.

PROFESSIONAL EXPERIENCE

10/14-present

Penn State University

State College, PA

Deputy Director of Athletics, Chief Operating Officer

- Serve as the chief operating officer and advisor to the director of athletics in department supporting 31 sports, 320 employees, 800 student-athletes and more than a \$140M budget.
- Directly oversee all external functions of intercollegiate athletics including advancement and development, multi-media, strategic communications, brand management, creative, fan experience, marketing/promotions, ticket sales and service, and media relations and all accompanying strategies, executions, and relationships.
- Directly oversee the operational functions of intercollegiate athletics including capital planning, facility operations and management, event operations and management, information technology, safety and security and all accompanying strategies, executions, and relationships.
- Responsible for development of comprehensive intercollegiate athletics strategic plan – Proud Past | Bright Future – which has set operational objectives, strategic goals, and a refreshed mission, vision, and values for Penn State Athletics in alignment with broader University strategies.
- Commissioned comprehensive facility master plan, which considered how Penn State’s more than 250 athletic acres of assets and more than 20 athletics facilities can advance our mission, support operational goals, enhance fan experience and add value, increase revenues, and align with broad University priorities.
- Responsible for oversight of new business and revenue generation for intercollegiate athletics, which has totaled more than \$5M in annual revenue and includes the following: identification, negotiation and announcement of first-ever concert in Beaver Stadium, launch of LionVision VR (virtual reality initiative), retail developments in current athletics venues, and use of analytics to increase ticket and parking revenues.
- FY15 annual giving increased in the Levi Lamb Fund by \$1.44M over FY14 total, yielding an increase of more than 4,000 donors either make their first gift or increase their gift amount in FY15.
- FY17 annual giving increased in the Levi Lamb Fund by \$1M over FY16 total, adding 3,450 new donors.
- Recorded more than \$28M in gifts received in FY15, \$33.5M FY16 and \$39M in FY17.
- Successfully funded capital projects for Lasch football facility renovations, new Morgan Academic Center facility, new wrestling hydro-therapy center, and new Lacrosse Stadium – totaling more than \$37M.
- Responsible for business relationship with Learfield Sports, including the negotiation and execution of a new contract, which increased revenues by more than seven figures per year on average.
- Responsible for business relationship with Nike, including negotiated contract extension in 2014.
- Manage overall brand strategies and public relations for Intercollegiate Athletics, including the management of reputational liability and the launching of ROAR Magazine, the official magazine of Penn State Athletics.
- Serve as sport administrator for football – includes oversight of staff, scheduling, bowl responsibilities (2014 Pinstripe Bowl, 2015/16 TaxSlayer Bowl, 2016/17 Rose Bowl, 2017 Fiesta Bowl), and all other associated duties.
- Serve as sport administrator for baseball, men’s gymnastics, and women’s gymnastics.
- Directly oversee the business of the University Golf Courses (36 holes, team facilities and clubhouse).
- Liaison responsibility with Vice President for Strategic Communications, University Strategic Planning, Office of Development and Alumni Relations, and Government Relations.
- Serve as primary liaison with the Big Ten Networks and Big Ten business relations.

10/12-10/14

University of California, Berkeley

Berkeley, CA

Deputy Director of Athletics, External Relations

- Served as senior leader in intercollegiate athletics department managing 30 sports, 290 employees, 850 student-athletes and a \$100M budget.
- Directly oversaw the external functions of intercollegiate athletics including development, multi-media, strategic communications, brand management, creative, marketing and advertising, and media relations.
- Served as Chief Development Officer for the Department of Intercollegiate Athletics.
 - Oversaw strategy, execution, and staff of annual fund and alumni relations, major gifts and stewardship, campaigns, special events and donor hospitality, and gift processing.
 - Secured a \$10M gift for new scoreboard and technology upgrades in Haas Pavilion.
 - Collectively raised and collected \$48M in FY13 donations, including a 15% increase in annual fund dollars over FY12 and a 20% increase in number of donors.
 - Collectively raised and collected \$50M in FY14 donations.

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- Developed a football discretionary program that raised \$6M in gifts and pledges in 5 months.
- Responsible for developing comprehensive donor strategy and development plan for capital campaigns totaling \$30M in FY14.
- Led final development efforts for athletics as part of the university-wide \$3.1 billion “Campaign for Berkeley”, resulting in more than \$300M in gifts to athletics during the campaign.
- Identified opportunity and implemented “localized advancement model” in sport-by-sport approach integrating development, alumni engagement, and strategic communications.
- Oversaw relationship with the Southern California Advisory Board responsible for strategy and execution of increased engagement and philanthropy in Southern California.
- Managed relationship with Cal’s multi-media rights holder, IMG, with daily oversight of business unit.
- Oversaw the Nike, licensing, and game day merchandising contracts and relationships.
- Served as sport administrator for men’s basketball, rugby, men’s golf, and women’s lacrosse.
- Liaison responsibility with University of California Foundation, California Alumni Association, University Relations, Public Affairs, Community Relations, and the Big “C” Society (letter-winner’s club).
- Primary liaison with Pac-12 Enterprises.
- Primary liaison with Director’s Advisory Board, consisting of up to 20 donors/key stakeholders providing counsel and direction for key issues related to the business and strategy of intercollegiate athletics.

3/10-10/12

University of Minnesota Alumni Association

Minneapolis, MN

President and CEO | University Associate Vice President for Alumni Relations

- Managed a relationship with a 49-person national Board of Directors, oversaw a 27-person staff, and managed a \$4.8M annual balanced operating budget and \$24M in invested funds.
- Initiated and led a comprehensive and transformational strategic planning process that included more than 4,000 stakeholders through committees, task teams, SWOT, and focus groups and an alumni survey. Outcomes included a five-year plan, “Beyond Traditions: Vision 2016”, with a ratified mission and vision, business objectives with ongoing metrics and evaluation tools to advance the mission and vision, and both a long-term financial strategy and organizational design to support the business plan.
- Led engagement tactics, communications and marketing strategies, and collaboration and partnership initiatives that connected 60,000 dues-paying members and more than 400,000 living alumni internationally.
- Directed outreach efforts for more than 18 collegiate alumni societies, 10 statewide alumni chapters, 30 national alumni chapters, and 20 international alumni chapters.
- Served on the University of Minnesota President’s Senior Leadership Team.
- Initiated student engagement and programming with alumni network, including mentorship, etiquette, and networking programs.
- Managed, as publisher, *Minnesota*, the award-winning University of Minnesota Alumni Association magazine, with a quarterly print circulation of 50,000. Increased circulation by 400%, to more than 200,000, by introducing an electronic version of the magazine and developing a magazine website.
- Oversaw nationally recognized legislative advocacy program, which supports both issue and mission-based advocacy efforts through research, grassroots and grassroots lobbying efforts, and a statewide speaker’s tour.
- Worked jointly with the University of Minnesota Foundation and Minnesota Medical Foundation executives to develop increased engagement strategies across alumni and key stakeholder segments.

01/04-3/10

University of Minnesota

Minneapolis, MN

7/07-3/10

Associate Athletics Director

11/05-7/07

Assistant Athletics Director, Chief of Staff

01/04-11/05

Special Assistant to the Athletics Director

- Served on Senior Management Team, managing 25 sports, 225 employees, and a \$75M budget.
- Managed the comprehensive strategic plan for Intercollegiate Athletics, including the development, measurement and evaluation of long-term strategic objectives and the submission of the annual work plan, compact and budget report, and accomplishments report to the University President and Board of Regents.
- Managed all aspects of a \$300M football stadium project on behalf of intercollegiate athletics.
 - Served as athletics liaison for budget, design, construction, operations, and management of the project.
 - Established, in collaboration with Development, a three-phase fund raising program and strategy for the *Back to Campus* campaign. This included six and seven figure gift solicitation, cultivation, and recognition as well as a statewide grassroots effort. This campaign raised more than \$90M from a combination of corporate and individual gifts. Additionally, the *Back to Campus* campaign raised more than \$40M in gifts for non-athletics scholarships and other academic initiatives.

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- Prepared, solicited and secured corporate gifts of \$10M, \$3M, \$2M, and \$1M.
- Developed a *Big Ten Sponsorship Program* for a campus football stadium, including the presentation, negotiation and execution of a \$35M naming rights partner and \$2.5M stadium club sponsor.
- Worked with University Relations to successfully execute a legislative strategy that built a grassroots network of more than 10,000 and culminated in \$137M in state support for stadium construction.
- Served as sport administrator for volleyball, men's and women's gymnastics, and men's and women's golf.
- Directly oversaw Athletics Communications and multi-media efforts.
- Served as department liaison to the Big Ten Network and University Relations.
- Significantly participated in the negotiation of a 15-year, \$114 million contract extension with Learfield Communications, Gopher Sports multimedia rights holder.
- Served as Interim Director for External Relations (January 2006 – May 2006), overseeing the staff and operations of the ticket office, marketing, licensing, and communications.
- Served as Interim Director for Development (January 2007 – June 2007), overseeing the staff and operations of annual fundraising, donor relations, donor events, and capital and scholarship campaigns.

9/00-12/03

University of Minnesota

Minneapolis, MN

Graduate Teaching Assistant, School of Kinesiology

- Taught undergraduate courses: *Sport Marketing, Organization and Management in Sport, Sport Finance, Senior Seminar, and Golf.*
- Taught graduate courses: *Foundations of Sport Management and Event Management in Sport.*
- Coordinated and supervised senior practicum/internship program for undergraduate students.
- Served on Faculty Search Committee for incoming sport management tenure track faculty.

9/97-8/00

The Ohio State University

Columbus, OH

Assistant Director of Athletic Ticketing and Events

Graduate Assistant – Athletic Ticketing and Events

- Directed or assisted in the daily activities of the event management and athletic ticket office including staff scheduling and management, office budgeting, facility preparation, strategic ticket sales planning and promotion, application processing, ticket allocation, and financial reporting.
- Developed, designed, and executed e-commerce opportunities for the athletic department serving the ticket office and other areas with the utilization of IBM's net-commerce package and interface with Paciolan ticketing systems. First University nationally to utilize on-line ticketing platform.
- Maintained and oversaw daily operations of on-line ticket store.
- Participated in the development of bids and budgets for NCAA and Big Ten Conference championship events, including baseball, ice hockey, men's golf, men's and women's soccer, and women's volleyball.
- Director of ticketing and event management operations for men's ice hockey and baseball programs.
- Directed or assisted in the management of department of intercollegiate athletic events including football, basketball, volleyball, soccer, golf, and all other Olympic sports.
- Assisted in the design and implementation of a priority seating program for men's basketball and ice hockey season tickets in the new Jerome Schottenstein Center.
- Served as Tournament Director for 1999 NCAA Central Regional Men's Golf Championship, 1999 Big Ten Baseball Championship, 1999 NCAA Baseball Sub- and Super-Regional Championships.
- 1998 and 1999 Tournament Director for CCHA Hockey Regional Finals.
- Served on Rules Committee for 1999 NCAA Central Regional Men's Golf Championships and 1999 NCAA Baseball Sub- and Super-Regional Championships.

8/95-8/97

The Rochester Athletic Club

Rochester, MN

Fitness Associate

- Promoted, managed, and instructed various youth camps for baseball, basketball, and strength training.
- Oversaw budget, promotion, and operations of the personal training department.
- Conducted fitness assessments and evaluations for clients.
- Lectured at community forums on various health and fitness related topics.
- Assisted in daily operations of the fitness department.

8/96-11/96

Stewartville High School

Stewartville, MN

Head Freshman and Assistant Varsity Football Coach

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EDUCATION

Doctor of Philosophy - December 2003

The University of Minnesota - Minneapolis, MN

Major: Kinesiology – Sport Management

Minor Emphasis: Business - Carlson School of Management

Research Focus: Fiscal Efficiency/Financial Resource Management in Intercollegiate Athletics

Master of Arts - June 1999

The Ohio State University - Columbus, OH

Major: Sport Management

Bachelor of Arts - May 1995

The University of St. Thomas - St. Paul, MN

Major: Corporate Fitness/Business

Minors: Business Administration | Spanish

LECTURES & PRESENTATIONS

- Keynote Speaker: Chamber of Business and Industry – Centre County: *Penn State Athletics – Proud Past/Bright Future* (February 2016)
- Keynote Speaker: Associated Press Sports Editors Regional Colloquium: *Penn State Athletics – Proud Past/Bright Future* (April 2015)
- Keynote Speaker: University of St. Thomas First Friday Luncheon - *Effective leadership in the face of change, adversity, and unpredictability: The new normal in intercollegiate athletics* (March 2015)
- Panel Member: Sports Law for Rookies and Veterans, *NCAA & The Future of Amateurism – The Landscape and Latest Legal Challenges* (March 2015)
- Adjunct Faculty: University of Minnesota: Teach Graduate-level Sport Management course: *Foundations of Sport Management*, (Fall 2004 – 2012)
- Keynote Speaker: Carlson School of Management, University of Minnesota, First Tuesday lunch: *Football Returns to Campus: How TCF Bank Stadium is Engaging our Community*, (September 2010)
- Guest Presenter: The Sports and Entertainment Facilities Forum: *Evaluating the Design and Layout of Your Premium Seating Areas*. Presented with Bob Williams, President of Atlanta Hawks and Philips Arena. (Orlando, FL - March 2010)
- Speaker: Community events, organizations and functions: *The State of Gopher Athletics and Value of Bringing Gopher Football Back to Campus*, (multiple appearances, 2006-2009)
- Guest Speaker: Minnesota Sports Turf Managers Association: *Bringing Gopher Football Back to Campus*, (University of St. Thomas - Winter 2008)
- Guest Speaker: Minnesota Builders Association: *Bringing Gopher Football Back to Campus*, (Minneapolis, MN - Winter 2007)
- Guest Presenter: Stadiums and Arenas Summit: *Bringing Gopher Football Back to Campus*, (Las Vegas, NV - Summer 2006)
- Guest Presenter: NACDA Facilities Workshop: *Bringing Gopher Football Back to Campus*, (Phoenix, AZ - Fall 2006)
- Guest Lecturer: Continuous Improvement – Strategic Positioning: *Merger of Men's and Women's Athletics Case Study*, University of Minnesota Strategic Positioning Seminar, (Summer 2005)
- Guest Lecturer: *Financing Sport Facilities*, St. Cloud State University, (Spring 2004, Fall 2004, and Spring 2005)
- Guest Lecturer: *Financial Challenges in Intercollegiate Athletics*, St. Cloud State University, (Fall 2004, Spring 2005)
- Dissertation Defense: University of Minnesota: *The Relationship Between an Institution's Intercollegiate Financial Support and Success in Intercollegiate Athletics*, (Fall 2003)
- Guest Presenter: Paciolan national convention: *Internet Ticketing Opportunities; E-commerce at OSU*, (Long Beach, CA - Spring 1999)

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HONORS, ACTIVITIES AND COMMUNITY INVOLVEMENT

- Rose Bowl Advisory Committee 2017
- University of St. Thomas Next Generation Steering Committee member 2012-2015
- NapaAdvance “think tank” on next gen of affinity marketing and engagement 2013-2015
- Junior Achievement of Northern California, Board of Directors 2013-2014
- Hosted National Sports Philanthropy Seminar in partnership with All Sports United 2014
- 1A Athletics Directors Institute participant 2013
- Named to *40 Under Forty* list, awarded by Minneapolis/St. Paul Business Journal 2011
- Co-Chair, University of Minnesota Community Fund Drive (raised \$1 million) 2011
- Junior Achievement Upper Midwest, Board of Directors 2010-2013
- University Gateway Corporation, Board of Directors 2010-2012
- University of Minnesota Foundation, Board of Trustees (ex-officio, non-voting) 2010-2012
- Minnesota Medical Foundation, Board of Trustees (ex-officio, non-voting) 2010-2012
- Member of Council of Alumni Association Executives (CAAE) 2010-2012
- Member of the Twin Cities Communications Council 2010-2012
- Serve on Century College Sports Facility Management Advisory Committee 2007-2012
- Co-Chair of the University-wide Homecoming Committee 2009-2012
- Serve on Junior Achievement Project Lead Advisory Board 2008-2010
- Board of Advisors on the Minnesota Council for Quality 2005-2010
- Served as athletics department “Improvement Liaison” for University-wide strategic positioning process 2005-2010
- Served on Sport and Recreation Management Program Improvement Advisory Committee for the University of Minnesota, Crookston 2004-2008
- Faculty/Staff advisor for Goldy’s Groundbreaking Crew student group 2004-2008
- Served on University of Minnesota Legislative Grassroots Committee 2004-2007
- Tucker Center for Research on Girls and Women in Sport - volunteer 2000-2004
- Kinesiology graduate student seminar coordinator 2001-2003
- School of Kinesiology and Leisure Studies Scholarship, University of Minnesota 2000-2003
- Participated in the coordination of campus activities including the African American Heritage Festival, Buckeye Blast pep rally, student involvement fair and Homecoming Week activities at The Ohio State University 1997-2000
- Big Brother/Big Sister Organization: Columbus, Ohio - volunteer 1999
- St. Joseph’s Hospital, Cardiac Rehabilitation Center - volunteer 1993-1995
- University of St. Thomas Health and Fitness Association member
- Athletics Academic Achievement Scholarship Recipient, University of St. Thomas
- University of St. Thomas Varsity Baseball
- Academic Achievement Award in Athletics, University of St. Thomas
- Foreign Language National Honor Society member, University of St. Thomas
- Leadership Scholarship Recipient, University of St. Thomas