

**Wichita State University**



# **Football Benchmarking Analysis**

**June, 2016**



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# **I. Background and Scope of the Study**

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College Sports Solutions (CSS) was engaged by Wichita State University (WSU) in February of 2016 to conduct a comprehensive benchmarking study to assist WSU in analyzing the feasibility of bringing back the sport of intercollegiate football, a sport discontinued by the University in 1986. Specific focus is placed herein on the financial aspects of such an endeavor, with analysis of estimated revenues and expenses. Also included is a suggested timeline for possible reinstatement of the sport and specific case studies. The analysis addresses possible reinstatement of the sport at both the Football Championship Subdivision (FCS) and Football Bowl Subdivision (FBS) levels.

## **History**

WSU football was started as an intercollegiate sport in 1897, and continued until its suspension in 1986. WSU has competed as a member of the Kansas Intercollegiate Athletic Conference (1902-23), the Central Intercollegiate Conference (1928-39) and the Missouri Valley Conference (1945-present). Competitive success of the football program was highlighted by conference championships in 1908, 1911, 1931, 1932, 1933, 1935, 1937, 1938, 1939, 1954, 1955, 1960, 1961, 1963, and three bowl appearances (1947 Raisin Bowl, 1948 Camillia Bowl, and the 1961 Sun Bowl).

## **Previous Studies**

Since its discontinuation, at various times over the next 30 years, there have been a number of reports and studies related to the possible reinstatement of football and the related facility issues. CSS reviewed studies from 1987, 1991, 1992, 1995, 1996, 1997, 1998, and 2007. None of the previous reports resulted in a move by the University to reinstate football. Since the last review, in 2007, there has been significant change in the national landscape for the sport of football. This includes significant conference change, the creation of the College Football Playoff, and a separation within the FBS into two conference groups, commonly referred to as the “autonomous five” and the “group of five.”

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## II. Executive Summary

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This Executive Summary is provided as a guide to the information, research, analysis and recommendations contained in this report. The CSS team was impressed with and thanks President John Bardo, Athletic Director Darron Boatright, and their staffs for the professionalism, knowledge, transparency, and enthusiasm, shown throughout this review. There is clearly a passion for the University and its athletic programs from the people, the students, and the community. There is also universal nationwide acknowledgment of and respect for the recent success of Shocker Athletics both competitively and financially.

If WSU decides to pursue the reinstatement of football there are two clear competitive options. The first is to bring the program back at the Football Championship Subdivision (FCS) level. The second is to bring it back at the Football Bowl Subdivision (FBS) level. The processes and procedures mandated by the NCAA for such reinstatement are similar in many ways, yet substantially different, particularly in the areas of financial aid and operational requirements.

A reinstatement of football at the FBS level will require an invitation from an existing conference. We do not recommend an attempt to play football independently at either level, as the operational difficulties, particularly with scheduling, present additional issues that can become problematic both as to management and resources. If the decision is made to invest in the reinstatement of football, we suggest immediate and ongoing discussions with potential conferences as to their interest in WSU as a football-playing member. Our findings herein are based on an assumption of inclusion in an existing conference.

There will be initial start-up/one-time costs to reinstate football at either the FCS or FBS level. Those will include items such as stadium renovations/improvements, practice facilities, locker rooms, coaches' and support staff offices, academic areas, strength and conditioning areas, training and medical areas, NCAA and conference assessments.

There will also be annual ongoing expenses. Those include compensation for coaches' and additional support staff, grants-in-aid phased in over a period of years, stadium and facility maintenance, and annual operational costs that include team travel, recruiting, academic services, training and medical services, strength and conditioning services, etc. Our best estimates are shown in the pro formas set forth herein for the reinstatement of football.

Finally, there are substantive Title IX implications relative to the reinstatement of football. The addition of from 100 to 120 male student-athletes will of course change considerably the female to male ratios of the current student-athlete population. The addition of that number of males will likely necessitate the addition of one or more additional women's intercollegiate sports in the future. This will require further study and a definitive strategic plan.

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### III. NCAA Regulations

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This following discusses NCAA regulations relevant to establishing a new football program at the Division I FCS level, reclassifying from Football Championship Subdivision (FCS) to Football Bowl Subdivision (FBS) (if such were decided) and requirements to be satisfied in order participate at both the FCS and FBS levels. Please note that until an institution obtains final approval for FBS participation (i.e., completes the reclassification process) it must participate at the FCS level.

As a current Division I institution, the process of reinstating football as an NCAA sanctioned sport would begin with a review of NCAA Bylaw 3.2.4.5 (Application of Rules to All Recognized Varsity Sport). This bylaw states that the institution's president or chancellor shall first officially award the sport varsity status. Contained within that award there must be a clear pronouncement that (1) the sport shall reside under the control of the department of athletics, (2) the eligibility of student-athletes participating shall be reviewed and certified in accordance with athletic department policies, and (3) participants shall be eligible to receive official varsity awards. Once these provisions are satisfied, the sport is considered eligible to compete at the FCS level.

Membership in FCS requires an institution to sponsor a minimum of fourteen (14) sports. An institution may satisfy this requirement by sponsoring a minimum of 7 men's sports and 7 women's sports, or 6 men's sports and 8 women's sports (NCAA Bylaw 20.10.1). In addition, the institution must schedule and play more than fifty percent (50%) of its football games against FCS and FBS opponents.

In order to pursue membership at the FBS level, an institution must first receive a bona fide offer to join an FBS Conference (NCAA Bylaw 20.4.2.1.1). Once such an offer is received the process may begin.

First, the President must submit to the NCAA written notice, a five thousand dollar (\$5,000) fee, and a completed application for reclassification. The notice and application must be submitted no later than June 1<sup>st</sup> two years prior to August 1<sup>st</sup> of the year in which the institution wishes to reclassify as FBS (NCAA Bylaw 20.4.2.1.2). At the same time, the institution must also submit a strategic plan addressing the Division I Philosophy Statement (NCAA Bylaw 20.9.2) and requirements of the Institutional Performance Program.

Once the application has been submitted the institution is no longer eligible for the FCS Championship, and shall undergo a two-year reclassification process (NCAA Bylaw 20.4.2.1.4), in which ongoing progress is monitored (NCAA Bylaw 20.4.2.1.3).

During the first year of the reclassification process, the President, Athletics Director and Senior Compliance Administrator must attend an orientation session conducted by the NCAA office.

The institution is required to submit an annual report (which includes a summary of violations) and an updated strategic plan containing initial feedback and progress by June 1<sup>st</sup> at the end of the first year of the reclassification process (NCAA Bylaw 20.4.2.1.4.1).

During the second year of the reclassification process, the institution shall operate in full compliance with all FBS legislation and membership requirements (NCAA Bylaw 20.4.2.1.4.2). Again, the institution must submit an annual report and updated strategic plan confirming compliance with FBS legislation and membership requirements.

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Lastly, during the reclassification period the institution shall undergo a compliance review conducted by a third party approved by the Council. A copy of that report must be submitted to the Council (NCAA Bylaw 20.4.2.1.4.3).

If the institution has satisfied all of the membership criteria (other than the scheduling requirement during the first year of reclassification) and complied with all other bylaws relative to FBS for two years preceding June 1<sup>st</sup>, the institution's request to participate in FBS will be referred to the Board of Directors for final approval (NCAA Bylaw 20.4.2.1.3).

An institution competing at the FBS level must satisfy requirements in the areas of financial aid, sport sponsorship, scheduling and attendance, as follows.

- Provide at least ninety percent (90%) of the permissible maximum number of football grants per year over a rolling two year period. Based on current NCAA legislation this threshold would be an average of seventy six and one-half (76.5) football grants per year.
- Provide a minimum total of two hundred (200) grants-in-aid or spend four million dollars (\$4,000,000) on athletic grants for all of its sports on an annual basis (NCAA Bylaw 20.9.9.4).
- Sponsor a minimum of sixteen (16) sports while sponsoring no fewer than six (6) men's programs and eight (8) women's programs.
- Average at least fifteen thousand (15,000) in actual or paid attendance for all home football games (NCAA Bylaw 20.9.9.3). This number is calculated once every two years on a rolling basis. The specific manner in which actual and paid attendance may be calculated is outlined in NCAA Bylaw 20.9.9.3.1. Actual attendance may be calculated using one of three methods, as follows.

The institution is required to undergo an annual certified audit verifying its football attendance. The official audited attendance numbers must be received at the national office by February 15<sup>th</sup> after the season is completed (NCAA Bylaw 20.9.9.3.2).

The following provides specific information as to financial aid by subdivision and limitations on the number of coaches.

Maximum Aid and Annual Limit:

- FCS: There is an annual limit of 30 on the number of initial counters (NCAA Bylaw 15.02.3.1), an annual limit of 63 on the value of financial aid awards (equivalencies) to counters, and an annual limit of 85 on the total number of counters (including initial counters) in football (NCAA Bylaw 15.5.6.2).
- FBS: There is an annual limit of 25 on the number of initial counters (NCAA Bylaw 15.02.3.1) and an annual limit of 85 on the total number of counters (including initial counters) in football (NCAA Bylaw 15.5.6.1).

Limit on the Number of Coaches:

- FCS: There is a limit of 11 coaches of any type who may be employed by an institution in championship subdivision football (NCAA Bylaw 11.7.5).
- FBS: There is a limit of one head coach, nine assistant coaches, and four graduate assistant coaches who may be employed by an institution in bowl subdivision football (NCAA Bylaw 11.7.4).

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## IV. Benchmarking

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As stated, Wichita State can pursue either FCS or FBS football. Those two levels are substantially different, with the FBS level requiring considerable additional investment, particularly in areas of coaching and support staff, scholarships, and likely areas such as team travel, recruiting, and facilities.

The following provides a listing of FCS and FBS conferences.

| Football Championship Subdivision Conferences |                                  |
|-----------------------------------------------|----------------------------------|
| Big Sky Conference                            | Ohio Valley Conference           |
| Big South Conference                          | Patriot League                   |
| Colonial Athletic Association                 | Pioneer Football League          |
| Ivy League                                    | Southern Conference              |
| Mid-Eastern Athletic Conference               | Southland Conference             |
| Missouri Valley Football Conference           | Southwestern Athletic Conference |
| Northeast Conference                          |                                  |
| Football Bowl Subdivision Conferences         |                                  |
| American Athletic Conference                  | Mid-American Conference          |
| Atlantic Coast Conference*                    | Mountain West Conference         |
| Big Ten Conference*                           | Pac-12 Conference*               |
| Big 12 Conference*                            | Southeastern Conference*         |
| Conference USA                                | Sun Belt Conference              |

*\*The above mentioned conferences are granted autonomy to permit the use of resources to advance the legitimate educational or athletics-related needs of student-athletes and for legislative changes that will otherwise enhance student-athlete well-being (NCAA Bylaw 5.0.2.1.1). (Autonomous Five)*

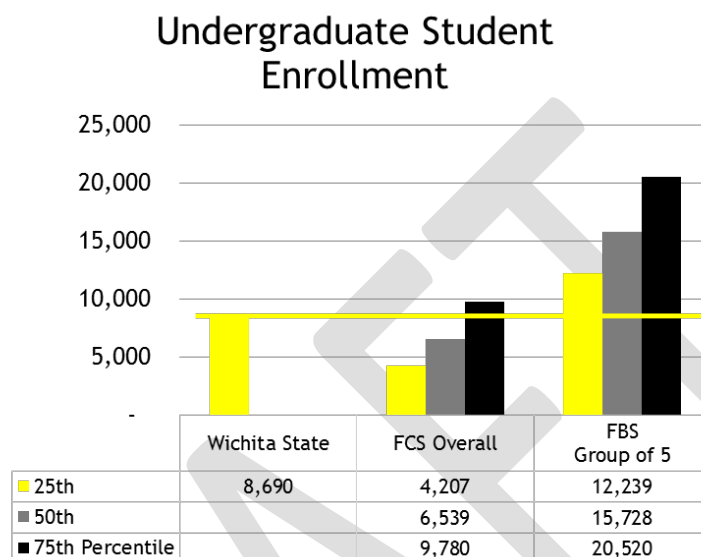
CSS compared institutions in a variety of areas, including general institutional information, athletics sport sponsorship and financial information, and the sport of football specifically for both FCS and FBS institutions. For purposes of this analysis, WSU is compared to all FCS institutions, and Group of Five FBS institutions (American Athletic Conference (AAC), Mountain West Conference (MWC), Mid-American Conference (MAC), Conference-USA (CUSA), and the Sun Belt Conference (SBC). In some cases, information was available only for all FBS conferences, inclusive of the Autonomous Five. These are noted specifically.

The data is derived from various sources including the NCAA FY2015 Dashboard Indicator Tool (NCAA Dashboard) and the NCAA Division I Revenue and Expenses Report. The NCAA Dashboard is a review and planning tool providing a research-based approach to financial reporting through uniform and common definitions, as well as opportunity for comparisons against peers.

As stated, WSU numbers were benchmarked against all FCS numbers and FBS Group of Five numbers. Data is reported for the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentile for each area and compared to WSU when applicable. Within the bar graphs, WSU figures are listed in the 25<sup>th</sup> percentile row for placement only and does not indicate they fall within the 25<sup>th</sup> percentile of the benchmark groups. The yellow line indicates where WSU falls within the benchmarked group. Information is provided starting with general information, then departmental finances, academics, and finally football specific information.

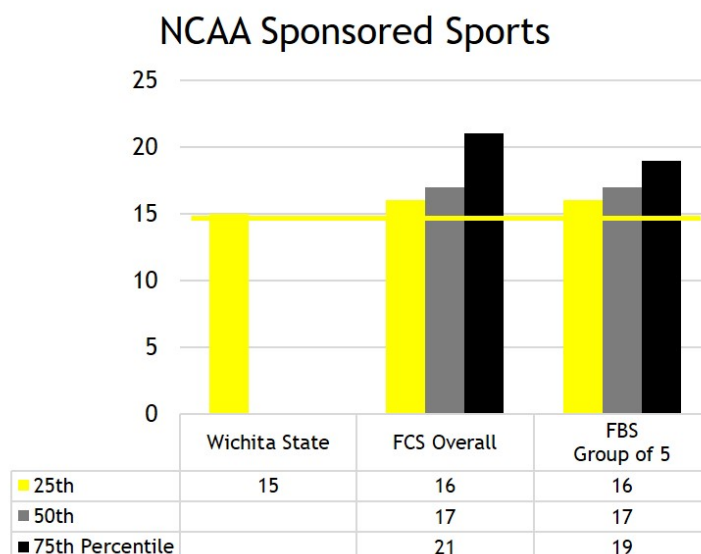
### Undergraduate Student Enrollment

In the chart below WSU's undergraduate student enrollment is compared to the respective benchmark groups. This includes male and female enrollment as of fall semester 2014. WSU enrollment size of 8,690 is greater than the 50<sup>th</sup> percentile for FCS overall. When compared to the FBS Group of Five, WSU is approximately 3,500 below the 25<sup>th</sup> percentile.

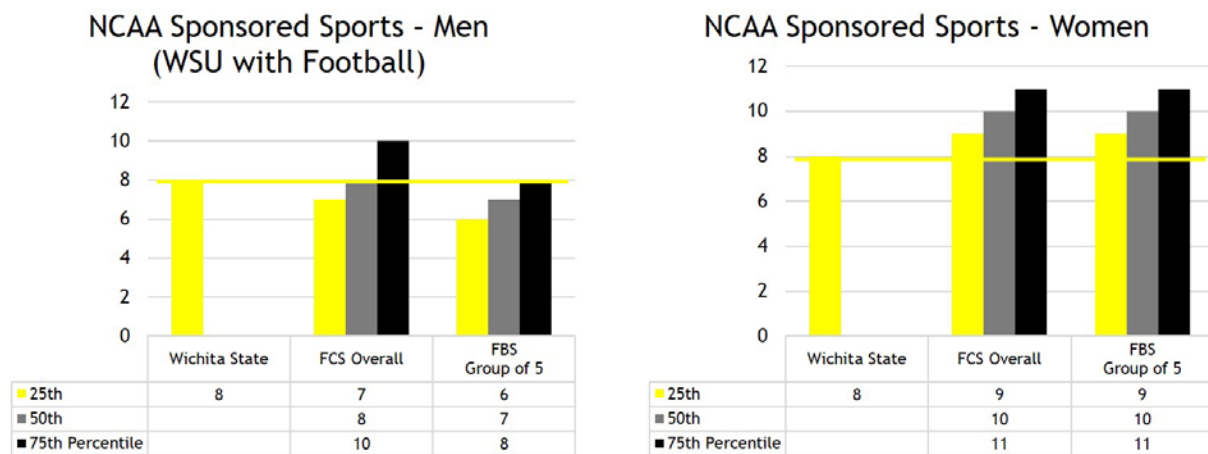


### Sport Sponsorship

Sport sponsorship statistics below compare the number of sports overall and by gender. NCAA sport sponsorship requirements for FBS are highlighted in the NCAA Rules section of this report. WSU sponsors 15 sports (7 men's and 8 women's), slightly less than its FCS and FBS counterparts. WSU currently falls below the 25<sup>th</sup> percentile for both the FCS and FBS. With the addition of football, WSU would rank in the 25<sup>th</sup> percentile for both groups.

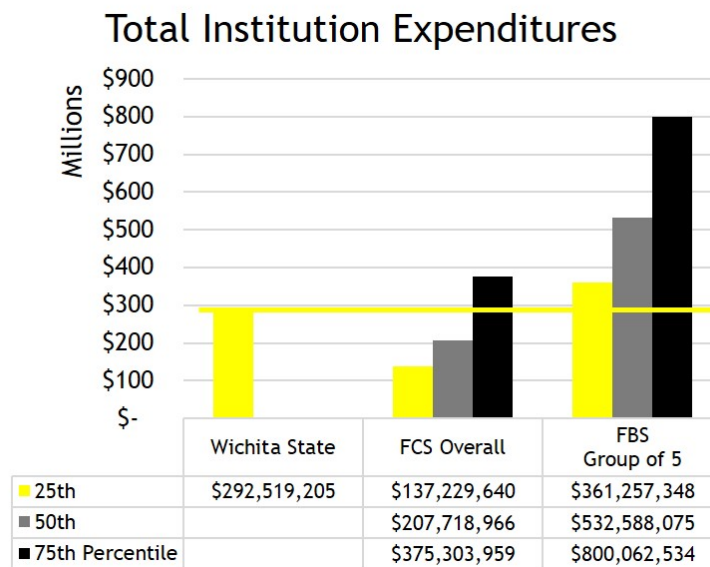


With the addition of football, WSU would of course increase to 8 men's sports and rank in the 50<sup>th</sup> percentile for FCS and the 75<sup>th</sup> percentile for the FBS Group of Fives. For women's sports, WSU ranks below the 25<sup>th</sup> percentile for both groups.



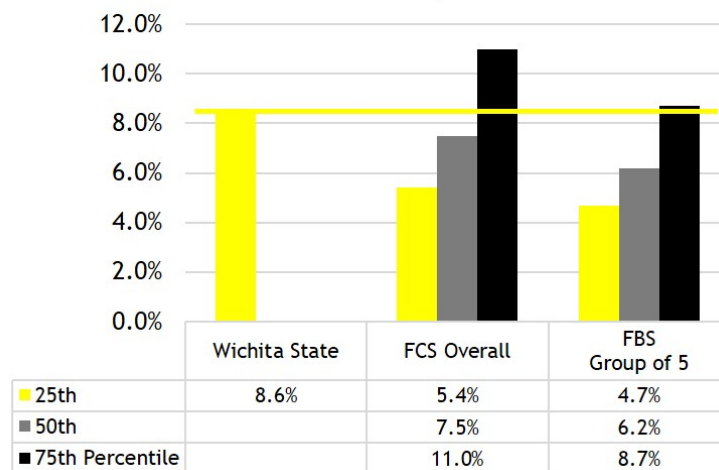
### Institution Expenditures and Allocation for Athletics

WSU had total institution expenditures of \$292M for FY15. This lies between the 50<sup>th</sup> and 75<sup>th</sup> percentile of FCS institutions, and nearly \$70M below the 25<sup>th</sup> percentile of the FBS Group of Five.



The following shows total athletic expenditures as a percentage of total institution expenditures. WSU athletic expenses represent 8.6% of total institutional expenditures. This lies in the 75<sup>th</sup> percentile of the FBS Group of Five, and between the 50<sup>th</sup> and 75<sup>th</sup> percentiles for FCS.

## Athletic Expenditures as a % of Total Institution Expenditures



### Athletics Revenue

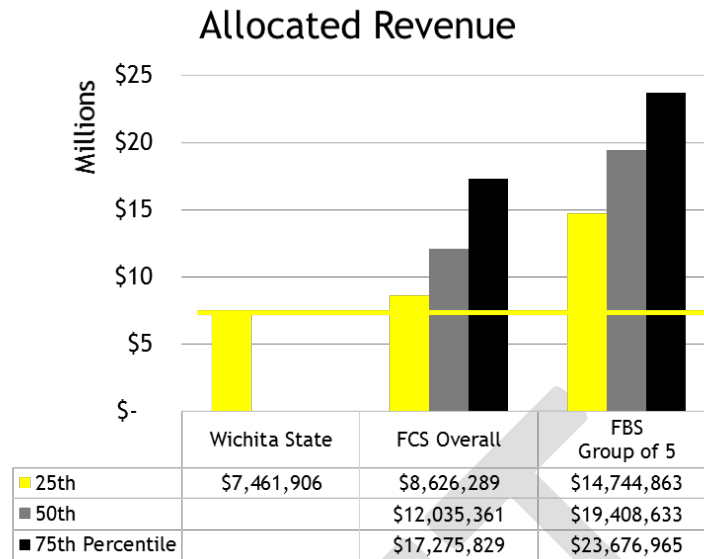
Athletics revenues are classified in two primary categories – Allocated and Generated Revenue.

**Allocated Revenues.** Allocated revenues are defined as those athletic revenues provided by the institution. Allocated revenues come in many different ways from institutions throughout the country, influenced by many factors, including state laws, system and institutional policies, and characteristics unique to each school.

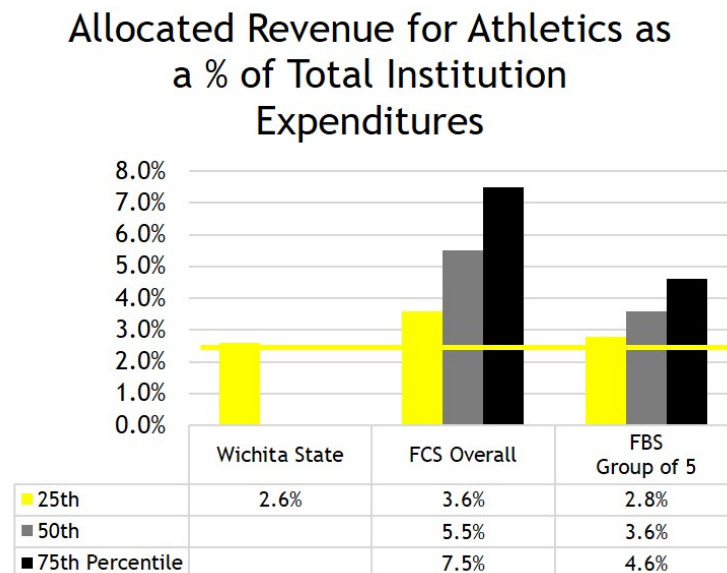
These include, but are not limited to:

- Direct Institutional Support
- Indirect Facility and Administrative Support
- Student Fees
- Direct Government Support

WSU's FY15 allocated revenues totaled \$7.4M. This puts WSU approximately \$1M below the 25<sup>th</sup> percentile for FCS. For the FBS Group of Five, the 25<sup>th</sup> percentile of \$14.75M is nearly double that of WSU.



WSU's allocated revenue for athletics is 2.6% of total institution expenditures. Using the same methodology, WSU falls below both the FCS and FBS groups, showing less current reliance on such institutional support. At 2.6% WSU is most closely aligned with the 25<sup>th</sup> percentile of the FBS Group of Five.

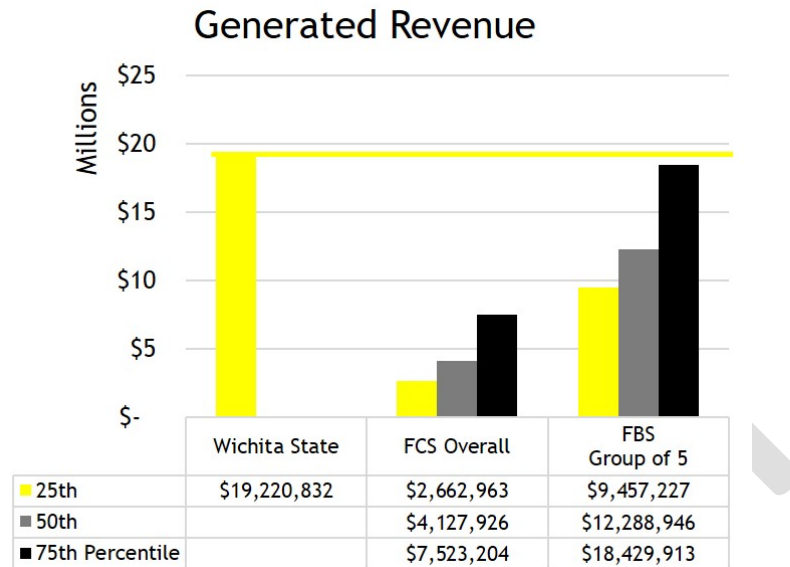


**Generated Revenues.** Generated revenues are all revenues generated by the athletics department through sources that include, but are not limited to:

- Fundraising
- Ticket Sales
- Game guarantees
- Conference and NCAA Distributions
- Broadcast rights
- Royalties, Advertising, & Sponsorships
- Endowment and investments

- Third party revenue
- Camp income
- Other external revenue areas

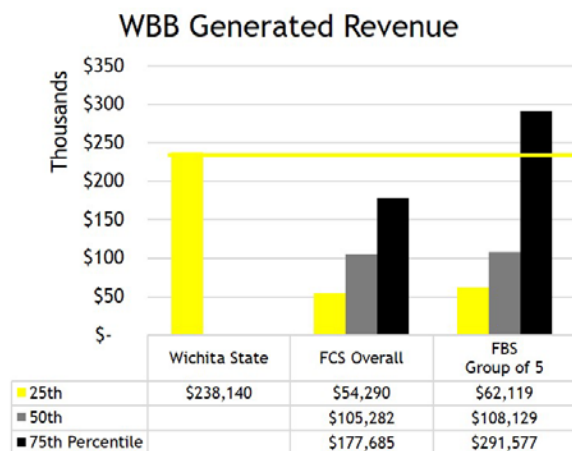
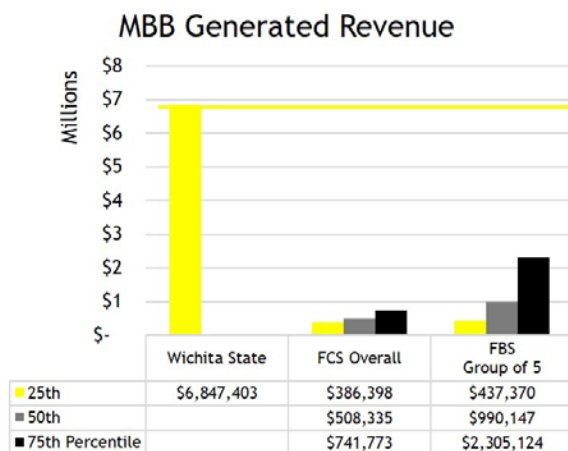
WSU Athletics generated \$19,220,832 in FY15. This ranks higher than the 75<sup>th</sup> percentile for both the FCS and FBS Group of Five even without the sport of football.



The NCAA Dashboard also reports generated revenue for the sports of football and men's and women's basketball. Both men's and women's basketball at WSU generated strong revenue numbers compared to the two benchmark groups.

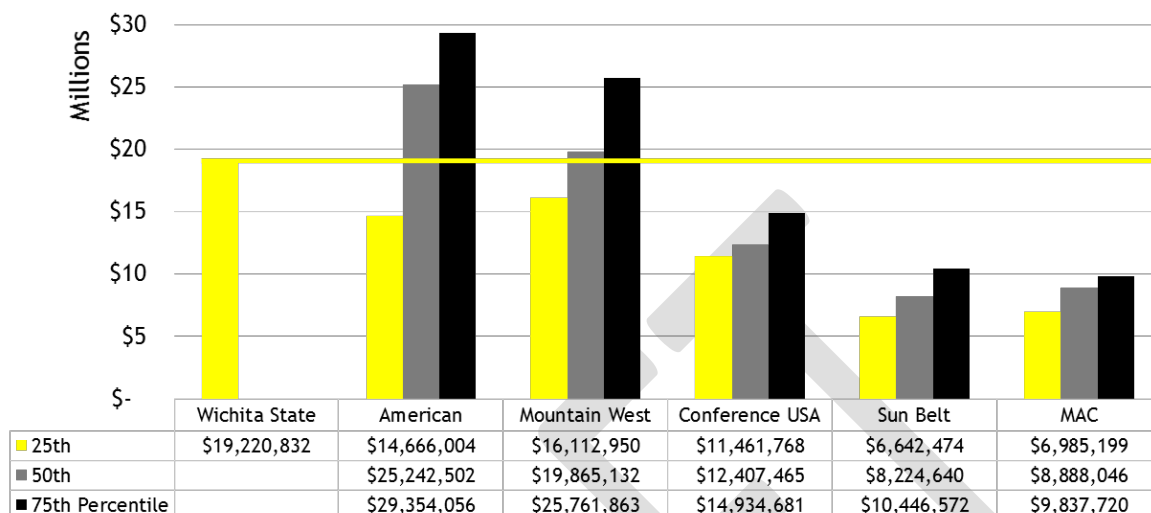
The \$6.8M in revenue reported for men's basketball is nearly triple the 75<sup>th</sup> percentile (\$2.3M) for the FBS Group of Five, and more than 9 times greater than the 75<sup>th</sup> percentile of FCS institutions.

WSU women's basketball revenue is reported at \$238,140, again exceeding the 75<sup>th</sup> percentile of FCS. Compared to the FBS Group of Five, WSU ranks between the 50<sup>th</sup> percentile (\$108K) and 75<sup>th</sup> percentile (\$291K).



Additional information on revenue for each of the Group of Five conferences is provided below. WSU is higher than three conferences – C-USA, Sun Belt, and MAC overall and very comparable to the American and the Mountain West.

### Generated Revenue by Conference



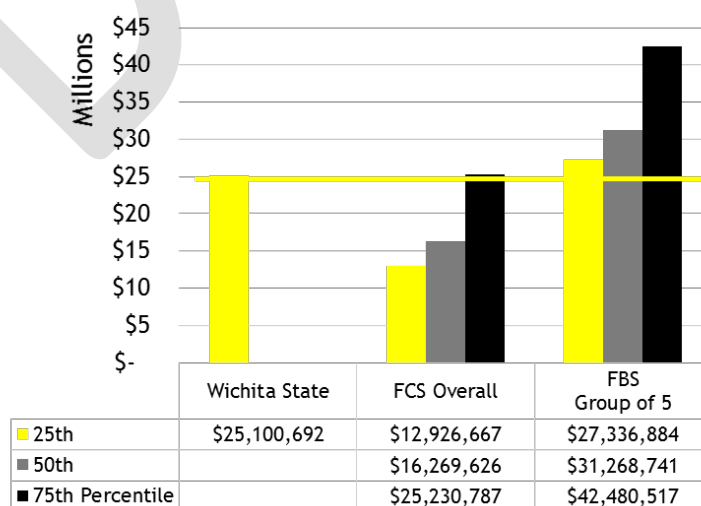
Further information is provided in specific revenue categories in attached Exhibit B for both FCS and FBS.

### Athletic Expenditures

Information is provided below for total athletic expenditures comparing FCS and FBS Group of Five. Those Group of Five numbers are then compared by conference. Next, the comparisons are shown by gender. Finally, specific football information is shown, broken down by salary and total expenses.

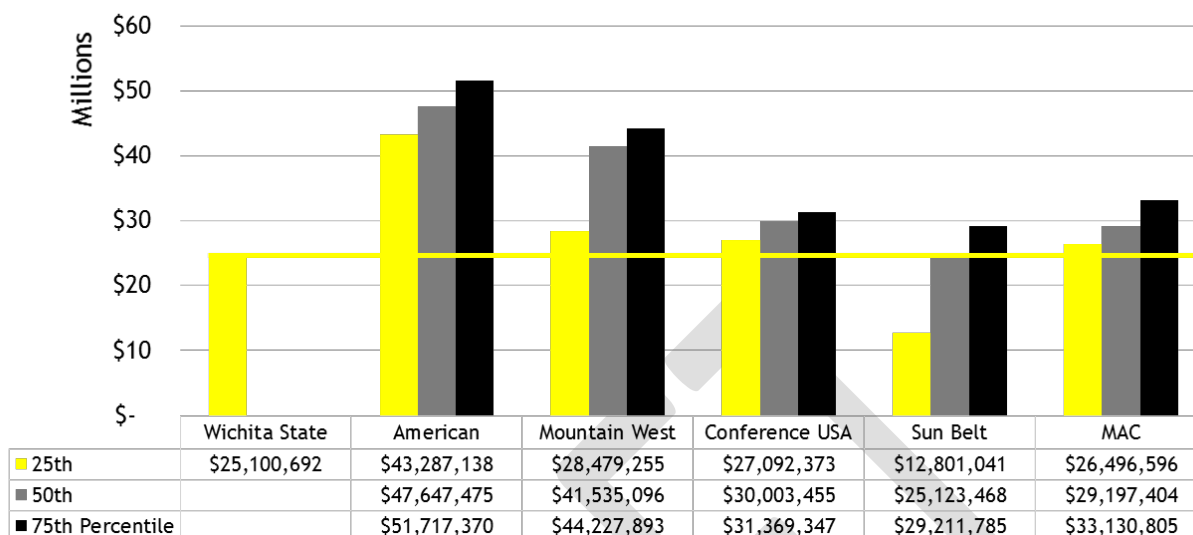
WSU had total athletic expenditures of \$25,100,695 in FY15 without football. This number is near the 75<sup>th</sup> percentile (\$25M) for FCS and slightly below the 25<sup>th</sup> percentile (\$28M) for FBS. As previously noted, WSU presently sponsors slightly fewer sports than the FCS and FBS groups overall.

### Total Athletic Expenditures



When compared to each of the Group of Five conferences, WSU's current overall athletic expenses of \$25M is below the 25<sup>th</sup> percentile for all conferences except the Sun Belt.

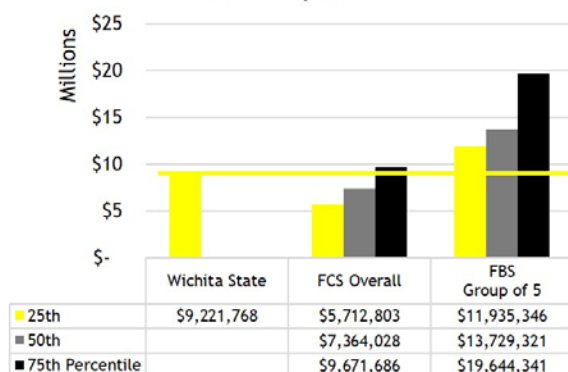
## Total Athletic Expenses by Conference



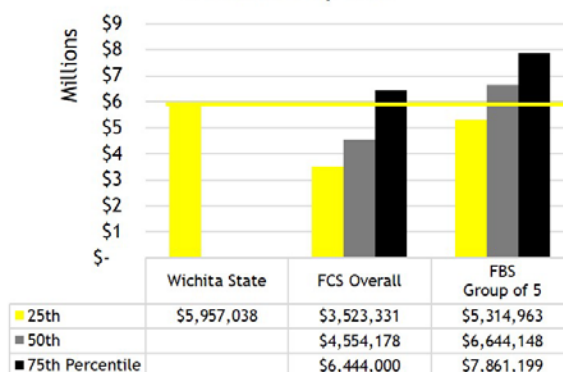
For men's sports, WSU currently totals \$9,221,768 in expenses, ranking it just at the 75 percentile of FCS, and just below the 25<sup>th</sup> percentile of the FBS Group of Five. It must of course be noted that many of those FCS schools, and all of the FBS Group of Five schools have football, which elevates their numbers.

For women, WSU has expenditures of \$5,957,038, ranking it just below the 75<sup>th</sup> percentile of FCS and just below the 50<sup>th</sup> percentile of the FBS Group of Five.

## Total Athletic Expenditures - Men's Sports

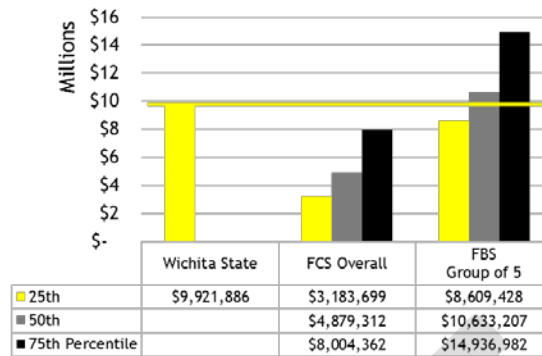


## Total Athletic Expenditures - Women's Sports



WSU has \$9,921,886 of expenditures that are not allocated by gender. This is comparable to the 50<sup>th</sup> percentile of the FBS Group of Five, and the 75<sup>th</sup> percentile of FCS.

### Total Athletic Expenditures - Not Allocated by Gender

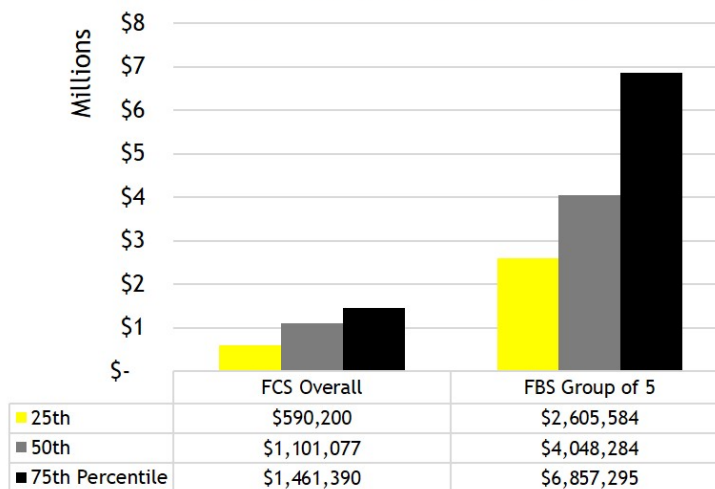


## Football

### A. Generated Revenue

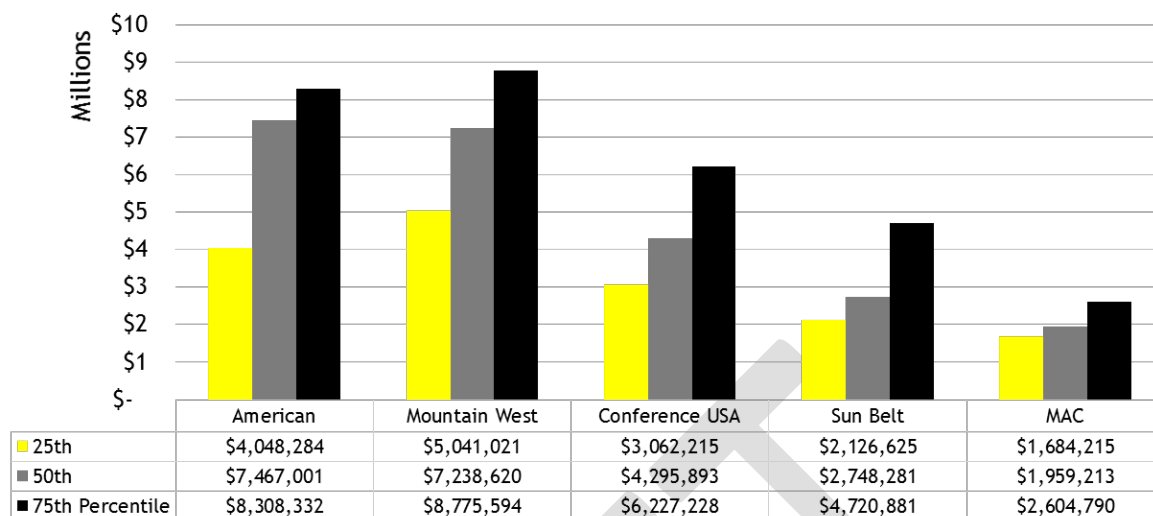
Generated revenues for FCS football ranges from \$590K (25<sup>th</sup> percentile) to \$1.4M (75<sup>th</sup> percentile). For the FBS group of five, the range is \$2.6M (25<sup>th</sup> percentile) to \$6.8M (75<sup>th</sup> percentile).

### Football Generated Revenue



The generated revenues are shown by the Group of Five conferences, generated revenue varies with the percentiles ranging from a low of \$1.6M (25<sup>th</sup> percentile MAC) to a high of \$5.0M (75<sup>th</sup> percentile MWC). When looking at conference median across all five, the American and MWC are the highest followed by C-USA, SBC, then MAC.

## Football Generated Revenue by Conference



### B. Expenditures

The following provides summary information on median values for football at both the FCS and FBS levels. It must be noted here that the FBS data includes all FBS institution and is not filtered by the FBS Group of Five. Data provided is from FY14 as reported in the *NCAA® Revenues / Expenses Division I Report 2004 – 2014*.

Football median expenditures, inclusive of all operating expenses, for FCS were \$3.2M and for FBS were over \$16M.

| Total Football Expenditures |               |
|-----------------------------|---------------|
| Median Value FY14           |               |
| FCS                         | \$ 3,200,000  |
| FBS                         | \$ 16,062,000 |

The following chart provides total football expenditures by range of percentiles for FBS and FCS overall. FCS ranges were from \$876,000 to \$8,939,000 while FBS ranges were from \$4,707,000 to \$49,639,000. It is our belief that the majority of institutions within the Group of Five would lie within the 50<sup>th</sup> percentile and below.

| Football Expenditures by Percentiles |               |               |              |              |
|--------------------------------------|---------------|---------------|--------------|--------------|
| Percentile<br>Range                  | FBS           |               | FCS          |              |
|                                      | Range         |               | Range        |              |
| 1-10                                 | \$ 4,707,000  | \$ 6,778,000  | \$ 876,000   | \$ 1,505,000 |
| 11-20                                | \$ 6,779,000  | \$ 7,650,000  | \$ 1,506,000 | \$ 2,423,000 |
| 21-30                                | \$ 7,651,000  | \$ 9,098,000  | \$ 2,424,000 | \$ 2,799,000 |
| 31-40                                | \$ 9,099,000  | \$ 12,460,000 | \$ 2,800,000 | \$ 2,976,000 |
| 41-50                                | \$ 12,461,000 | \$ 16,061,000 | \$ 2,977,000 | \$ 3,199,000 |
| 51-60                                | \$ 16,062,000 | \$ 19,014,000 | \$ 3,200,000 | \$ 3,568,000 |
| 61-70                                | \$ 19,015,000 | \$ 22,495,000 | \$ 3,569,000 | \$ 3,920,000 |
| 71-80                                | \$ 22,496,000 | \$ 25,942,000 | \$ 3,921,000 | \$ 4,240,000 |
| 81-90                                | \$ 25,943,000 | \$ 30,636,000 | \$ 4,241,000 | \$ 5,888,000 |
| 91-100                               | \$ 30,637,000 | \$ 49,639,000 | \$ 5,889,000 | \$ 8,939,000 |

Median values are listed below for salary and benefits of the head coach, all assistant coaches, total coaches and football administrative support. The FCS numbers showed a median of approximately \$600K for total coaches and \$45K for administrative. For FBS, the median was much greater, exceeding \$4.5M for total coaches and \$700K for administrative.

| Salary and Benefits for Football |              |                       |               |                |
|----------------------------------|--------------|-----------------------|---------------|----------------|
| Median Values FY14               |              |                       |               |                |
|                                  | Head Coach   | All Assistant Coaches | Total Coaches | Administrative |
| FCS Overall                      | \$ 245,000   | \$ 614,000            | \$ 860,000    | \$ 45,000      |
| FBS Overall                      | \$ 1,915,000 | \$ 2,772,000          | \$ 4,559,000  | \$ 710,000     |

Additional research was completed using information published by the USA Today 2015 NCAA Football Coach Salaries. USA Today Sports requested all forms of compensation for the coach at all 128 FBS institutions. Approximately 20 were not required to provide data (either private or are public schools covered under state law exempting them from releasing salary data on coaches).

From this data, institutions competing within the Group of Five (with data available) were analyzed. The total pay for Head Coach includes compensation by the institution and non-university compensation. Any pay the university guaranteed was counted within compensation by the institution. Compilation of figures for total assistant coach is based on the total amount paid to schools' nine full-time assistant.

For Head Coach, the median total pay was \$605,190, for Assistant Coaches total median was \$1,064,621.

| Group of Five   |                         |                          |
|-----------------|-------------------------|--------------------------|
| Percentile      | Head Coach<br>Total Pay | Assistant Coach<br>Total |
| 25th Percentile | \$ 498,225              | \$ 885,339               |
| 50th Percentile | \$ 605,190              | \$ 1,064,621             |
| 75th Percentile | \$ 847,002              | \$ 1,334,678             |

Comparable information was not available for the FCS.

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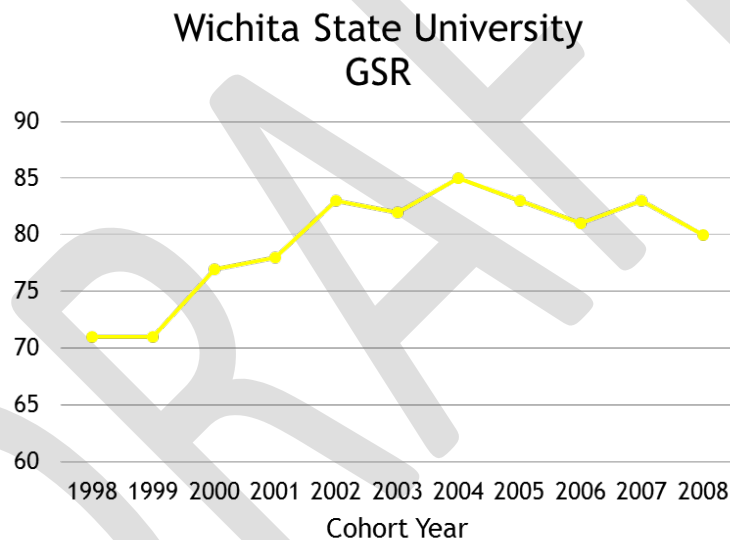
## **Academics**

The NCAA's Academic Performance Program is designed to ensure that student-athletes receive exemplary educational support and experiences and encourages student-athlete graduation through a system directly tied to a team's academic performance. Academic Progress Rate (APR) and Graduation Success Rate (GSR), are measures followed closely by the NCAA. The following provides an overview of both, and shows national trends for FBS and FCS.

### **A. Graduation Success Rate**

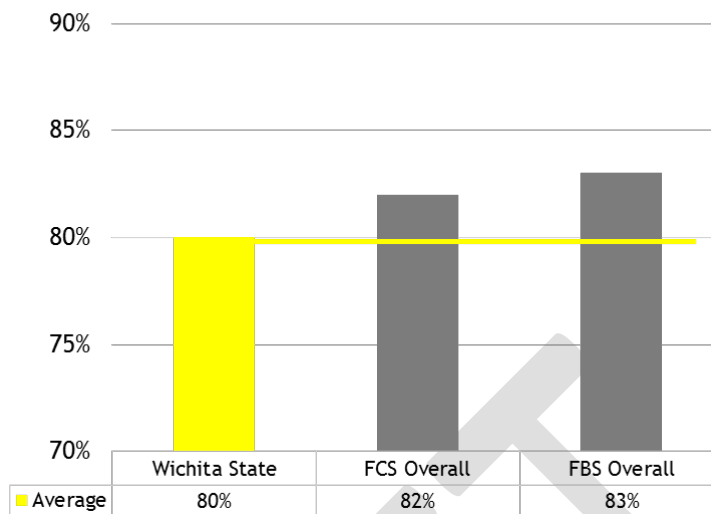
The NCAA developed the Division I Graduation Success Rate (GSR) in order to more accurately show ultimate graduation of student-athletes, reflecting today's increasing mobility among all college students, including student-athletes. Unlike the Federal Graduation Rate, the GSR calculates the graduation rate for only those student-athletes who ultimately exhaust their athletic eligibility at that specific institution, acknowledging those who transfer from an institution before graduating.

The 2014-15 GSR for WSU is 80%. Over the past ten years, WSU has shown GSR improvement from a low of 71% in 1998 and 1999, to a high of 85% for the 2004 class.



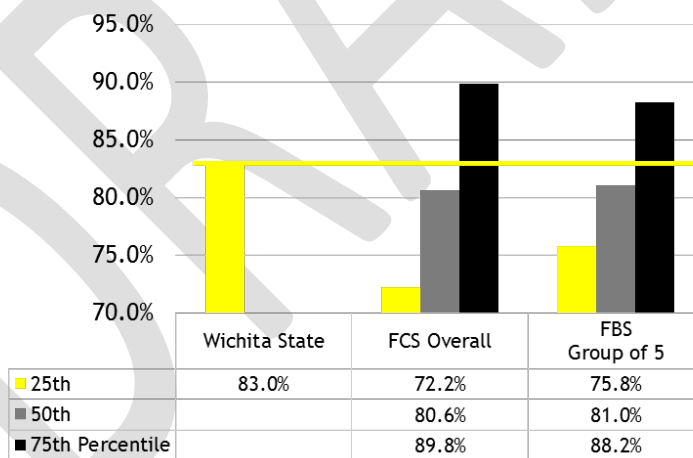
WSU is compared below to the Division I FCS and FBS averages. NCAA data was sourced for the four-year cohort from 2005-2008. The four-class average (2005-2008 cohort) for FBS is 83% and FCS 82%.

## Average Graduation Success Rate



The NCAA Dashboard provides percentile data for the benchmark groups. The most recent figures from the Dashboard are from 2013. Wichita State's rate was 83% for the 2007 cohort. During that time period, WSU's overall rate, compared to both the FCS and FBS Group of Five, was above the 50<sup>th</sup> percentile.

## Graduation Success Rate Percentiles



### B. Academic Progress Rate

The Academic Progress Rate (APR) was implemented by the NCAA in 2003. The APR holds institutions accountable for the academic progress of their student-athletes through a team-based metric that accounts for the eligibility and retention of each student-athlete for each academic term.

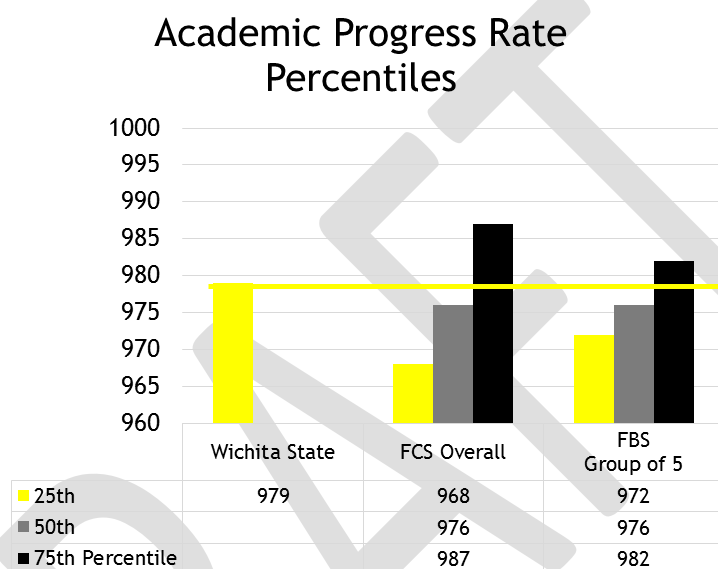
The APR is calculated as follows:

- Each student-athlete receiving athletically related financial aid earns one point for staying in school and one point for being academically eligible.

- APR is determined by dividing a team's total points by the number of possible points, and then multiplying that number by 1,000.
- In addition to a team's current-year APR, a rolling four-year APR is also calculated.

Currently, teams must earn a 930 four-year APR average or a 940 average over the most recent two years in order to be eligible to participate in NCAA championships. Beginning in 2015-16, teams must earn a four-year APR of 930 to compete in those championships.

Again summary data for APR is from the 2013 NCAA dashboard. Overall APR for WSU athletic teams for 2013 was 979. When compared to FCS and FBS institutions, WSU is above the 50<sup>th</sup> percentile of both.



For reference, football APR trends for FCS and FBS teams are provided. Historically APR rates at FBS institutions have been higher than those of FCS institutions. For both, APR has continued to increase over time. The 2014-15 overall APR average for FBS football teams was 968 and for FCS teams was 962.

## V. Facility Needs

Within the last year, WSU engaged GLMV Architecture of Wichita, Kansas to draft design options for the needed improvements to Cessna Stadium and a related new team practice facility, should a decision be made to launch a Division I football program. CSS has reviewed the design concepts and related cost estimates. At the direction of WSU, CSS did not conduct its own facility review. CSS does believe the cost estimates of \$21-\$28M for Cessna stadium renovations and \$21M for new practice facilities represent reasonable estimates for such facility improvements. Pricing options from GLMV architecture are included as Exhibit C.

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## VI. Title IX/Gender Equity

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As requested, CSS provides this summary of current Title IX/Gender Equity law and practice in intercollegiate athletics, with particular attention to the potential impact with the addition of football.

### **The Law and Its Interpretation**

Interpretation of Title IX law as applied to intercollegiate athletics has evolved considerably over time. Areas of measurement include participation, financial aid; and other benefits such as equipment and supplies, scheduling, travel, academic services, coaching, competition and practice facilities, locker rooms, medical and training facilities and services, publicity, recruiting, and other support services.

#### **A. Participation**

An institution may comply with Title IX by satisfying one of three prongs in the well-known three-part test. An institution's athletics program will be determined to offer nondiscriminatory participation opportunities if it can demonstrate the following:

- 1) Its intercollegiate level participation opportunities for male and female students are "substantially proportionate" to their respective full-time undergraduate enrollments;
- 2) It has a "history and continuing practice of program expansion" for the under-represented sex; or
- 3) It is "fully and effectively" accommodating the interests and abilities of the under-represented sex.

CSS has reviewed WSU's 2014-15 EADA Report. According to that report, full-time undergraduate enrollment at WSU was 48.4% male and 51.6% female. Athletics participation was 48.1% male, 51.9% female, a difference of less than 1%

| 2014-15 WSU EADA Report |                         |       |                         |       |
|-------------------------|-------------------------|-------|-------------------------|-------|
|                         | Full-Time Undergraduate |       | Athletics Participation |       |
|                         | Qty                     | %     | Qty                     | %     |
| Male                    | 4,208                   | 48.4% | 219                     | 48.1% |
| Female                  | 4,482                   | 51.6% | 236                     | 51.9% |
| <b>Total</b>            | <b>8,690</b>            |       | <b>455</b>              |       |

The following excerpt is taken from *Equity and Title IX in Intercollegiate Athletics: A Practical Guide for Colleges and Universities* — 2012 regarding proportionality.

*A school can demonstrate compliance with the first part of the three-part test if it can show that the athletics participation rate of the under-represented sex is substantially proportionate to the school's full-time undergraduate enrollment. The OCR has refused to define "substantially proportionate" using concrete percentage points, but rather has stated that it is to be determined on a case-by-case basis. Accordingly, institutions are left to their own best judgment when deciding whether their numbers are "substantially proportionate." In addition, the fact that OCR offices and courts throughout the country have interpreted this requirement in slightly different ways only continues to complicate the process. The 2005 Clarification Letter recognized that there have been differences in enforcement and pledged to enforce the law in a more uniform fashion in the future.*

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*Although federal courts have approved settlement agreements in cases with participation variances as great as 5 percent (ranging back to the 1990s), the OCR, through its 1996 Clarification, has taken a more conservative approach. It cites the following examples of substantial proportionality: (1) exact proportionality; (2) a disparity of 1 percent caused by an increase in the current year's enrollment after a year of exact proportionality; and (3) an institution's pursuit of proportionality over a five-year period and in the final year - when proportionality would otherwise have been reached - enrollment of the underrepresented sex increased so that there was a two percent disparity. While these examples are illustrative only, they suggest a more exacting standard than that set forth by the courts. At least one regional office stated informally that anything greater than one percent would raise red flags.*

*Of course, percentage-point disparities represent varying numbers of actual participants depending upon the overall size of the athletics program. Where there exists a disparity that translates into a number less than that required to field a viable team (in other words - not enough who have both the interest and the ability), the law provides that the program is in compliance and that an additional team need not to be added.*

*Finally, both the OCR and the courts have recognized that schools should be permitted to determine how they comply with this prong. Although strongly disfavored, schools may choose to implement a roster management system or eliminate programs instead of expanding opportunities to the under-represented sex. Such a practice will not, however, aid compliance under either the history or interest tests. Wherever possible, schools are encouraged to comply with the spirit of the law by adding opportunities for the underrepresented sex through the allocation of additional funding or by reallocating existing resources without eliminating viable programs for either sex.*

The addition of football at either the FCS or FBS level will obviously affect these numbers. Our analysis is based on the following assumptions:

1. Undergraduate enrollment ratios will remain relatively the same, and the addition of football would have a negligible effect on the female/male ratio of the student body.
2. The estimate for the addition of football is based on the average participation numbers for Division I football as reported in the 2013-14 NCAA Sports Sponsorship and Participation Rates Report. The average squad size for FCS (102.8) and FBS (1119.8) are rounded to the nearest whole number.
3. Roster sizes for all other sports would remain relatively the same.

The addition of **FCS** football, using the average roster size noted above, without any other sport additions or deletions, would result in a change in participation ratio to 57.7% men and 42.3% women, a disparity of nearly 9% from undergraduate enrollment.

Should WSU add **FBS** football, the average squad size would result in athletics participation ratios at 59% male and 41% female.

| FCS Projections    |                         |       |                         |       | FBS Projections         |       |                         |       |
|--------------------|-------------------------|-------|-------------------------|-------|-------------------------|-------|-------------------------|-------|
|                    | Full-Time Undergraduate |       | Athletics Participation |       | Full-Time Undergraduate |       | Athletics Participation |       |
|                    | Qty                     | %     | Qty                     | %     | Qty                     | %     | Qty                     | %     |
| Male               | 4,311                   | 49.0% | 322                     | 57.7% | 4,328                   | 49.1% | 339                     | 59.0% |
| Female             | 4,482                   | 51.0% | 236                     | 42.3% | 4,482                   | 50.9% | 236                     | 41.0% |
| <b>Total</b>       | <b>8,793</b>            |       | <b>558</b>              |       | <b>8,810</b>            |       | <b>575</b>              |       |
| Average Squad Size |                         |       | 103                     |       | 120                     |       |                         |       |

Should WSU wish to maintain proportionality, the institution would likely need to consider the addition of women's sport(s). The following provides a sampling of women's sports that have been added by other institutions and the average squad size in each of those sports. Of these four sports, rowing clearly has the highest average squad size.

| Women's Sports<br>Average Squad Size |      |
|--------------------------------------|------|
| Soccer                               | 27.2 |
| Swimming & Diving                    | 27.9 |
| Rowing                               | 66.5 |
| Bowling                              | 8.4  |

## B. Financial Aid

Institutions that provide financial aid to students on the basis of their athletics ability (athletics scholarships) are required under Title IX to award "substantially proportionate" dollars to male and female student-athletes. The financial aid measure is based on the unduplicated head count of student-athletes in relation to the student athletic financial aid.

In 2014-15 the WSU unduplicated ratio of participants was 48.3% male, 51.7% female.

| 2014-15 WSU EADA Report |                           |       |                                  |       |
|-------------------------|---------------------------|-------|----------------------------------|-------|
|                         | Unduplicated Participants |       | Athletically Related Student Aid |       |
|                         | Qty                       | %     | Qty                              | %     |
| Male                    | 140                       | 48.3% | \$1,283,648                      | 40.4% |
| Female                  | 150                       | 51.7% | \$1,892,152                      | 59.6% |
| <b>Total</b>            | <b>290</b>                |       | <b>\$ 3,175,800</b>              |       |

Should WSU fund football at the NCAA FCS maximums it would result in a net increase of 63 grant-in-aid equivalencies with a limit of 30 initial counters. At the FBS level, those overall numbers increase to 85 scholarships counters with an initial/annual limit of 25. It is difficult to quantify this into actual dollar amount due to the following variables:

- Future changes including the cost of attendance adjustment now available through the NCAA.
- Level of athletic financial aid support for the new sport as the program grows.

- The varying number of in-state vs. out-of-state student-athletes and the varied cost of attendance numbers for coming years.

The addition of FCS would modify the unduplicated participant projections to 61.8% male and 38.2% female. The addition of FBS results in a ratio of 63.4% male and 36.6%, as shown below.

| Unduplicated Participant Projections |            |       |            |       |
|--------------------------------------|------------|-------|------------|-------|
|                                      | FCS        |       | FBS        |       |
|                                      | Qty        | %     | Qty        | %     |
| Male                                 | 243        | 61.8% | 260        | 63.4% |
| Female                               | 150        | 38.2% | 150        | 36.6% |
| <b>Total</b>                         | <b>393</b> |       | <b>410</b> |       |
| Average Squad Size                   |            | 103   | 120        |       |

The following provides the NCAA maximum allowable financial aid awards by sport.

| Maximum Allowable Athletic Aid |    |
|--------------------------------|----|
| Soccer                         | 14 |
| Swimming & Diving              | 14 |
| Rowing                         | 20 |
| Bowling                        | 5  |

Although not necessarily Title IX issues, below are average costs of these sports for both the FCS or FBS classifications.

| Median Total Expenses by Sport FY14 |              |            |
|-------------------------------------|--------------|------------|
| Sport                               | DI FBS       | DI FCS     |
| Soccer                              | \$ 1,170,000 | \$ 556,000 |
| Swimming                            | \$ 1,022,000 | \$ 446,000 |
| Rowing                              | \$ 1,521,000 | \$ 457,000 |
| Bowling                             | \$ 248,000   | \$ 177,000 |

Source: NCAA Revenue/Expense Division I Report - 2004-2014

| Median Salary & Expenses by Sport FY14 |            |            |
|----------------------------------------|------------|------------|
| Total Coaches                          |            |            |
| Sport                                  | DI FBS     | DI FCS     |
| Soccer                                 | \$ 263,000 | \$ 128,000 |
| Swimming                               | \$ 221,000 | \$ 93,000  |
| Rowing                                 | \$ 247,000 | \$ 163,000 |
| Bowling                                | \$ 58,000  | \$ 29,000  |

Source: NCAA Revenue/Expense Division I Report - 2004-2014

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### **C. Other Benefits**

Institutions must “provide equal athletics opportunities for members of both sexes.” In order to determine whether a school provides equivalent athletics benefits and opportunities, the following areas are reviewed:

- a. Provision and maintenance of equipment and supplies;
- b. Scheduling of games and practice times;
- c. Travel and per diem expenses;
- d. Opportunity to receive tutoring and assignment and compensation of tutors;
- e. Opportunity to receive coaching, and assignment and compensation of coaches;
- f. Provision of locker rooms, practice and competitive facilities;
- g. Provision of medical and training services and facilities;
- h. Provision of housing and dining services and facilities;
- i. Publicity;
- j. Support services; and
- k. Recruiting.

Should WSU add football, we recommend a Title IX/Gender Equity review to provide a current analysis and establish a strategic plan that establishes metrics, goals and timetables.

## VII. Football Planning Considerations

The following provides a summary of estimated timeline, staffing, and pro forma for the addition of football at both the FCS or FBS levels.

### Timeline

Items specific to FCS or FBS are so noted. When items would occur regardless of FCS or FBS affiliation they are provided within both columns of the chart.

|           | FCS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | FBS                                                                                 |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 2015-16   | <ul style="list-style-type: none"> <li>WSU announces a study to explore the reinstatement of football.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                |                                                                                     |
| 2016-2017 | <ul style="list-style-type: none"> <li>Report is finalized providing financial, facility, and regulatory information.</li> <li>Determine FCS/FBS/Conference goals.</li> <li>Funding model determined.</li> <li>Decision made to reinstate football including the needed governance group approvals.</li> <li>Announce the addition of football.</li> <li>Begin facilities renovations/improvements.</li> <li>Hire head coach.</li> <li>Hire coordinators.</li> <li>Recruiting begins.</li> </ul> |                                                                                     |
| 2017-2018 | <ul style="list-style-type: none"> <li>Hire a portion of assistant coaches, director of football operations, and administrative assistant.</li> <li>February: Announce first signing class &amp; complete hiring of coaching staff.</li> <li>Open tryouts for enrolled WSU students.</li> </ul>                                                                                                                                                                                                  |                                                                                     |
|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>June 2018: Submit FBS Application</li> </ul> |
| 2018-2019 | <ul style="list-style-type: none"> <li>Complete hire of assistant coaches.</li> <li>Hire strength &amp; conditioning coach, equipment manager, head football athletic trainer, and additional support staff.</li> <li>February: Announce second signing class.</li> <li>Complete Practice Year</li> </ul>                                                                                                                                                                                        |                                                                                     |
| 2019-2020 | <ul style="list-style-type: none"> <li>Complete hire of support staff.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                     |
|           | <ul style="list-style-type: none"> <li>Complete 1st Year FCS Play</li> <li>Complete the rest of support staff hires.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  | (If transitioning to FBS this season would be an independent FCS schedule)          |
| 2020-2021 | <ul style="list-style-type: none"> <li>Complete 2nd Year FCS Play</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                     | Complete 1st Year of FBS (If decision is made to move to FBS)                       |

## **Staffing**

|                       | <b>FCS</b>                                                                                                                                                                                                                                                                                                                                                           | <b>FBS</b>                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coaching Staff</b> | <ul style="list-style-type: none"><li>• Head Coach</li><li>• Nine Assistant Coaches as determined by the institution</li></ul>                                                                                                                                                                                                                                       | <ul style="list-style-type: none"><li>• Head Coach</li><li>• Nine Assistant Coaches</li><li>• Up to 4 Graduate Assistants<br/>(Although the numbers are similar to FCS, the salary differences are substantial)</li></ul>                                                                                                                                                                                               |
| <b>Support Staff</b>  | <ul style="list-style-type: none"><li>• Director of Football Operations</li><li>• Administrative Assistant</li><li>• Strength and Conditioning Coach</li><li>• Athletic Trainer</li><li>• Doctor</li><li>• Media Relations staffer</li><li>• Equipment Manager</li><li>• Video Coordinator</li><li>• Academic Advisor/Support</li><li>• Compliance Officer</li></ul> | <ul style="list-style-type: none"><li>• Director of Football Operations</li><li>• Administrative Assistants (1 or 2)</li><li>• Strength and Conditioning Coach</li><li>• Athletic Trainer (1 or 2)</li><li>• Doctor</li><li>• Media Relations staffer</li><li>• Equipment Manager</li><li>• Video Coordinator</li><li>• Academic Advisor/Support (1 or 2)</li><li>• Compliance Officer</li><li>• Ticket Sales</li></ul> |

## **Pro Forma**

The following considerations form the foundation of the development of each respective pro forma. In addition specific information is provided relative to FCS or FBS competition.

- **Scheduling:** Sample first year schedules are provided within the Case Study examples. Scheduling would be greatly impacted by conference affiliation. For pro forma purposes, we assume 8 conference games (4 home and 4 away) and 3 non-conference games (2 road and 1 home) in FCS; 8 conference games (4 home and 4 away) and 4 non-conference games (2 road and 2 home) in FBS.
- **Generated Revenue:** Football generated revenue is noted within each respective pro forma. This includes:
  - Fundraising
  - Ticket Sales
  - Game guarantees
  - Conference and NCAA Distributions
  - Broadcast rights
  - Royalties, Advertising, & Sponsorships
  - Endowment and investments
  - Third party revenue
  - Camp income
  - Other external revenue areas
- **Financial Aid:** As noted, the NCAA limits on the number of counters are reflected in the pro formas. Aid was based on \$31,016 (FY17 rate for full cost of attendance) for an out-of-state student athlete with a projected 5% annual increase in cost. Summer aid is based on 75% of the total number of that year's counters with a projected 5% annual increase in cost. The value of summer schools was \$6,500 for FY17.

- Debt Service: The pro forma does not include any facilities debt service.
- Additional Women's Sports: The pro forma does not show expenses related to the addition of women's sports. The cost of any new women's sports will vary greatly depending on the sport considered, financial aid maximums, coaching staff compensation, conference affiliation, distance from other institutions offering the sport, availability of existing facilities, etc.

### **FCS Pro Forma**

The following assumptions are made in the development of the FCS Pro Forma.

| Category           | Methodology                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revenue            | Generated revenue comparable to the FCS Median from FY15 as a starting point with a projected 3% annual increase for calculations in 2019-20 and 2020-2021.                                                                                                                                                                                                                                                                       |
| Financial Aid      | <ul style="list-style-type: none"> <li>• Assumed 30 scholarships for 2018-19, 60 for 2019-20, and 63 for 2020-2021.</li> </ul>                                                                                                                                                                                                                                                                                                    |
| Coaching Salaries  | Head and assistant coach salaries utilized are 20% above the FCS Median of Salaries & Benefits, with a 3% increase for cost of living annually. <ul style="list-style-type: none"> <li>• Head Coach hired early 2017 (Assumed 50% salary for that year)</li> <li>• Assumed 2 coordinators hired in 2017 (Assumed 25% salary for that year), half of remainder of coaching staff in 2018-19, and full staff in 2019-20.</li> </ul> |
| Support Salaries   | <ul style="list-style-type: none"> <li>• Salaries based on comparable salaries of existing WSU positions with 3% annual increase.</li> <li>• Benefits based on 33% of salary for full-time positions.</li> </ul>                                                                                                                                                                                                                  |
| Operating Expenses | <ul style="list-style-type: none"> <li>• Costs utilized are comparable to UNC Charlotte FCS plan.</li> <li>• Annual expenses increase by 5%.</li> <li>• Conference membership cost based on an estimated one-time fee of \$500K paid over two years. Fee is noted in 2019-20 and 2020-21.</li> </ul>                                                                                                                              |

| FCS Football Pro Forma                          |                   |                   |                     |                     |                     |
|-------------------------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|
| Football Revenue                                | 2016-17           | 2017-18           | 2018-19             | 2019-20             | 2020-21             |
|                                                 | Announce FB       | Prep Year         | Practice Year       | 1st Year FCS Play   | 2nd Year FCS Play   |
| Generated Revenue                               | \$ -              | \$ -              | \$ -                | \$ 1,239,272        | \$ 1,276,450        |
| <b>Football Expenses</b>                        |                   |                   |                     |                     |                     |
| Athletic Financial Aid (Academic Year + Summer) | \$ -              | \$ -              | \$ 1,187,095        | \$ 2,323,596        | \$ 2,748,421        |
| Coaches (Salaries & Benfits)                    | \$ 213,500        | \$ 756,020        | \$ 963,297          | \$ 992,196          | \$ 1,021,962        |
| Administrative Support (Salaries & Benefits)    | \$ -              | \$ 126,350        | \$ 502,541          | \$ 570,817          | \$ 587,941          |
| Conference Membership                           | \$ -              | \$ -              | \$ -                | \$ 250,000          | \$ 250,000          |
| Recruiting                                      | \$ 25,000         | \$ 50,000         | \$ 125,000          | \$ 128,750          | \$ 132,613          |
| Regular Season Travel                           | \$ -              | \$ -              | \$ -                | \$ 350,000          | \$ 360,500          |
| Game Guarantees                                 | \$ -              | \$ -              | \$ -                | \$ 85,000           | \$ 150,000          |
| Game Management                                 | \$ -              | \$ -              | \$ -                | \$ 420,000          | \$ 441,000          |
| Operating                                       | \$ -              | \$ 22,800         | \$ 241,350          | \$ 513,338          | \$ 539,004          |
| Athletic Equipment                              | \$ -              | \$ -              | \$ 200,000          | \$ 157,500          | \$ 165,375          |
| Facility/Miscellaneous Cost                     | \$ -              | \$ -              | \$ 100,000          | \$ 105,000          | \$ 110,250          |
| <b>Total Football Expenses</b>                  | <b>\$ 238,500</b> | <b>\$ 955,170</b> | <b>\$ 3,319,283</b> | <b>\$ 5,896,197</b> | <b>\$ 6,507,066</b> |

### **FBS Pro Forma**

The FBS Pro Forma is extended for one additional year to include the first year of FBS play, assuming acceptance to an FBS conference and approval by the NCAA to begin with the 2020-21 season. In our opinion this is the earliest possible start of play at the FBS level.

The following assumptions are made in the development of the FBS Pro Forma.

| Category           | Methodology                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revenue            | Generated revenue comparable to the FCS Median from FY15 as a starting point with a projected 3% annual increase for calculations in 2019-20. The first year of FBS play increased to \$2.5M. The median revenue for the FBS Group of Five was just over \$4M in FY15. We do believe this revenue is feasible at the FBS level, but do not believe it will be attained in the first year of FBS play.                                                                                                                                                                                                                                |
| Financial Aid      | <ul style="list-style-type: none"><li>Assumed 30 scholarships for 2018-19, 60 for 2019-20, and 85 for 2020-2021.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Coaching Salaries  | Head and assistant coach salaries are based on FBS Group of Five median numbers sourced from the USA Today research. Used a 33% calculation for benefits and annual increase of 3% for cost of living. <ul style="list-style-type: none"><li>Head Coach hired early 2017 (Assumed 50% salary for that year)</li><li>Assumed 2 coordinators hired in 2017 (Assumed 25% salary for that year with approximately \$400,000 for those two positions plus benefits), half of remainder of coaching staff in 2018-19, and full staff in 2019-20.</li><li>Assumed 4 graduate assistants at a comparable rate to current WSU GA's.</li></ul> |
| Support Salaries   | <ul style="list-style-type: none"><li>Salaries based on comparable salaries of existing WSU positions with 3% annual increase. Select positions paid at a higher rate to remain competitive within FBS football.</li><li>Benefits based on 33% of salary for full-time positions.</li></ul>                                                                                                                                                                                                                                                                                                                                          |
| Operating Expenses | <ul style="list-style-type: none"><li>Costs utilized again compared to UNC Charlotte costs.</li><li>Expenditures utilized compared to institutions within the FBS Group of Five.</li><li>Annual expense increase of 5%.</li><li>Conference membership cost based on an estimated one-time fee of \$2.5M paid over three years. Fee noted in 2020-21 is 1/3 of this fee.</li></ul>                                                                                                                                                                                                                                                    |

| FBS Football Pro Forma                          |                   |                     |                     |                     |                      |
|-------------------------------------------------|-------------------|---------------------|---------------------|---------------------|----------------------|
| Revenue                                         | 2016-17           | 2017-18             | 2018-19             | 2019-20             | 2020-21              |
|                                                 | Announce FB       | Prep Year           | Practice Year       | 1st Year FCS Play   | 1st Year FBS Play    |
| Generated Revenue                               |                   |                     |                     | \$ 1,239,272        | \$ 2,500,000         |
| <b>Football Expenses</b>                        |                   |                     |                     |                     |                      |
| Athletic Financial Aid (Academic Year + Summer) | \$ -              | \$ -                | \$ 1,187,095        | \$ 2,492,899        | \$ 3,708,187         |
| Coaches (Salaries & Benfits)                    | \$ 535,451        | \$ 1,832,242        | \$ 2,384,258        | \$ 2,456,349        | \$ 2,530,631         |
| Administrative Support (Salaries & Benefits)    | \$ -              | \$ 139,650          | \$ 562,790          | \$ 819,073          | \$ 843,645           |
| Conference Membership /Application Fees         | \$ -              | \$ -                | \$ 5,000            | \$ -                | \$ 833,333           |
| Recruiting                                      | \$ 50,000         | \$ 100,000          | \$ 200,000          | \$ 210,000          | \$ 275,000           |
| Regular Season Travel                           | \$ -              | \$ -                | \$ -                | \$ 350,000          | \$ 775,000           |
| Game Guarantees                                 | \$ -              | \$ -                | \$ -                | \$ 85,000           | \$ 300,000           |
| Game Management                                 | \$ -              | \$ -                | \$ -                | \$ 420,000          | \$ 441,000           |
| Operating                                       | \$ -              | \$ 22,800           | \$ 241,350          | \$ 513,338          | \$ 539,004           |
| Athletic Equipment                              | \$ -              | \$ -                | \$ 200,000          | \$ 157,500          | \$ 230,000           |
| Facility/Miscellaneous Cost                     | \$ -              | \$ -                | \$ 100,000          | \$ 105,000          | \$ 110,250           |
| <b>Total</b>                                    | <b>\$ 585,451</b> | <b>\$ 2,094,692</b> | <b>\$ 4,880,493</b> | <b>\$ 7,609,159</b> | <b>\$ 10,586,052</b> |

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## Resource Information

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The following documents were used as resource in the compilation of this report.

*2016 National and Sport-Group APR Averages and Trends*. (2016, April). Retrieved from NCAA:  
[http://www.ncaa.org/sites/default/files/2016APR\\_public-release\\_20160420.PDF](http://www.ncaa.org/sites/default/files/2016APR_public-release_20160420.PDF)

Berkowitz, S., Upton, J., Schnaars, C., Dougherty, S., Neuharth-Keusch, A. J., Klein, S., . . . Zwart, D. (2016). *2015 NCAAF Coaches Salaries*. Retrieved from USA Today:  
<http://sports.usatoday.com/ncaa/salaries/>

Daniel L. Fulks, P. C. (2015, September). *NCAA® Revenues / Expenses Division I Report 2004 – 2014*. Retrieved from  
<http://www.ncaa.org/sites/default/files/2015%20Division%20I%20RE%20report.pdf>

Irick, E. (2014, October). *NCAA Sports Participation and Rates Report - 1981-82 to 2013-14*. Retrieved from NCAA Publications: <http://www.ncaapublications.com/productdownloads/PR1314.pdf>

Judge, J., & O'Brien, T. (n.d.). *Equity and Title IX in Intercollegiate Athletics: A Practical Guide for Colleges and Universities - 2012*. Retrieved from NCAA Publications:  
<http://www.ncaapublications.com/productdownloads/EQTI12.pdf>

NCAA Academic and Membership Affairs Staff. (2016, April). *2015-16 NCAA Division I Manual (April)*. Retrieved from NCAA Publications:  
<http://www.ncaapublications.com/DownloadPublication.aspx?download=D116APR.pdf>

Staff, NCAA Research. (2015, October). *Trends in Graduation Success Rates and Federal Graduation Rates at NCAA Division I Institutions*. Retrieved from NCAA.org:  
[http://web1.ncaa.org/app\\_data/GSR/nabius15/GSR\\_Fed\\_Trends.pdf](http://web1.ncaa.org/app_data/GSR/nabius15/GSR_Fed_Trends.pdf)

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## Exhibit A: Case Studies

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As discussed, CSS examined recent football startup efforts at specific FCS and FBS institutions. Those included the University of North Carolina at Charlotte, University of Texas at San Antonio, Georgia State University, Kennesaw State University, East Tennessee State University, and Winthrop University. Web research was conducted to compile each case study including information from each athletic and institution website, and articles from the media. Each case study includes a timeline, competitive record and first years schedule, staffing, facilities, Title IX considerations, and funding.

### **Kennesaw State University Kennesaw, GA**

The following case study for Kennesaw State University was compiled from independent research.

Kennesaw State University (KSU) is a member of NCAA Division I and plays football at the FCS level. The institution's primary athletic affiliation is within the Atlantic Sun Conference. For football, KSU is an affiliate member of the Big South Conference and began conference play in its first year of football competition (2015).

#### **Program History and Timeline**

- 2009: KSU announces a task force to explore the addition of football headed by legendary coach Vince Dooley.
- 2010:
  - May: Ribbon cutting for stadium that eventually becomes the home stadium for football.
  - September: Task force recommends to move forward and start a football committee.
  - November: Students approve a \$100/semester fee increase for the addition of football.
- 2012: KSU Student Fee Committee votes in favor of \$100 fee increase to support football and other women's sports related to Title IX requirements.
- 2013:
  - January: Decision for KSU to start football in 2015 is deferred by the Georgia Board of Regents.
  - February:
    - Georgia Board of Regents approves request to start football.
    - Announced the Addition of Football
    - Announced multi-year naming rights agreement with Fifth Third bank for KSU Stadium.
    - Began renovation for the addition of football offices.
  - March: Hired first head coach.
  - April-May: Hired six assistant coaches and director of Football Operations, and recruiting begins.
  - September: Announces affiliate membership with the Big South Conference for Football.
- 2014
  - February:
    - Announced first signing class of 29 student-athletes.
    - Completed hiring of coaching staff.

- o March: Open tryout for enrolled KSU students.
- o April: Hired strength & conditioning coach for football.
- o May: Hired equipment manager and head football athletic trainer.
- 2015:
  - o January: Announced broadcasting team.
  - o February: Announced second signing class.
  - o August: Began first season of play.

### **Record and Schedule**

| Year | Conference | Overall | Average Attendance |
|------|------------|---------|--------------------|
| 2015 | 2-4        | 6-5     | 8,820              |

| First Year Football Schedule |           |
|------------------------------|-----------|
| Opponent                     | Home/Away |
| East Tennessee State         | Away      |
| Edward Waters                | Home      |
| Shorter                      | Home      |
| Dayton                       | Away      |
| Point                        | Home      |
| Gardner-Webb                 | Home      |
| Liberty                      | Away      |
| Monmouth                     | Home      |
| Charleston Southern          | Home      |
| Coastal Carolina             | Away      |
| Presbyterian                 | Away      |

### **Staffing**

The current (2016) coaches for football include:

- Head Coach
- 10 Assistant Coaches

In addition to the coaching staff, the following support staff were added:

- Sports Medicine: 1 Director of Sports Medicine-Head Football Athletic Trainer
- Strength & Conditioning: 1 Football Strength Coaches
- Video: 1 Video Coordinator
- Equipment: 1 Football Equipment Manager
- Operations: 1 Director of Football Operations
- Administrative Support – 1 Administrative Associate

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## **Facilities**

KSU plays in Fifth Third Bank Stadium located on the KSU campus. The facility originally opened in 2010 as the home for the Atlanta Beat women's professional soccer league (now defunct), KSU women's lacrosse and women's soccer. The facility is now also home to football and the Atlanta Blaze a major league lacrosse team. The stadium has a capacity of 8,300 and includes 12 luxury suites and 12 outdoor suite decks. This multipurpose facility has hosted national events including the ACC Men's lacrosse championship in 2016, and 2011 NCAA Women's Soccer College Cup.



Football coaches' offices were completed in 2013. The 29,500-square-foot space provides the football program with 16 offices, up to 10 meeting rooms and film rooms, a 4,300 square-foot weight room and a 2,560-square foot speed and agility area. It also provide spaces for stadium storage and an equipment area for the entire Kennesaw State Department of Athletics.

## **Title IX Considerations**

Per the initial plan presented to the Board of Regents, KSU planned to increase scholarship funding to the new sport of Lacrosse (Started in 2013), increase financial aid for women's track and cross country to the NCAA maximum, and add additional women's sport in FY2018.

## **Funding**

Primary funding came from a student fee initiative. The fee a \$100 increase in student athletic fee per semester began in the Fall Semester of 2013, increasing the fee from \$152 to \$252. The fee was estimated to generate between \$4.8 and \$5.4 million per year. Also at the time of presentation to the Board of Regents, KSU noted financial commitments including:

- Major sponsor committed to sign MOU at \$5 million over 10 years.
- Eight letters of intent for suite rentals at \$35K each, totaling \$280K in year one.
- Two high probability verbal commitments for suite rentals at \$35K each, totaling \$70K in year one.
- Letter from KSU Foundation promising continuing support at \$200K per year.

KSU presented two funding models to the board of regents. The more aggressive model results in \$3 million in reserve funds over five years.

| Revenue                   | FY14                | FY15                | FY16                | FY17                | FY18                |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Student Fees              | \$ 4,800,000        | \$ 5,100,000        | \$ 5,200,000        | \$ 5,300,000        | \$ 5,400,000        |
| Naming Rights             | \$ 500,000          | \$ 500,000          | \$ 500,000          | \$ 500,000          | \$ 500,000          |
| Other Gifts               | \$ 200,000          | \$ 200,000          | \$ 200,000          | \$ 200,000          | \$ 200,000          |
| Ticket Sales              | \$ -                | \$ 400,000          | \$ 400,000          | \$ 400,000          | \$ 500,000          |
| Other Corporate           | \$ 200,000          | \$ 200,000          | \$ 200,000          | \$ 300,000          | \$ 400,000          |
| Guarantee Games           | \$ -                | \$ -                | \$ 300,000          | \$ 300,000          | \$ 600,000          |
| Game Day Sponsor          | \$ -                | \$ -                | \$ 100,000          | \$ 100,000          | \$ 100,000          |
| Concessions/Apparel Sales | \$ -                | \$ -                | \$ 100,000          | \$ 100,000          | \$ 200,000          |
| Parking/Tailgate          | \$ -                | \$ -                | \$ 100,000          | \$ 100,000          | \$ 100,000          |
| <b>Total</b>              | <b>\$ 5,700,000</b> | <b>\$ 6,400,000</b> | <b>\$ 7,100,000</b> | <b>\$ 7,300,000</b> | <b>\$ 8,000,000</b> |
| Expenses                  |                     |                     |                     |                     |                     |
| Football Ops.             | \$ 2,200,000        | \$ 4,200,000        | \$ 4,500,000        | \$ 4,700,000        | \$ 4,900,000        |
| Admin Support             | \$ 1,200,000        | \$ 1,800,000        | \$ 1,800,000        | \$ 1,800,000        | \$ 1,800,000        |
| Title IX Sports           | \$ 200,000          | \$ 200,000          | \$ 300,000          | \$ 400,000          | \$ 900,000          |
| Start-Up Costs            | \$ 600,000          | \$ -                | \$ -                | \$ -                | \$ -                |
| <b>Total</b>              | <b>\$ 4,200,000</b> | <b>\$ 6,200,000</b> | <b>\$ 6,600,000</b> | <b>\$ 6,900,000</b> | <b>\$ 7,600,000</b> |
| <b>Reserve Funds</b>      | <b>\$ 1,500,000</b> | <b>\$ 200,000</b>   | <b>\$ 500,000</b>   | <b>\$ 400,000</b>   | <b>\$ 400,000</b>   |

An initial hypothetical football budget was developed in 2009 as part of the review process which is accessible using the following link.

[http://www.kennesaw.edu/football/docs/ksu\\_hypothetical\\_football\\_budget.pdf](http://www.kennesaw.edu/football/docs/ksu_hypothetical_football_budget.pdf)

#### **Reference Material**

The following sources of information were used in compiling this case study.

- KSU Football and Title IX Presentation to the Board of Regents Finance and Business Operations Committee (February 13, 2013): [http://www.usg.edu/assets/fiscal\\_affairs/documents/1\\_Regents\\_Com\\_Ftll\\_PP\\_FINAL.pdf](http://www.usg.edu/assets/fiscal_affairs/documents/1_Regents_Com_Ftll_PP_FINAL.pdf)
- KSU Football Exploratory Committee: <http://www.kennesaw.edu/football/index.shtml>
- Football Timeline: [http://www.ksuowls.com/sports/2013/2/13/FB\\_0213132107.aspx](http://www.ksuowls.com/sports/2013/2/13/FB_0213132107.aspx)
- Facilities: [http://www.ksuowls.com/sports/2014/10/29/GEN\\_1029140808.aspx](http://www.ksuowls.com/sports/2014/10/29/GEN_1029140808.aspx)
- Staffing: <http://www.ksuowls.com/staff.aspx>
- Football Attendance: <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
- Football Schedule: <http://www.ksuowls.com/schedule.aspx?schedule=133>

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## East Tennessee State University

### Johnson City, TN

The following case study for East Tennessee State University was compiled from independent research.

East Tennessee State University (ETSU) is a member of NCAA Division I and plays football at the Division I FCS level. In 2003 ETSU dropped its football program and has since added the program back. ETSU announced that football would return in 2013, and began play in 2015. For the 2015 season ETSU competed an independent schedule, and will begin conference play in 2016. Prior to the start of football ETSU was a member of the Atlantic Sun Conference, and joined the Southern Conference July 1, 2014.

#### **Program History and Timeline**

- 2003: ETSU drops football due to budget cuts and revenue shortfall.
- 2013:
  - January: Student senators for to support football, and a \$125 fee per student per semester to fund a new program should one be started.
  - March: Tennessee Board of Regents approved student fee increase.
  - April:
    - ETSU announces start of football and the addition of Phillip Fulmer to facilitate football planning and launch of the new program.
    - Launched Football Kickoff Fund to fundraise money in support of football. Donors asked to match the \$250 annual fee paid by students.
    - Hosts reunion of former football players.
  - June:
    - Hired head coach.
    - ETSU invited to join Southern Conference along with Mercer and Virginia Military Institute.
  - July: Announce hire of Defensive Coordinator and assistant coach.
  - November:
    - Announces new Nike apparel deal which expands to add football.
    - Announces first football game to be played against Kennesaw State.
- 2014:
  - February: Announced first signing class with the commitment of 47 student-athletes.
  - March: Open tryout for enrolled ETSU students.
  - May: Hires Offensive Coordinator.
  - June: ETSU officially becomes member of the Southern Conference.
  - July: Hired one assistant coach.
  - August: Hired strength and conditioning coach.
  - September:
    - Open tryout for walk-ons.
    - Football season tickets go on sale.
    - First official team practice.
  - December: Release 2015 schedule.
- 2015:
  - February:

- Announces second signing class.
- Hired three assistant coaches.
- o March:
  - Hired one assistant coach.
  - Launches stadium campaign. Stadium fundraising committee chairs are NFL head coach Mike Smith and fellow ETSU alumni and country music star Kenny Chesney.
  - Roadrunner Markets and Dunkin' Donuts announce they will contribute \$1 million toward the school's new football stadium.
- o April: Unveiled football uniform.
- o May: General Shale publicly announced its contribution of a half-million bricks to the program's new football stadium.
- o July:
  - Announce expansion of radio contract maintain an AM station and adding a FM affiliate for football and men's basketball.
  - Announced the stadium construction manager and general contractor.
- o September:
  - Buccaneer sports network released broadcast plans.
  - Launch game time App.
  - Play first game against Kennesaw State University.
- o October: Eastman Credit Union donated \$250,000 toward stadium campaign.
- o November: Football stadium groundbreaking for Phase I.

### **Record and Schedule**

| Year | Conference | Overall | Average Attendance |
|------|------------|---------|--------------------|
| 2015 | N/A        | 2-9     | 7,128              |

| First Year Football Schedule |           |
|------------------------------|-----------|
| Opponent                     | Home/Away |
| Kennesaw State               | Home      |
| Maryville College            | Home      |
| Charleston Southern          | Away      |
| Emory & Henry                | Home      |
| St. Francis                  | Home      |
| Mercer                       | Away      |
| Montana State                | Away      |
| Warner                       | Home      |
| Robert Morris                | Away      |
| Gardner-Webb                 | Away      |
| Kentucky Wesleyan            | Home      |

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## **Staffing**

The current (2016) coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 1 Graduate Assistant

In addition to the coaching staff, the following support staff were listed:

- Sports Medicine: 1 Assistant Athletic Trainer
- Strength & Conditioning: 1 Football Strength Coach / 2 Graduate Assistants
- Video: 1 Video Coordinator
- Operations: 1 Director of Football Operations
- Student-Athlete Experience: 1 Associate AD for Student-Athlete Experience

## **Facilities**

For the 2015 and 2016 seasons ETSU will pay football in Kermit Tipton Stadium, a city owned facility completed in 2010 with a 6,600 capacity. In 2017, ETSU will return to a new on-campus stadium. The 10,000+ seat stadium estimated to cost \$26.15 million will feature premium seating including skyboxes, club and mid-field seats. The stadium will include turf. The project is planned for completion in two phases.

Funding for the new facility will include:

- Student fee bond - \$8.2 million
- Corporate marketing bond - \$1.65 million
- Premium seat bond - \$400,000
- Premium seat gifts - \$725,000
- Leadership investment - \$12 million



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### **Title IX Considerations**

An article published by the Johnson City press noted a pro forma with \$600,000 in expenses allocated for gender equity costs with the addition of football. In April 2015 ETSU won a women's triathlon emerging sport grant from USA Triathlon and the USA Triathlon Foundation. From further research ETSU noted a grant award of \$80,000. The ETSU athletic strategic plan indicates this sport will begin as a club sport but does not identify when this would transition to a sport within intercollegiate athletics. The plan also indicates the vetting of six other sports including:

- Bowling
- Sand Volleyball
- Women's Lacrosse
- Rifle
- Field Hockey
- Crew

### **Funding**

Primary funding came from a student fee initiative. The fee of \$125 per student per semester was estimated to generate \$2.5M initially then rise to \$2.8M annually. Total revenue initially projected (and noted by the media) was \$4,471,000 including student athletic fees, NCAA scholarship fee distributions, game guarantees, marketing/promotions contracts, radio contracts, concessions, merchandise and fundraising by the 2018-19 school year. Expense estimates noted by the media totaled \$4.9 million per year to field a football team and budgeted funds for gender equity. The revenue shortfall of approximately \$500,000 was noted based on conservative revenue and liberal expenditure planning. In addition, due to the launch of football, ETSU would have some student fee revenue carry over from early years of the start-up where revenues exceeded expenditures. That balance was noted as \$2,193,352.

| Projected Expenses         | FY19                | For                                                                                        |
|----------------------------|---------------------|--------------------------------------------------------------------------------------------|
| Football                   | \$ 3,567,576        | Salaries, travel, recruiting, operations, scholarships, summer school aid, fifth year aid. |
| Other Administrative Costs | \$ 729,960          | Administrative salaries, insurance, other miscellaneous expenses.                          |
| Gender Equity              | \$ 600,000          |                                                                                            |
| <b>Total</b>               | <b>\$ 4,897,536</b> |                                                                                            |

Source: <http://www.johnsoncitypress.com/Local/2013/03/07/ETSU-football-cost-estimated-at-just-under-5-million-per-year-by-2018-19>

ETSU also referenced gains with external revenue and donors including:

- During the 2013-14 season, gifts to the Buccaneer Athletic Scholarship Association equaled a total of \$217,227. In 2014-15, the total raised by the Excellence Fund (formerly known as BASA) equaled \$459,973. This is an increase of nearly \$243,000.
- In terms of number of contributors to the Excellence Fund, there were 700 people giving to the program in 2013-14. That number has increased to currently 1,400.
- Donor gift of \$50,000 gift to restart the program announced when return of football announced.
- As of August 2015, ETSU ticket sales totaled over \$353,000.

A copy of the head coach's contract terms may be accessed by the following link:

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<https://hkm.com/football/wp-content/uploads/coach-contracts/carltorbush-etsu-employment-contract.pdf>

In August 2015, ETSU released information regarding the campus impact of the football team. ETSU also estimated an enrollment increase of 400 students as a result of the rejuvenation of football including student-athletes and the band.

| Football Impact on Campus | FY15                | Projected FY16      |
|---------------------------|---------------------|---------------------|
| Tuition and Fees          | \$ 1,101,318        | \$ 1,736,400        |
| On-campus housing         | \$ 510,000          | \$ 612,000          |
| On-campus meals           | \$ 330,000          | \$ 400,000          |
| <b>Total</b>              | <b>\$ 1,941,318</b> | <b>\$ 2,748,400</b> |

Source: <http://www.etsubucs.com/football/news/2015-16/11859/return-of-etsu-football-makes-positive-financial-impact/>

### Reference Material

The following sources of information were used in compiling this case study.

- Facilities: <http://www.etsustadium.com/>
- Staffing:
  - o <http://www.etsubucs.com/athletics/staff/>
  - o <http://www.etsubucs.com/football/coaches/>
- Football Attendance: <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
- Football Schedule: <http://www.etsubucs.com/football/schedule/2015-16/>
- Funding:
  - o <http://www.johnsoncitypress.com/Local/2013/03/07/ETSU-football-cost-estimated-at-just-under-5-million-per-year-by-2018-19>
  - o <http://www.etsubucs.com/football/news/2012-13/9557/etsu-kickoff-fund-aims-to-raise-football-dollars/>
  - o <http://www.wcyb.com/news/ETSU-football-return-approved-by-TBR/19517206>
  - o <http://www.wcyb.com/news/ETSU-crunches-numbers-for-football-program/19243838>
  - o <https://hkm.com/football/wp-content/uploads/coach-contracts/carltorbush-etsu-employment-contract.pdf>
- Football News Archives: <http://www.etsubucs.com/football/news/>

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**Georgia State University**  
**Atlanta, GA**

The following case study for Georgia State University (GSU) was prepared using independent research and feedback from the athletic department.

GSU is a member of NCAA Division I FBS and the Sun Belt Conference (SBC). At the time of the announcement to add football in 2008, GSU was a member of the Colonial Athletic Association and football was added at the FCS level. The Panthers played their first two seasons (2010, 2011) as an independent, then played a CAA conference schedule in 2012 prior to moving to the Sun Belt Conference and FBS football in 2013 season.

**Program History and Timeline**

- 2006: GSU completes initial study for the feasibility of adding football.
- 2007:
  - April: GSU hires former NFL coach Dan Reeves as its football consultant. Reeves helped secure more than \$1 million in pledges for a football program.
  - October: Mandatory Student Fee Committee unanimously approved increase in the student athletic fee, and shortly thereafter the Fiscal Advisory Committee to the President endorsed the proposed increase.
- 2008:
  - April:
    - Board of Regents approve fee.
    - President Carl Patton announces the addition of football at the FCS level with plan to begin play in 2010.
  - June: Announce hiring of Bill Curry as first Head Coach.
  - August: First five assistants hired.
  - October: Open tryouts held for GSU students.
  - November: Groundbreaking held for practice facility.
- 2009:
  - January: New President Mark Becker hired.
  - February:
    - New Athletic Director Cheryl Levick hired.
    - From February to September the new Athletic Director hired approximately 10 additional staff.
    - Announce first recruiting class.
  - June: Officially accepted for CAA football to begin play in 2012.
  - July: Temporary practice field for football secured.
  - September:
    - Announce inaugural football schedule.
    - Football begins practice year.
  - December: Season tickets go on sale.
- 2010:
  - February: Second recruiting class signed.
  - September: Played first football game.

- 2011:
  - Announce the Addition of Beach Volleyball.
- 2012:
  - March: Initial report that GSU studying the feasibility of FBS football.
  - April: Accepted invitation to join the Sun Belt Conference in 2013.
  - August: Announced retirement of Head Coach Bill Curry following the 2012 season.
  - November: Announce hiring of Trent Miles as new Head Coach.
- 2013:
  - Spring: Beach Volleyball begins first season.
  - July: GSU officially joins the SBC.
- 2014:
  - May: Cheryl Levick steps down as Athletic Director.
  - August: Charlie Cobb hired as new Athletic Director.
- 2015:
  - December: GSU along with private partner announce winning of bid for the purchase of Turner Field to be redeveloped as a Football Stadium.

### **Record and Schedule**

| Year | Conference | Overall | Average Attendance |
|------|------------|---------|--------------------|
| 2010 | N/A        | 6-5     | 16,750             |
| 2011 | N/A        | 3-8     | 14,286             |
| 2012 | 1-7 (CAA)  | 1-10    | 12,309             |
| 2013 | 0-7 (SBC)  | 0-12    | 15,577             |
| 2014 | 0-8 (SBC)  | 1-11    | 15,006             |
| 2015 | 5-3 (SBC)  | 6-7*    | 10,347             |

\*Bowl eligible and competed in the AutoNation Cure Bowl vs San Jose State.

| First Year Football Schedule |           |
|------------------------------|-----------|
| Opponent                     | Home/Away |
| Shorter                      | Home      |
| Lambuth                      | Home      |
| Jacksonville State           | Home      |
| Campbell                     | Away      |
| Morehead State               | Home      |
| Savannah State               | Home      |
| North Carolina Central       | Home      |
| Old Dominion                 | Away      |
| South Alabama                | Away      |
| Lamar                        | Home      |
| Alabama                      | Away      |

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## **Staffing**

The 2016 coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 4 Graduate assistants (3 staffed and one TBA)

In addition to the coaching staff, the following other support staff were listed for football from department directory and media guide.

- Sports Medicine: Associate AD – Sports Medicine and Nutrition / 1 Assistant Athletic Trainer / 3 Graduate Assistants / 1 intern
- Sports Communications: Assistant AD – Football (and two other sports), Associate AD – Secondary Football
- Academics: 2 Academic Coordinators for football
- Senior Offensive Analyst
- Director of Football Operations
- Head Strength Coach
- Director of Player Personnel
- Equipment Manager
- Video Coordinator
- Administrative Assistant for Football
- Support Graduate Assistant

## **Facilities**

GSU presently plays football in the Georgia Dome in Atlanta, GA. The Georgia Dome is also home to the Atlanta Falcons and host site for many other athletic events including the Chick-Fil-A Bowl, NCAA Men's Basketball Final Four site, among others. The indoor turf facility opened in 1992 and has a capacity of 71,228.



The GSU Practice Complex was completed in 2010. The site includes a 120-yard synthetic turf field. The initial cost was estimated at \$9M included cost of land, and the entire facility, including the second phase. The additional 22,000-square foot facility was completed in 2011 and includes the Panthers'

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locker room, equipment room, athletic training room, theater-style team meeting room, individual position meeting rooms and coaches' offices.

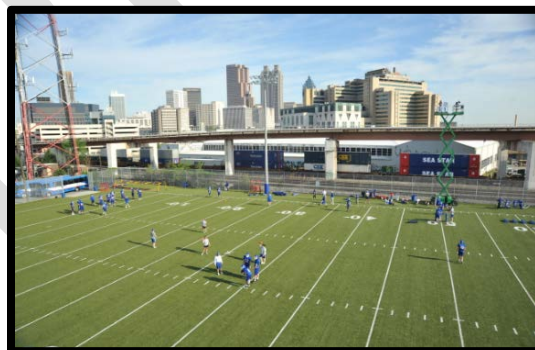
- Team Meeting Room - 1,507sf
- Breakout Meeting Rooms - 180sf each
- Conference Room - 450sf
- Locker Room - 2,544sf
- Equipment Room - 1,570sf
- Training Room - 2,144sf
- Hydro Therapy - 365sf
- Band Storage - 750sf mezzanine, 645 sf lower level

Also GSU recently completed a 7,000 square foot strength and conditioning addition which opened in 2015. The facility cost \$1M including the building and equipment.



A slide show of the present facility may be located using the following link:

[http://www.georgiastatesports.com/PhotoAlbum.dbml?&PALBID=1119453&DB\\_OEM\\_ID=12700](http://www.georgiastatesports.com/PhotoAlbum.dbml?&PALBID=1119453&DB_OEM_ID=12700)



In 2015, GSU and development firms Carter and Oakwood Development were named the winning bidders to purchase Turner Field (The Ted), the home site of the MLB franchise the Atlanta Braves. The Braves will leave Turner Field following the 2016 season for a new location. The plans include converting this venue into a football stadium for the Panthers, and creating a baseball stadium proposed at Turner Field property on the old Fulton County Stadium Site incorporating the Hank Aaron home run wall. In addition the site plan includes building a mix of school facilities, private student housing, market rate

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rental housing, single family homes and neighborhood retail are planned. Football operations will move to Turner Field.

### **Title IX Considerations**

At the initial announcement of adding football, then athletic director Mary McElroy noted Women's lacrosse would likely begin in the fall of 2010. Through the process Georgia State had a change of Athletic Director and President in 2009. Upon hire of these two positions, GSU conducted a comprehensive Title IX review. The plan developed included the addition of Sand Volleyball (now referred to as Beach Volleyball) and Women's Swimming. In addition GSU developed a roster management plan, and reclassified the men's cross country and track and field programs to club status which would take effect in 2013-14.

In the fall of 2011, GSU announced the addition of Beach Volleyball as its 10<sup>th</sup> women's sport. The sport began play in the spring of 2013. Facilities include an on-campus beach volleyball courts completed in 2012. This team has had significant competitive success making the inaugural NCAA Beach Volleyball championship and ranking in the top-10 nationally. The addition of women's swimming is currently tabled for further study on additional sports.



## **Funding**

The initial feasibility study recommended that GSU increase student athletic fees by \$200 (from \$284 to \$484) to generate an estimated \$5.2 Million to support the start of football. The 2016-17 athletic fee for a full-time undergraduate student is \$277/semester.

The following provides a summary of total department revenues and expenditures over the period from 2008 – 2015. This covers the timing from the announcement of football through FCS and FBS play. Information is compiled from the USA Today NCAA Finances database.

| Revenues |              |               |                    |               |              |              |                |
|----------|--------------|---------------|--------------------|---------------|--------------|--------------|----------------|
| Year     | Ticket Sales | Contributions | Rights / Licensing | Student Fees  | School Funds | Other        | Total Revenues |
| 2015     | \$ 840,856   | \$ 738,955    | \$ 2,884,424       | \$ 18,740,838 | \$ 3,531,945 | \$ 2,245,423 | \$ 28,982,441  |
| 2014     | \$ 654,347   | \$ 1,568,645  | \$ 2,450,902       | \$ 17,598,102 | \$ 3,094,615 | \$ 1,726,705 | \$ 27,093,316  |
| 2013     | \$ 512,759   | \$ 1,452,756  | \$ 1,280,504       | \$ 19,243,016 | \$ 3,360,013 | \$ 872,916   | \$ 26,721,964  |
| 2012     | \$ 646,623   | \$ 930,460    | \$ 1,310,500       | \$ 17,873,205 | \$ 3,396,767 | \$ 382,978   | \$ 24,540,533  |
| 2011     | \$ 974,393   | \$ 789,919    | \$ 1,235,390       | \$ 16,543,899 | \$ 2,858,548 | \$ 493,426   | \$ 22,895,575  |
| 2010     | \$ 64,188    | \$ 1,445,158  | \$ 632,874         | \$ 14,635,789 | \$ 2,577,337 | \$ 179,020   | \$ 19,534,366  |
| 2009     | \$ 59,195    | \$ 164,834    | \$ 494,486         | \$ 12,957,218 | \$ 2,121,988 | \$ 249,030   | \$ 16,046,751  |
| 2008     | \$ 75,514    | \$ 1,325,987  | \$ 640,034         | \$ 8,271,710  | \$ 1,831,051 | \$ 113,086   | \$ 12,257,382  |

| Expenses |                 |              |                      |             |                |
|----------|-----------------|--------------|----------------------|-------------|----------------|
| Year     | Coaching/ Staff | Scholarships | Facilities/ Overhead | Other       | Total Expenses |
| 2015     | \$10,150,246    | \$ 7,584,556 | \$1,724,544          | \$8,127,560 | \$ 27,586,906  |
| 2014     | \$ 9,716,887    | \$ 7,100,072 | \$1,544,279          | \$9,127,402 | \$ 27,488,640  |
| 2013     | \$ 9,283,118    | \$ 6,648,734 | \$2,593,882          | \$8,735,381 | \$ 27,261,115  |
| 2012     | \$ 8,498,927    | \$ 6,425,503 | \$2,024,411          | \$8,994,491 | \$ 25,943,332  |
| 2011     | \$ 7,698,785    | \$ 6,039,848 | \$1,193,473          | \$8,203,176 | \$ 23,135,282  |
| 2010     | \$ 6,164,520    | \$ 4,804,942 | \$ 806,928           | \$5,419,440 | \$ 17,195,830  |
| 2009     | \$ 5,038,610    | \$ 3,418,601 | \$ 288,254           | \$4,787,567 | \$ 13,533,032  |
| 2008     | \$ 3,696,210    | \$ 3,025,815 | \$ 145,815           | \$3,926,934 | \$ 10,794,774  |

## **Reference Material**

The following sources of information were used in compiling this case study.

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- Coach:
  - [http://espn.go.com/college-football/story/\\_/id/8271433/bill-curry-georgia-state-panthers-coach-retire-season](http://espn.go.com/college-football/story/_/id/8271433/bill-curry-georgia-state-panthers-coach-retire-season)
  - <http://www.usatoday.com/story/sports/ncaaf/2012/11/30/georgia-state-hires-trent-miles-replaces-bill-curry/1738553/>
  - <http://www.championshipsubdivision.com/forums/viewtopic.php?t=1542>
- Facilities:
  - [http://www.georgiastatesports.com/fls/12700/stats/2015Football/GSUFB\\_MG15.pdf?D\\_B\\_OEM\\_ID=12700](http://www.georgiastatesports.com/fls/12700/stats/2015Football/GSUFB_MG15.pdf?D_B_OEM_ID=12700)

- o <http://news.gsu.edu/2015/12/21/georgia-state-carter-team-named-winning-bidder-for-redevelopment-of-turner-field/>
- o <http://business.blog.myaic.com/2016/02/03/gsu-president-activity-key-to-turner-field-redevelopment/>
- o <http://www.summitathletics.com/sites/gsu/pantherathleticclub/investment-gifts/capital-projects.html>
- o [http://www.georgiastatesports.com/PhotoAlbum.dbml?ATCLID=210329688&SPSID=53624&SPID=5671&DB\\_LANG=C&DB\\_OEM\\_ID=12700&PALBID=1591658](http://www.georgiastatesports.com/PhotoAlbum.dbml?ATCLID=210329688&SPSID=53624&SPID=5671&DB_LANG=C&DB_OEM_ID=12700&PALBID=1591658)
- Football Schedule:
  - o [https://admin.xosn.com/pdf9/2763185.pdf?DB\\_OEM\\_ID=12700&DB\\_OEM\\_ID=12700](https://admin.xosn.com/pdf9/2763185.pdf?DB_OEM_ID=12700&DB_OEM_ID=12700)
  - o [http://www.georgiastatesports.com/SportSelect.dbml?&DB\\_OEM\\_ID=12700&SPID=5671&SPSID=53628](http://www.georgiastatesports.com/SportSelect.dbml?&DB_OEM_ID=12700&SPID=5671&SPSID=53628)
  - o [http://www.georgiastatesports.com/ViewArticle.dbml?DB\\_OEM\\_ID=12700&ATCLID=204786023](http://www.georgiastatesports.com/ViewArticle.dbml?DB_OEM_ID=12700&ATCLID=204786023)
- Football Attendance: <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
- Staffing:
  - o [http://www.georgiastatesports.com/SportSelect.dbml?&DB\\_OEM\\_ID=12700&SPID=5671&SPSID=53626](http://www.georgiastatesports.com/SportSelect.dbml?&DB_OEM_ID=12700&SPID=5671&SPSID=53626)
  - o [http://www.georgiastatesports.com/ViewArticle.dbml?ATCLID=610429&DB\\_OEM\\_ID=12700&DB\\_OEM\\_ID=12700](http://www.georgiastatesports.com/ViewArticle.dbml?ATCLID=610429&DB_OEM_ID=12700&DB_OEM_ID=12700)
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  - o <http://news.gsu.edu/2013/07/01/georgia-state-joins-sun-belt-conference/>
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- FCS and FBS Feasibility:
  - o [http://www.georgiastatesports.com/ViewArticle.dbml?DB\\_OEM\\_ID=12700&ATCLID=695518](http://www.georgiastatesports.com/ViewArticle.dbml?DB_OEM_ID=12700&ATCLID=695518)
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  - o [http://www.georgiastatesports.com/ViewArticle.dbml?DB\\_OEM\\_ID=12700&ATCLID=204966930](http://www.georgiastatesports.com/ViewArticle.dbml?DB_OEM_ID=12700&ATCLID=204966930)
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  - o <http://www.georgiastatesports.com/ViewArticle.dbml?ATCLID=205818219>
- Funding:
  - o <http://sfs.gsu.edu/files/2016/05/FY17-Undergrad.pdf>
  - o <http://sports.usatoday.com/ncaa/finances>

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## University of North Carolina at Charlotte Charlotte, NC

The following case study for the University of North Carolina at Charlotte (Charlotte) was compiled from information provided by Charlotte Athletics as well as our independent research on the initiation of that football program. Our appreciation goes to Athletic Director Judy Rose and her staff for their cooperation and assistance.

Charlotte is a member of NCAA Division I FBS and Conference USA (C-USA). At the time of the announcement to add football in 2008, UNC Charlotte was a member of the Atlantic 10 Conference. The initial plan was to begin play in 2013 at the FCS level. In 2012, this changed when the institution was invited to join C-USA. All other sport began C-USA play in 2013, with football beginning in 2015.

### **Program History and Timeline**

- 2007:
  - Board of trustees authorizes the study of football.
  - Chancellor commissions a committee to review the feasibility of adding football. Committee votes unanimously to recommend the addition of the sport.
- 2008:
  - September: Chancellor formally recommends the addition of football to the Board of Trustees.
  - November: Board of Trustees approve chancellor's recommendation without opposition.
- 2009:
  - February: Announce football fundraising capital campaign team.
  - September: "It's a Rush" capital fundraising campaign kicks off.
  - December:
    - Stadium concepts presented.
    - Board of Trustees approves funding plan.
- 2010:
  - February: Board of Governor's approve funding plan.
  - June/July: North Carolina state legislature approves non-appropriated capital project bill.
- 2011:
  - March: Hire head coach.
  - April:
    - Stadium groundbreaking takes place.
    - First walk-on tryouts held.
  - November: Announce naming of McColl-Richardson Field.
- 2012:
  - February: Announce first recruiting class (27).
  - May: Announce decision to join C-USA.
  - August: Judy Rose Football Center named.
  - October: Stadium completed.

- 2013
  - o February: Announced second recruiting class (20).
  - o June:
    - Announce the naming of stadium “Jerry Richardson Stadium.” The owner of the Carolina Panthers contributed \$10M toward the construction of the stadium. Also announced his funding of the first endowed scholarship for football.
    - Unveiling of the uniform design.
  - o July: In partnership with IMG College, announced home television broadcasts with WCCB Charlotte (CW Affiliate).
  - o August:
    - Began first season of football, as an independent FCS school.
    - Began to play all other sports in C-USA.
- 2015:
  - o August: Began FBS play in C-USA.
  - o November: Announce the addition of women’s golf and the hire of first head coach.

### **Record and Schedule**

| Year | Conference | Overall | Average Attendance |
|------|------------|---------|--------------------|
| 2013 | N/A        | 5-6     | 15,541             |
| 2014 | N/A        | 5-6     | 13,272             |
| 2015 | 0-8        | 2-10    | 14,618             |

| First Year Football Schedule |           |
|------------------------------|-----------|
| Opponent                     | Home/Away |
| Campbell                     | Home      |
| Chowan                       | Home      |
| North Carolina Central       | Home      |
| James Madison                | Away      |
| Presbyterian                 | Away      |
| Gardner-Webb                 | Home      |
| UNC Pembroke                 | Home      |
| Charleston Southern          | Away      |
| Coastal Carolina             | Away      |
| Wesley College               | Home      |
| Morehead State               | Away      |

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## **Staffing**

The current (2016) coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 4 Graduate assistants

In addition to the coaching staff, the following support staff were added:

- Sports Medicine: 2 FT Athletic Trainers / 3 Graduate Assistants
- Strength & Conditioning: 2 FT Football Strength Coaches / 1 Graduate Assistant
- Sports Information: 1 FT Sports Information Director
- Academics: 2 - FT Football Academic Counselors
- Video: 1 FT Head Video Coordinator / 1 FT Assistant Video Coordinator / 1 Graduate Assistant
- Equipment: 1 FT Football Equipment Manager / 1 Graduate Assistant
- Operations: 1 FT Assistant AD Football Operations / 1 FT Director of Football Operations
- Administrative Support – 1 FT Administrative Assistant
- Foundation: 1 FT Assistant Foundation Director
- Facilities: 1 FT Director of Facilities
- IT: 1 FT IT Specialist

## **Facilities**

UNC Charlotte began play in 2013 at the new Jerry Richardson Stadium. The \$27M stadium has a capacity of 15,300 with expansion capability to 40,000. The 46,150 square foot Judy Rose Football Center is also on site and was built for an additional \$13M. Total new facility costs were approximately \$45M, which included the moving of intramural fields, and the purchase of furniture and fixtures. The practice field is a 145,000 square area with two full fields. Other features include:

- Coaches Offices (8)
- Administrative Offices (7)
- Meeting Rooms (3)
- Training Suite: 4,210 sf
- Strength Training Suite: 7,075 sf
- Academic Center: 3,400 sf
- Tiered Classroom: 2,757 sf
- Hospitality Deck: 6,950 sf
- Locker rooms: 7,000 sf
- Players' Lounge: 728 sf
- Press Box: 6,636 sf includes Media Box, Coaches Booths, Broadcast Booths, PA/Scoreboard, Security & Replay Booths, University Box, and Visiting Box.
- Concourse Buildings: 27,375 sf including Concessions, Merchandise, Restrooms, Commissary, and Ticket Booth.
- McColl-Richardson Field: 98,000 sf synthetic surface
- Practice Fields: 145,000 sf bermuda sod turf



### **Title IX Considerations**

The initial plan presented to the board of trustees in 2008 noted a phased plan for addition of women's sports including women's lacrosse in 2016, field hockey in 2019, and a third sport in 2023. The plan has since changed to add added women's golf in 2017; potentially swimming in 2020, and a sport to be determined in 2023. UNC Charlotte announced the addition of women's golf in November, 2015 and the hire of Head Coach Holly Clark at that time. They will begin competition in the spring of 2017.

### **Funding**

The initial funding plan included funding FCS football at a competitive level with the very first season of play in 2013. The following provides the final funding plan intended for play in FCS football. Total revenue projections were phased in over the first four years, with a projection of \$7M in FY15.

A significant amount of funding came from student fee revenue. The initial student fee plan adopted by the board of trustees was phased in at \$25 per semester for the 2010-2011 academic year, \$50 per semester for 2011-12 and 2012-13, and \$100 per semester in the first year of competition (2013-2014). The student fee in actuality was delayed by one year and started in 2011-2012 with the step increases ended in 2014-15.

The following is a summary revenue and expense budget provided by the athletic department for the first four years.

| Revenue                     | FY12                | FY13                | FY14                | FY15                |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| Student Fee Revenue         | \$ 1,275,000        | \$ 2,550,000        | \$ 3,825,000        | \$ 5,100,000        |
| Ticket Revenue              | \$ -                | \$ -                | \$ 750,000          | \$ 787,500          |
| Game Guarantees             | \$ -                | \$ -                | \$ -                | \$ 32,500           |
| Corporate / Donor Support   | \$ -                | \$ 1,000,000        | \$ 1,050,000        | \$ 1,102,500        |
| <b>Total</b>                | <b>\$ 1,275,000</b> | <b>\$ 3,550,000</b> | <b>\$ 5,625,000</b> | <b>\$ 7,022,500</b> |
| Expenses                    |                     |                     |                     |                     |
| Scholarships/5th Yr Aid     | \$ -                | \$ 543,718          | \$ 1,065,465        | \$ 1,592,593        |
| Coaches-Salaries & Benefits | \$ 572,098          | \$ 926,612          | \$ 949,777          | \$ 973,522          |
| Admin-Salaries & Benefits   | \$ 92,570           | \$ 890,400          | \$ 1,097,148        | \$ 1,124,577        |
| Maintenance & Operations    | \$ 72,800           | \$ 1,419,503        | \$ 2,205,200        | \$ 2,316,446        |
| Travel-Recuriting & Admin   | \$ 50,000           | \$ 141,000          | \$ 148,050          | \$ 155,453          |
| Travel-Team                 | \$ -                | \$ -                | \$ 336,000          | \$ 352,800          |
| <b>Total</b>                | <b>\$ 787,468</b>   | <b>\$ 3,921,233</b> | <b>\$ 5,801,640</b> | <b>\$ 6,515,390</b> |
| <b>Reserve Funds</b>        | <b>\$ 487,532</b>   | <b>\$ (371,233)</b> | <b>\$ (176,640)</b> | <b>\$ 507,110</b>   |

Following the C-USA invitation, Charlotte began FBS play in 2015. The change to FBS did not result in an additional student fee request. Generated revenue including conference distribution, guarantees, ticket sales, and donations were used to cover the additional costs. The largest increase in costs was football coaching salaries, which nearly doubled, and financial aid due to the increase of scholarships to 85, the maximum number allowed in FBS football. The following provides a summary revenue and expense projection for 2015-16, the first year of FBS play.

| UNC Charlotte                                    |                     |
|--------------------------------------------------|---------------------|
| 2015-16 Revenue and Expense Football Projections |                     |
| <b>Revenue</b>                                   |                     |
| Athletic Fee                                     | \$ 3,788,946        |
| Unrestricted Private Gifts                       | \$ 1,750,000        |
| Conference/NCAA Distribution                     | \$ 1,000,000        |
| Gate Receipts (minus taxes)                      | \$ 959,962          |
| Athletic Guarantees                              | \$ 900,000          |
| Sponsorships                                     | \$ 250,000          |
| Parking Revenue                                  | \$ 100,000          |
| <b>Total Revenue</b>                             | <b>\$ 8,748,908</b> |
| <b>Expenses</b>                                  |                     |
| Personnel Salary and Benefits                    | \$ 2,333,657        |
| Team Travel                                      | \$ 925,000          |
| Football Fieldhouse Operations                   | \$ 677,000          |
| Game Day Stadium Operations                      | \$ 550,000          |
| Recruiting/Visit Travel                          | \$ 275,000          |
| Guarantees                                       | \$ 250,000          |
| Player Supplies and Equipment                    | \$ 225,000          |
| Officials                                        | \$ 130,000          |
| Preseason Housing/Meals                          | \$ 125,000          |
| Video Ops/Equipment                              | \$ 90,000           |
| Food Products (Supplemental)                     | \$ 56,000           |
| Pregame Meals                                    | \$ 50,000           |
| Administrative Travel                            | \$ 35,000           |
| Printing/Binding                                 | \$ 34,000           |
| Communications (Mail/Land Lines)                 | \$ 26,750           |
| Office Supplies                                  | \$ 12,000           |
| Communications (Cell)                            | \$ 10,800           |
| Motor Vehicle Supplies                           | \$ 8,400            |
| Subscriptions                                    | \$ 2,500            |
| Membership Dues                                  | \$ 2,500            |
| Scholarships                                     | \$ 2,930,301        |
| <b>Total Expenses</b>                            | <b>\$ 8,748,908</b> |

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## **Reference Material**

In addition to information provided by the athletic department, the following sources of information were used in compiling this case study.

- Inside UNC Charlotte – September 2013 – Football Timeline:  
[https://www.youtube.com/watch?v=T\\_bweEs4AUk](https://www.youtube.com/watch?v=T_bweEs4AUk)
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[http://www.charlotte49ers.com/ViewArticle.dbml?&DB\\_OEM\\_ID=23200&ATCLID=205425793](http://www.charlotte49ers.com/ViewArticle.dbml?&DB_OEM_ID=23200&ATCLID=205425793)
- Football Schedule:  
[http://www.charlotte49ers.com/SportSelect.dbml?&DB\\_OEM\\_ID=23200&SPID=72735&SPSID=618647](http://www.charlotte49ers.com/SportSelect.dbml?&DB_OEM_ID=23200&SPID=72735&SPSID=618647)
- Football Attendance: <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
- C-USA Announcement: <http://www.charlotte49ers.com/ViewArticle.dbml?ATCLID=205423610>
- Statement of Chancellor Concerning Initiation of Football:  
<http://chancellor.uncc.edu/sites/chancellor.uncc.edu/files/media/files/football/Final%20Football%20Statement.pdf>
- Football Coaching Staff:  
[http://www.charlotte49ers.com/SportSelect.dbml?&DB\\_OEM\\_ID=23200&SPID=72735&SPSID=623847](http://www.charlotte49ers.com/SportSelect.dbml?&DB_OEM_ID=23200&SPID=72735&SPSID=623847)
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## University of Texas at San Antonio

### San Antonio, TX

The following case study for the University of Texas at San Antonio (UTSA) was compiled from information provided by UTSA Athletics as well as our independent research on the initiation of that football program. Our appreciation goes to Athletic Director Lynn Hickey and her staff for their cooperation and assistance.

UTSA is a member of NCAA Division I FBS and Conference USA (C-USA). The plan approved by the Board of Regents called for the addition of football at the FCS level with the intent to advance football to the FBS level.) UTSA signed its first football recruiting class in February 2010 and redshirted the entire class. The first signing class plus walk-ons practiced only during the 2010-2011 school year. In February 2011, UTSA signed its second recruiting class and began play as an FCS independent in 2011. UTSA played in the Southland Conference, with football playing an independent FCS schedule. UTSA joined the Western Athletic Conference (WAC) in 2012. The WAC, however was significantly impacted by national conference realignment and UTSA subsequently joined C-USA in 2013.

#### **Program History and Timeline**

- 2006: Completed Football Feasibility Study
- 2007:
  - o April: University acquires a 125-acre site.
  - o September: Student Fee increase passes doubling the fee from \$10 to \$20/credit hour up to a 12 hour maximum over a 7 year period.
- 2008:
  - o March: Board of Regents approves fee increase.
  - o September: Athletics initiates development of business plan for football.
  - o December: Texas Board of Regents approves UTSA's Athletic Initiative Business Plan, which grants the university permission to add football.
- 2009:
  - o March: Announce Larry Coker as first football coach.
  - o August: First walk-on tryouts held.
  - o October: Hire Director of Football Operations.
  - o December: Begin accepting deposits for football season tickets.
- 2010:
  - o January:
    - UTSA received first million dollar gift for football. Institution renames the Student Athletics Learning Center the James and Catherine Bodenstedt Athletic Learning Center.
    - Hire offensive coordinator and another assistant coach.
  - o February: UTSA signs first recruiting class (25) and redshirted the entire class.
  - o March:
    - Announces 2011 football schedule.
    - Hire defensive coordinator.
    - Walk-on tryouts held again.

- o April: Hire equipment manager.
- o October – January (2011): Hire 3 more assistant coaches.
- o November: UTSA accepts invitation to join WAC.
- 2011:
  - o February: Signs second recruiting class.
  - o September: Play first game at Alamo Dome and play an independent FCS football schedule. UTSA set NCAA start-up records for inaugural game (56,743) and average season (35,521) attendance in 2011 at the Alamodome.
- 2012:
  - o April 2012:
    - UTSA Announces it will join C-USA beginning July 2013.
    - Groundbreaking for Park West Athletic Complex.
  - o July: Officially joins WAC.
- 2013
  - o July: Officially joins C-USA.

### **Record and Schedule**

| Year | Conference | Overall | Average Attendance |
|------|------------|---------|--------------------|
| 2011 | N/A        | 4-6     | 35,521             |
| 2012 | 3-3        | 8-4     | 29,226             |
| 2013 | 6-2        | 7-5     | 29,214             |
| 2014 | 3-5        | 4-8     | 27,576             |
| 2015 | 3-5        | 3-9     | 23,008             |

| First Year Football Schedule |           |
|------------------------------|-----------|
| Opponent                     | Home/Away |
| Northeastern State           | Home      |
| McMurry                      | Home      |
| Southern Utah                | Away      |
| Bacone                       | Home      |
| Sam Houston State            | Away      |
| South Alabama                | Home      |
| UC Davis                     | Away      |
| Georgia State                | Home      |
| McNeese State                | Away      |
| Minot State                  | Home      |

### **D. Staffing**

The current (2016) coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 1 Graduate Assistant

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In addition to the coaching staff, the following support staff were planned with the initial pro forma.

- Director of Football Operations
- Sports Information: Assistant Sports Information Director / 1 – Intern
- Strength & Conditioning: 2 Football Strength Coaches
- Video: 1 - Video Coordinator
- Academic: 1 - Academic Advisor
- Ticketing/Sales: 1 - Director of Sales / 1- Assistant Ticket Manager
- Athletic Training: 1- Intern
- Administrative Support – 1 Administrative Assistant

From review of the athletic department staffing the following additional positions are also presently listed for football.

- Equipment: 1 Assistant AD Equipment/Operations / 1 Assistant Equipment Manager
- Operations: 1 Quality Control / 1 Director of Player Personnel

### **Facilities**

UTSA plays football at the 64,000 seat Alamodome. The facility opened in 1993 at a cost of \$186M. It is owned and operated by the city of San Antonio. The dome was home to the San Antonio Spurs from 1993 – 2002. Following Hurricane Katrina, the Alamodome hosted the New Orleans Saints for three games. It is also the home of the annual Alamo Bowl college football game and has hosted a number of other major events including NCAA Final Fours. It will be the home again to the Final Four in 2018.



The team began football practicing at Dub Farris Stadium near campus.



The athletics initiative business plan approved in 2008 by the Texas Board of Regents called for the development of an \$84M athletic complex. The plan was to be completed in multiple phases. City and county voters approved \$22.1M for the construction of track & field and soccer facilities (Phase 1). That has now been completed. Additional phases are to be completed as funding is identified.



Football currently practices on campus on three artificial surface fields shared with Recreation Services. The primary artificial surface allows players to be taken to the ground and the other two are suitable only for stand-up and kicking drills.

One synthetic surface football practice field was completed along with three other student recreation fields in August 2013. Football team moved from leased high school stadium into temporary locker room and meeting rooms in the Physical Education Building on the Main Campus at the same time. In 2013 all football coaches' offices were moved into the PE Building. Permanent football locker rooms in the PE Building will begin construction in early 2015 and were completed in August 2015. Cost for these improvements included:

- \$1M for synthetic surface upgrade to student recreation fields.
- \$60,000 for padding of cyclone fences around football practice field.
- \$500,000 for temporary locker room facilities.
- \$72,000 for football storage and meeting rooms (Completed in 2011)
- \$50,000 for football office space branding (Completed in December 2013)
- \$8,000 for portable trailer conversion for football meeting rooms (Completed 2013)
- \$700,000 for construction of permanent PE Building football locker rooms (2015)
- \$99,475, Football conference room conversion in the PE Building (2016)

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### **Title IX Considerations**

The strategic initiative plan did not specifically address Title IX, however it noted that the original feasibility study did. At UTSA, women's soccer program began competition in 2006 prior to the start of football. In preparation for the addition of football, UTSA passed its initial student service fee in 2005 and initiated women's golf and women's soccer programs in 2006. UTSA currently fields 17 athletic programs, nine women and eight men.

UTSA has a Title IX plan that is reviewed annually to assure all sports are treated equitably in 11 mandated areas. An Equity in Athletics Data Analysis (EADA) report is filed annually identifying the number of participants and amount of funding provided to each sports group.

UTSA has made satisfactory progress toward providing both opportunities and resources to men's and women's programs. The Athletic Department is closely monitoring the Title IX provision that requires male and female athletics opportunities to match the percentage of male and female students enrolled in the University. With the addition of male football student-athletes and a possible higher percentage of females in the general student body, UTSA is reviewing possibilities for adding one or two women's sports.

As Athletics moves forward with facilities enhancements, careful consideration also must be given to maintaining equitable practice and game facilities for male and female sports. The same is true when scholarships are increased to include cost of attendance. Title IX requires equitable scholarship and cost of attendance funding for both male and female student-athletes.

### **Funding**

The following text provides a summary of the UTSA Athletic Initiative Business Plan noted with the announcement of football.

*The University of Texas at San Antonio (UTSA) desires to improve its athletics program to enhance the student experience, strengthen ties to alumni and the community, and create a new University peer structure for both academics and athletics. Following is a summary of the strategies to achieve these objectives:*

*Strategy 1 — Develop an \$84 million competitive Athletic Complex. The University's current 50-year master planning process recently identified the 125-acre site acquired in April 2007 as the prime location for a proposed 60-acre, \$84 million Athletic Complex. The University desires to relocate existing athletics facilities to utilize current locations near the core of the 1604 campus for future classrooms, faculty offices, research and teaching labs, student recreation, administration offices and residential halls. The fully developed complex will include NCAA Division I-A quality stadiums for baseball, softball, soccer, track & field and tennis, along with practice fields, a team building and related infrastructure. A request for University of Texas System Board of Regents approval is being requested for Phase 1 of the Complex. City and county voters approved \$22.1 million for construction of track & field and soccer facilities in Phase 1, along with necessary infrastructure. Additional phases will be constructed as external funding is identified.*

*Strategy 2 — Add a Football Championship Subdivision (FCS/formerly Division I-AA) football program. Based upon the community's long-standing support of high school, college and professional football, the university believes there is sufficient season ticket and donor support for an NCAA FCS football program. San Antonio is the seventh-largest city in the country and the largest without either a Division I-A collegiate program or a National Football League franchise. In September 2007, students voted overwhelmingly to double the athletics fee during the next five-to-seven years to add football and move to the next level of NCAA competition. The first fee increases were approved by the Board of Regents in March 2008. A \$15 million fundraising initiative will be announced upon Regents approval of this plan. Fee increases and fundraising will provide annual operation budget levels sufficient to sustain a football program in the Southland Conference, UTSA's current FCS conference affiliation. The university plans to play football in the city-owned Alamodome. With appropriate funding identified, the university will hire a head coach and assistants beginning in 2009 and play an independent football schedule in 2011.*

*Strategy 3 — Advance the university's existing 16 intercollegiate sports programs to an NCAA Football Bowl Subdivision (FBS/formerly Division I-A) conference. A university's public perception is based in part upon its athletics prominence and associated national visibility. Joining an FBS-level conference will build equity in a UTSA degree by associating the university with institutions of similar enrollment, academic standing and community size. This strategy will take several years of growth and ultimately will require a conference invitation and Board of Regents approval. The university's fiscal year 2008 annual athletics budget was approximately \$8.5 million. An invitation from the Sun Belt, Conference USA or another FBS conference will require an annual operations budget of more than \$20 million, a men's basketball program that competes for an at-large NCAA Tournament bid annually, a competitive football program and improved athletics facilities. Until it meets these objectives and is invited to join an FBS conference, UTSA will continue to compete for Southland Conference and NCAA Division I National Championships in its 16 existing sports and for the FCS Championship in football.*

| UTSA Budget Requirement (Millions) |              |                  |                      |                         |
|------------------------------------|--------------|------------------|----------------------|-------------------------|
| School Year                        | Total Budget | Football Related | Non-Football Related | Fundraising Requirement |
| 2008-09                            | \$10.10      | \$0.20           | \$10.10              | \$1.20                  |
| 2009-10                            | \$12.10      | \$1.00           | \$11.10              | \$1.80                  |
| 2010-11                            | \$13.20      | \$1.80           | \$11.40              | \$2.10                  |
| 2011-12                            | \$15.20      | \$3.00           | \$12.20              | \$1.40                  |
| 2012-13                            | \$16.10      | \$3.40           | \$12.70              | \$1.50                  |
| 2013-14                            | \$17.30      | \$3.80           | \$13.50              | \$1.20                  |
| 2014-15                            | \$18.40      | \$4.4            | \$14.00              | \$1.50                  |
| 2015-16                            | \$19.40      | \$4.70           | \$14.70              | \$1.60                  |

*\*\$3M practice facility for football included in fundraising requirement.*

The following provides the initial multi-year pro forma summary of planned football expenditures. This included a planned transition from the start of football at Division I FCS to FBS. The total figures correspond with the UTSA Football Related expenditures noted in the previous chart.

| Football Expense            | 2008-09           | 2009-10             | 2010-11             | 2011-12             | 2012-13             | 2013-14              | 2014-15              | 2015-16             |
|-----------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|---------------------|
|                             | Prep Year 1       | Prep Year 2         | Practice Year       | Play Yr 1 - FCS     | Play Yr 2 - FCS     | Play Yr 3 - Reclass. | Play Yr 4 - Reclass. | Play Yr 5 FBS       |
| Scholarships/5th Yr Aid     | \$ -              | \$ -                | \$ 475,000          | \$ 1,014,000        | \$ 1,460,490        | \$ 1,835,504         | \$ 2,209,080         | \$ 2,363,715        |
| Coaches-Salaries & Benefits | \$ 210,128        | \$ 634,252          | \$ 919,928          | \$ 1,015,182        | \$ 1,045,021        | \$ 1,075,755         | \$ 1,107,411         | \$ 1,140,017        |
| Admin-Salaries & Benefits   | \$ -              | \$ 65,000           | \$ 210,995          | \$ 216,709          | \$ 222,593          | \$ 228,655           | \$ 358,398           | \$ 368,534          |
| Maintenance & Operations    |                   | \$ 270,000          | \$ 123,500          | \$ 389,675          | \$ 196,459          | \$ 203,576           | \$ 211,042           | \$ 218,876          |
| Travel-Recuriting & Admin   | \$ -              | \$ 50,000           | \$ 100,000          | \$ 105,000          | \$ 110,250          | \$ 115,763           | \$ 121,551           | \$ 127,628          |
| Travel-Team                 | \$ -              | \$ -                | \$ -                | \$ 300,000          | \$ 330,000          | \$ 363,000           | \$ 399,300           | \$ 439,230          |
| <b>Total</b>                | <b>\$ 210,128</b> | <b>\$ 1,019,252</b> | <b>\$ 1,829,423</b> | <b>\$ 3,040,566</b> | <b>\$ 3,364,813</b> | <b>\$ 3,822,254</b>  | <b>\$ 4,406,782</b>  | <b>\$ 4,658,000</b> |

UTSA also provided a more recent account of revenue. The following includes incremental revenue specifically noted for football as well as other revenue that would have a football component. This summary does not include all sources of department revenue rather information associated with the sport, NCAA or Conference affiliation. Information is provided for actual figures for 2013-14 and projected revenues for future years. At the bottom, the total revenue for the entire department is provided for reference.

| Revenue                                                 | Actuals 2013-14      | Projected 2014-15    | Projected 2015-16    | Projected 2016-17    | Projected 2017-18    | Projected 2018-19    | Projected 2019-20    | Projected 2020-21    |
|---------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Athletic Fee                                            | \$ 12,158,967        | \$ 12,373,342        | \$ 12,373,342        | \$ 12,373,342        | \$ 12,608,436        | \$ 12,847,996        | \$ 13,092,108        | \$ 13,340,858        |
| <b>Football Specific Revenues</b>                       |                      |                      |                      |                      |                      |                      |                      |                      |
| Football Tickets                                        | \$ 2,248,422         | \$ 2,656,600         | \$ 2,756,600         | \$ 2,856,600         | \$ 2,956,600         | \$ 3,056,600         | \$ 3,156,600         | \$ 3,256,600         |
| Donation Portion of FB Ticket Sales                     | \$ 1,543,246         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         |
| Football Guarantees                                     | \$ 800,000           | \$ 300,000           | \$ 1,250,000         | \$ 800,000           | \$ 300,000           | \$ 900,000           | \$ 1,200,000         | \$ 1,000,000         |
| BCS Revenue                                             | \$ -                 | \$ 1,000,000         | \$ 1,000,000         | \$ 1,000,000         | \$ 1,000,000         | \$ 1,000,000         | \$ 1,000,000         | \$ 1,000,000         |
| <b>Conference NCAA Revenues</b>                         |                      |                      |                      |                      |                      |                      |                      |                      |
| Conf USA TV                                             | \$ -                 | \$ 200,000           | \$ 250,000           | \$ 250,000           | \$ 250,000           | \$ 250,000           | \$ 250,000           | \$ 250,000           |
| Conference USA                                          | \$ 1,073,771         | \$ 1,082,655         | \$ 1,082,655         | \$ 1,082,655         | \$ 2,000,000         | \$ 2,000,000         | \$ 2,000,000         | \$ 2,000,000         |
| NCAA                                                    | \$ 1,315,219         | \$ 697,306           | \$ 732,171           | \$ 768,780           | \$ 807,219           | \$ 847,580           | \$ 889,959           | \$ 934,457           |
| <b>Total Athletic Department Revenues and Transfers</b> | <b>\$ 24,147,549</b> | <b>\$ 24,362,123</b> | <b>\$ 25,673,944</b> | <b>\$ 25,540,766</b> | <b>\$ 26,515,228</b> | <b>\$ 27,682,432</b> | <b>\$ 28,560,150</b> | <b>\$ 28,948,932</b> |

### Reference Material

In addition to information provided by the athletic department, the following sources of information were used in compiling this case study.

- Football Announcement and Business Plan: <http://goutsa.com/news/2008/12/20/3634575.aspx?path=football>
- USA Today Article: *How UTSA Became College Football's Best Startup*: <http://www.usatoday.com/story/sports/ncaaf/cusa/2014/08/31/college-football-utsa-texas-san-antonio-roadrunners/14862029/>
- Facilities:
  - <http://www.goutsa.com/news/2013/8/15/209080160.aspx>
  - <http://www.utsa.edu/maps/parkwest-map.html>
  - <http://www.alamodome.com/>
  - <https://www.google.com/maps/place/Dub+Farris+Athletic+Complex/@29.5658872,-98.6503366,2158m/data=!3m1!1e3!4m8!1m2!2m1!1sk+west+athletic+complex,+san+antonio,+tx!3m4!1s0x0000000000000000:0x450d06b4be3c07a7!8m2!3d29.563435!4d-98.6535144>
- Football Schedule: <http://goutsa.com/schedule.aspx?schedule=11&path=football>
- Football Attendance: <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>

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- Conference Announcements:
    - o <http://www.utsa.edu/today/2010/11/wacannouncement.html>
    - o [http://www.herald-dispatch.com/sports/marshall\\_sports/utsa-poised-to-leave-wac-will-join-c-usa/article\\_bdd59412-589f-5d0b-99bb-39fc56ab5a4f.html](http://www.herald-dispatch.com/sports/marshall_sports/utsa-poised-to-leave-wac-will-join-c-usa/article_bdd59412-589f-5d0b-99bb-39fc56ab5a4f.html)
  - Statement of Chancellor Concerning Initiation of Football:
  - Football Coaching Staff:
    - o <https://www.utsa.edu/today/2009/03/coker.cfm>
    - o <http://goutsa.com/coaches.aspx?path=football&>
    - o <http://goutsa.com/staff.aspx>
  - UTSA News Archives: <http://goutsa.com/archives.aspx?path=football>

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**Winthrop University**  
**Rock Hill, SC**

Winthrop University is a member of NCAA Division I and competes in the Big South Conference. Recently the institution has explored the possibility of adding the sport of football at the FCS level with two options as a scholarship or non-scholarship FCS team. A study was conducted by a team of Faculty members. The full report is available using the following link:

<http://www.winthrop.edu/uploadedFiles/president/WinthropFootballStudy.pdf>

In June, 2016 the President of Winthrop recommended to the Board of Trustees that the institution not start a football program, and the board approved the recommendation.

The following text is the President's message regarding the decision:

*Dear Colleagues:*

*Today, the Board of Trustees endorsed my recommendation that Winthrop not pursue a football program. I would like to share with you how we came to this decision.*

*My recommendation was based on the findings of a study (pdf - 2 mb) conducted by a team of Winthrop faculty, as well as research undertaken by other universities considering football, and an analysis of the impact on colleges and universities that began football programs.*

*First, it is important to understand that adding a football program is very expensive. Moreover, as we conducted our analysis, it was clear that cost would be even greater than had been discussed in previous years. The federal Office of Civil Rights has standards that universities must meet in order to be in compliance with Title IX. In order to meet those gender equity standards, Winthrop would have to add women's sports to balance the impact of football.*

*And, due to the size of a football team, this would likely mean adding three or, possibly, four new women's programs. So the total cost of adding football is really the cost of adding four or five more athletic programs.*

*The costs of adding these programs would start several years before the teams would even begin to play, with total expenses during those years of about \$3 million to \$5 million, depending on the women's sports added. This would all be before earning any revenue from games. These large, upfront costs with no revenue would undermine Winthrop's well-established fiscal stability.*

*Even after playing begins, the annual operating expenses for football alone would be about \$4.7 million for a scholarship program and closer to \$3.2 million for a non-scholarship program. Again, the ongoing costs of the women's programs would depend on the sports added, but all of the sports examined would have costs that exceed revenues. Along with operating expenses, there would be substantial costs associated with building new facilities. Winthrop would have to spend more than \$11 million on football facilities immediately and likely more over time. The cost of facilities for the women's programs would depend on the sports chosen but could also be expensive.*

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*Direct sources of revenue for football at the Division I FCS level, including ticket sales, fundraising, and away game guarantees would generate less than \$2 million annually for a scholarship program and likely less for a non-scholarship program. Even in a good year with a large away-game guarantee, we would be left with a substantial revenue deficit.*

*The logical question is how would the university cover that additional cost? Most institutions that have started football programs have used some combination of increases in student fees, large donations, and general operating funds.*

*In a survey of Winthrop students, they demonstrated interest in attending football games and support for adding a football program. However, they are not willing to subsidize the extensive costs of a football program. Of the students surveyed, 50% reported they would oppose paying anything and 93% would be willing to add only \$100 or less per year to their student fees for football. By way of comparison, UNC-Charlotte has added fees of \$320 per year to support football, with a much larger student body. Moreover, it is important to point out that adding a student fee would work against our priority in the draft strategic plan to keep education affordable for our students.*

*In addition to surveying students, we also surveyed alumni and community members. Both indicated support for adding a program and a desire to attend games. This is not surprising. I fully appreciate that football is deeply ingrained in our surrounding community's culture. As the faculty report notes, in 2013 The Sporting News labeled Rock Hill "Football City USA." And I expect a Winthrop football program would be embraced by fans on and off campus. Therefore, in the analysis we projected higher attendance than the average for Division I FCS programs. However, while I would expect attendance to be good, there is no indication that there would be the large donations necessary to cover the substantial gap between expenses and revenues. In fact, it is interesting to note that, although football has been discussed here for the last several years, no one has indicated to me a desire to make a substantial donation to help cover this substantial gap.*

*So, if the costs of football could not be covered by increases in student fees and/or large donations, we would need to use general operating funds to cover the increased costs. Some have suggested that adding football would lead to increases in enrollment that would help to generate the additional general operating funds necessary. An analysis based on data derived from other colleges and universities suggests that a football program can increase male applications and result in increased full-time freshmen enrollment.*

*However, the analysis also predicts that retention rates would be reduced and overall undergraduate enrollment would not improve. Therefore, it appears unlikely that adding football would generate the additional tuition revenue necessary to cover the costs of adding football.*

*The money we would need to take from the general operating funds would mean shifting resources from other priorities to football and the other new sports. This reality is likely why faculty and staff were the least supportive of adding football. They believed that resources directed to football would be better spent elsewhere on campus, and I would agree with them.*

*In fact, during the last year we have been working on a strategic plan for Winthrop's future. Implementing this plan will require us to thoughtfully focus our resources on initiatives that will most*

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*likely help us to achieve the priorities in the plan. Adding multiple sports would not appear to provide the benefits to justify the costs.*

*This was not an easy decision to make. I thank all who participated in this process and the Board of Trustees for endorsing my recommendation. With football put to rest, we can now focus our energies on implementing a plan that will provide our students with the educational experience for which Winthrop is justifiably renowned.*

The following information was extracted from the study for reference including facilities, Title IX, and funding.

### **Facilities**

The following facility costs were estimated for the construction of a football operations facility with practice fields. The total cost estimate was over \$11 million. Additional costs related to facilities were estimated at \$160,000 for stadium improvements at District 3 Stadium. Within the facility section there was also an additional one time start-up cost of \$170,000 for band. When these are combined the total investment was of \$11,480,098.

| Construction Cost Estimates       | Cost                 |
|-----------------------------------|----------------------|
| <b>Football Operations Center</b> |                      |
| Site Construction Cost            | \$ 1,712,623         |
| Building Construction Cost        | \$ 6,164,550         |
| Equipment Building                | \$ 60,000            |
| Subtotal                          | \$ 7,937,173         |
| <b>Contingency/Escalation</b>     |                      |
| Site Design Contingency           | \$ 342,525           |
| Design Contingency                | \$ 616,455           |
| Construction Contingency          | \$ 308,228           |
| Escalation                        | \$ 317,487           |
| Subtotal                          | \$ 1,584,695         |
| <b>Soft Costs</b>                 | \$ 1,628,230         |
| <b>Total Construction Budget</b>  | <b>\$ 11,150,098</b> |

### **Title IX Considerations**

At Winthrop, 68% of the institution full-time undergraduate students are female, while 49% of student athletes are female. The institution is presently compliant with Title IX showing a pattern of adding opportunities for the underrepresented gender, most recently with the addition of women's soccer (2003) and lacrosse (2010). The study determined that adding football would move the institution further from compliance unless an equivalent number of female student-athletes were also added.

### **Funding**

The study estimated that adding football would cost \$11.5 million to build the necessary facilities, and an additional \$3.2 - \$4.8 million would be needed annually for operating expenses. The varied amount was based on if the program would compete with scholarship or non-scholarship football. Scholarship

costs were estimated at \$1.5 million annually. This amount varies based on whether a scholarship or non-scholarship program is added. If a scholarship football program was chosen, an estimated \$1.5 million would be needed annually for scholarships. The study estimated band start-up cost to be \$170,000 which was included in the \$11.48 million for the total project budget.

Football annual operating costs were also projected for FCS play including scholarship and non-scholarship football. A few items to note, the study calculated band costs within annual football operating costs. The chart below shows a football subtotal and the additional band items.

| Annual Costs                    |                     |                     |
|---------------------------------|---------------------|---------------------|
|                                 | Non-Scholarship     | Scholarship         |
| Football Operations             |                     |                     |
| Personnel                       | \$ 978,880          | \$ 1,185,030        |
| Football Operations             | \$ 458,231          | \$ 556,174          |
| Operations/Maintenance of Plant | \$ 384,275          | \$ 384,275          |
| Stadium Rental/Personnel Costs  | \$ 30,000           | \$ 30,000           |
| Scholarship Awards              | \$ 234,720          | \$ 1,519,416        |
| Facility Annual Debt Service    | \$ 911,015          | \$ 911,015          |
| <b>Football Subtotal</b>        | <b>\$ 2,997,121</b> | <b>\$ 4,585,910</b> |
| <b>Marching Band</b>            | <b>\$ 181,900</b>   | <b>\$ 181,900</b>   |
| <b>Total with Band</b>          | <b>\$ 3,179,021</b> | <b>\$ 4,767,810</b> |

#### Reference Material

The following sources of information were used in compiling this case study.

- Football Study:
  - o <http://www.winthrop.edu/president/default.aspx?id=44777>
  - o <http://www.winthrop.edu/uploadedFiles/president/WinthropFootballStudy.pdf>

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## **Exhibit B: FCS & FBS Revenue and Expense Summary**

The following provides a summary of total athletic department revenue and expenses by quartile for FCS and FBS. Data is sourced from the NCAA Revenue/Expenses Division I Report 2004-2014. Information provided is for Fiscal Year 2014.

Note: Operating expenses are reported by quartile, based on Total Expenses for each subdivision. Thus, an institution represented in the top quartile (First Quartile) of total expenses is operating at a different level than an institution in a lower quartile.

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| Division I FCS<br>Median Values<br>Fiscal Year 2014 |                          |                      |                      |                          |
|-----------------------------------------------------|--------------------------|----------------------|----------------------|--------------------------|
| Revenue (Table 4.8)                                 | First (High)<br>Quartile | Second<br>Quartile   | Third Quartile       | Fourth (Low)<br>Quartile |
| NCAA Ticket Sales                                   | \$ 891,000               | \$ 509,000           | \$ 399,000           | \$ 313,000               |
| NCAA and Conference Distributions                   | \$ 1,243,000             | \$ 870,000           | \$ 656,000           | \$ 518,000               |
| Guarantees and Options                              | \$ 413,000               | \$ 503,000           | \$ 739,000           | \$ 902,000               |
| Cash contributions from alumni and others           | \$ 2,473,000             | \$ 1,396,000         | \$ 589,000           | \$ 315,000               |
| Other:                                              |                          |                      |                      |                          |
| Concessions/Programs/Novelties                      | \$ 81,000                | \$ 57,000            | \$ 37,000            | \$ 29,000                |
| Broadcast Rights                                    | \$ -                     | \$ -                 | \$ -                 | \$ -                     |
| Royalties/Advertising/Sponsorships                  | \$ 673,000               | \$ 423,000           | \$ 210,000           | \$ 129,000               |
| Sports Camps                                        | \$ 43,000                | \$ 44,000            | \$ 11,000            | \$ -                     |
| Endowment/Investment Income                         | \$ 377,000               | \$ 69,000            | \$ 43,000            | \$ -                     |
| Miscellaneous                                       | \$ 337,000               | \$ 231,000           | \$ 194,000           | \$ 51,000                |
| <b>Total Generated Revenues</b>                     | <b>\$ 8,171,000</b>      | <b>\$ 5,379,000</b>  | <b>\$ 3,361,000</b>  | <b>\$ 2,774,000</b>      |
| Allocated Revenues:                                 |                          |                      |                      |                          |
| Direct Institutional Support                        | \$ 14,207,000            | \$ 8,471,000         | \$ 7,182,000         | \$ 4,339,000             |
| Indirect Institutional Support                      | \$ 3,034,000             | \$ 1,619,000         | \$ 563,000           | \$ 212,000               |
| Student Fees                                        | \$ 76,000                | \$ 1,137,000         | \$ 280,000           | \$ 1,656,000             |
| Direct Government Support                           | \$ -                     | \$ -                 | \$ -                 | \$ -                     |
| <b>Total Allocated Revenues</b>                     | <b>\$ 20,459,000</b>     | <b>\$ 13,225,000</b> | <b>\$ 10,076,000</b> | <b>\$ 7,603,000</b>      |
| <b>Total All Revenues</b>                           | <b>\$ 28,560,000</b>     | <b>\$ 19,021,000</b> | <b>\$ 13,482,000</b> | <b>\$ 10,680,000</b>     |

| Expense (Table 4.10)                    | First (High)<br>Quartile | Second<br>Quartile   | Third Quartile       | Fourth (Low)<br>Quartile |
|-----------------------------------------|--------------------------|----------------------|----------------------|--------------------------|
| Grants-in-Aid                           | \$ 7,100,000             | \$ 5,001,000         | \$ 4,351,000         | \$ 3,288,000             |
| Guarantees and Options                  | \$ 108,000               | \$ 105,000           | \$ 56,000            | \$ 20,000                |
| Salaries and Benefits - University Paid | \$ 8,762,000             | \$ 5,745,000         | \$ 4,422,000         | \$ 3,282,000             |
| Salaries and Benefits - Third Party     | \$ -                     | \$ -                 | \$ -                 | \$ -                     |
| Severance Pay                           | \$ 33,000                | \$ -                 | \$ -                 | \$ -                     |
| Team Travel                             | \$ 1,921,000             | \$ 1,578,000         | \$ 1,276,000         | \$ 895,000               |
| Recruiting                              | \$ 478,000               | \$ 301,000           | \$ 211,000           | \$ 163,000               |
| Equipment/Uniform/Supplies              | \$ 765,000               | \$ 601,000           | \$ 444,000           | \$ 314,000               |
| Fundraising                             | \$ 602,000               | \$ 211,000           | \$ 161,000           | \$ 38,000                |
| Game Expenses                           | \$ 614,000               | \$ 489,000           | \$ 276,000           | \$ 271,000               |
| Medical                                 | \$ 319,000               | \$ 266,000           | \$ 205,000           | \$ 210,000               |
| Membership and Dues                     | \$ 70,000                | \$ 64,000            | \$ 50,000            | \$ 47,000                |
| Sports Camps                            | \$ 27,000                | \$ 3,000             | \$ 1,000             | \$ -                     |
| Spirit Groups                           | \$ 26,000                | \$ 21,000            | \$ 36,000            | \$ 15,000                |
| Facilities Maintenance and Rental       | \$ 961,000               | \$ 320,000           | \$ 156,000           | \$ 170,000               |
| Indirect Institutional Support          | \$ 3,034,000             | \$ 1,619,000         | \$ 563,000           | \$ 212,000               |
| Other                                   | \$ 1,795,000             | \$ 923,000           | \$ 788,000           | \$ 436,000               |
| <b>Total Operating Expense</b>          | <b>\$ 27,376,000</b>     | <b>\$ 19,021,000</b> | <b>\$ 13,785,000</b> | <b>\$ 10,580,000</b>     |

Note: Operating expenses are reported by quartile, based on Total Expenses, for the subdivision. Thus an institution represented in the top quartile of total expenses is operating at a different level than an Institution in a lower quartile.

Source: NCAA Revenue/Expenses Division I Report 2004-2014

| Division I FBS<br>Median Values<br>Fiscal Year 2014 |                          |                      |                      |                          |
|-----------------------------------------------------|--------------------------|----------------------|----------------------|--------------------------|
| Revenue (Table 3.8)                                 | First (High)<br>Quartile | Second<br>Quartile   | Third Quartile       | Fourth (Low)<br>Quartile |
| NCAA Ticket Sales                                   | \$ 27,556,000            | \$ 14,400,000        | \$ 5,627,000         | \$ 1,437,000             |
| NCAA and Conference Distributions                   | \$ 22,643,000            | \$ 20,426,000        | \$ 3,892,000         | \$ 1,929,000             |
| Guarantees and Options                              | \$ 365,000               | \$ 340,000           | \$ 825,000           | \$ 1,591,000             |
| Cash contributions from alumni and others           | \$ 30,204,000            | \$ 15,282,000        | \$ 5,594,000         | \$ 2,304,000             |
| Other:                                              |                          |                      |                      |                          |
| Concessions/Programs/Novelties                      | \$ 2,531,000             | \$ 1,582,000         | \$ 769,000           | \$ 183,000               |
| Broadcast Rights                                    | \$ 1,500,000             | \$ -                 | \$ -                 | \$ -                     |
| Royalties/Advertising/Sponsorships                  | \$ 8,593,000             | \$ 4,847,000         | \$ 2,276,000         | \$ 653,000               |
| Sports Camps                                        | \$ 348,000               | \$ 68,000            | \$ 29,000            | \$ 142,000               |
| Endowment/Investment Income                         | \$ 2,708,000             | \$ 977,000           | \$ 156,000           | \$ 115,000               |
| Miscellaneous                                       | \$ 2,510,000             | \$ 1,238,000         | \$ 578,000           | \$ 275,000               |
| <b>Total Generated Revenues</b>                     | <b>\$ 105,275,000</b>    | <b>\$ 63,442,000</b> | <b>\$ 24,274,000</b> | <b>\$ 8,917,000</b>      |
| Allocated Revenues:                                 |                          |                      |                      |                          |
| Direct Institutional Support                        | \$ 250,000               | \$ 3,591,000         | \$ 7,887,000         | \$ 5,959,000             |
| Indirect Institutional Support                      | \$ -                     | \$ -                 | \$ 621,000           | \$ 1,424,000             |
| Student Fees                                        | \$ -                     | \$ 1,604,000         | \$ 3,416,000         | \$ 5,689,000             |
| Direct Government Support                           | \$ -                     | \$ -                 | \$ -                 | \$ -                     |
| <b>Total Allocated Revenues</b>                     | <b>\$ 3,275,000</b>      | <b>\$ 10,105,000</b> | <b>\$ 18,504,000</b> | <b>\$ 17,616,000</b>     |
| <b>Total All Revenues</b>                           | <b>\$ 110,240,000</b>    | <b>\$ 75,417,000</b> | <b>\$ 40,990,000</b> | <b>\$ 27,050,000</b>     |

| Expense (Table 3.10)                    | First (High)<br>Quartile | Second<br>Quartile   | Third Quartile       | Fourth (Low)<br>Quartile |
|-----------------------------------------|--------------------------|----------------------|----------------------|--------------------------|
| Grants-in-Aid                           | \$ 11,055,000            | \$ 12,139,000        | \$ 7,135,000         | \$ 5,832,000             |
| Guarantees and Options                  | \$ 2,582,000             | \$ 1,588,000         | \$ 800,000           | \$ 584,000               |
| Salaries and Benefits - University Paid | \$ 35,512,000            | \$ 24,576,000        | \$ 14,804,000        | \$ 7,937,000             |
| Salaries and Benefits - Third Party     | \$ -                     | \$ -                 | \$ -                 | \$ -                     |
| Severance Pay                           | \$ 186,000               | \$ 158,000           | \$ 36,000            | \$ 4,000                 |
| Team Travel                             | \$ 6,738,000             | \$ 4,893,000         | \$ 3,378,000         | \$ 2,277,000             |
| Recruiting                              | \$ 1,528,000             | \$ 1,216,000         | \$ 683,000           | \$ 432,000               |
| Equipment/Uniform/Supplies              | \$ 2,715,000             | \$ 1,824,000         | \$ 1,300,000         | \$ 840,000               |
| Fundraising                             | \$ 2,055,000             | \$ 1,975,000         | \$ 1,120,000         | \$ 553,000               |
| Game Expenses                           | \$ 4,204,000             | \$ 3,160,000         | \$ 1,357,000         | \$ 799,000               |
| Medical                                 | \$ 1,106,000             | \$ 930,000           | \$ 591,000           | \$ 399,000               |
| Membership and Dues                     | \$ 115,000               | \$ 99,000            | \$ 308,000           | \$ 289,000               |
| Sports Camps                            | \$ 68,000                | \$ 7,000             | \$ 16,000            | \$ 35,000                |
| Spirit Groups                           | \$ 563,000               | \$ 209,000           | \$ 120,000           | \$ 54,000                |
| Facilities Maintenance and Rental       | \$ 18,689,000            | \$ 9,083,000         | \$ 3,601,000         | \$ 760,000               |
| Indirect Institutional Support          | \$ -                     | \$ -                 | \$ 621,000           | \$ 1,424,000             |
| Other                                   | \$ 10,008,000            | \$ 5,456,000         | \$ 2,699,000         | \$ 1,452,000             |
| <b>Total Operating Expense</b>          | <b>\$ 107,423,000</b>    | <b>\$ 73,293,000</b> | <b>\$ 43,087,000</b> | <b>\$ 27,237,000</b>     |

Note: Operating expenses are reported by quartile, based on Total Expenses, for the subdivision. Thus an institution represented in the top quartile of total expenses is operating at a different level than an Institution in a lower quartile.

Source: NCAA Revenue/Expenses Division I Report 2004-2014

## Exhibit C: Facility Pricing Options

### WSU ATHLETICS CESSNA STADIUM FACILITY

#### Cessna Stadium Option 1

|    | Description                                                                           | Cost                    |
|----|---------------------------------------------------------------------------------------|-------------------------|
| 1  | Synthetic Turf Playing Field                                                          | \$ 650,000.00           |
| 2  | Relocation of Jumping Pit and Pole Vault Pit Outside of Stadium to allow Soccer Field | \$ 204,000.00           |
| 3  | Video Screen / Scoreboard                                                             | \$ 2,290,000.00         |
| 4  | New Lighting - LED                                                                    | \$ 1,250,000.00         |
| 5  | New Elevators (3)                                                                     | \$ 225,000.00           |
| 6  | West Stadium Remodel                                                                  | \$ 3,675,000.00         |
| 7  | East Stadium Remodel                                                                  | \$ 2,940,000.00         |
| 8  | Structural Repairs to West Stadium                                                    | \$ 1,800,000.00         |
| 9  | Structural Repairs to East Stadium                                                    | \$ 1,800,000.00         |
| 10 | Paint Existing Structure for East and West Stadium                                    | \$ 2,600,000.00         |
|    | <b>Subtotal</b>                                                                       | <b>\$ 17,434,000.00</b> |
|    | <b>Contingency at 20%</b>                                                             | <b>\$ 3,486,800.00</b>  |
|    | <b>Total</b>                                                                          | <b>\$ 20,920,800.00</b> |

#### Cessna Stadium Option 2

|    | Description                                                                           | Cost                    |
|----|---------------------------------------------------------------------------------------|-------------------------|
| 1  | Synthetic Turf Playing Field                                                          | \$ 650,000.00           |
| 2  | Synthetic Track                                                                       | \$ 440,000.00           |
| 3  | Relocation of Jumping Pit and Pole Vault Pit Outside of Stadium to allow Soccer Field | \$ 204,000.00           |
| 4  | Video Screen / Scoreboard                                                             | \$ 2,290,000.00         |
| 5  | New Lighting - LED                                                                    | \$ 1,250,000.00         |
| 6  | New Elevators (4)                                                                     | \$ 300,000.00           |
| 7  | West Stadium Remodel                                                                  | \$ 3,675,000.00         |
| 8  | Raze East Stadium                                                                     | \$ 204,900.00           |
| 9  | New East Stadium Concourse                                                            | \$ 4,340,000.00         |
| 10 | Aluminum Bleacher Seating - East Stadium                                              | \$ 1,950,000.00         |
| 11 | Structural Repairs to West Stadium                                                    | \$ 1,800,000.00         |
| 12 | Paint Existing Structure for West Stadium                                             | \$ 1,300,000.00         |
|    | <b>Subtotal</b>                                                                       | <b>\$ 18,403,900.00</b> |
|    | <b>Contingency at 20%</b>                                                             | <b>\$ 3,680,780.00</b>  |
|    | <b>Total</b>                                                                          | <b>\$ 22,084,680.00</b> |

#### Cessna Stadium Option 3

|    | Description                                                                           | Cost                    |
|----|---------------------------------------------------------------------------------------|-------------------------|
| 1  | Synthetic Turf Playing Field                                                          | \$ 650,000.00           |
| 2  | Synthetic Track                                                                       | \$ 440,000.00           |
| 3  | Relocation of Jumping Pit and Pole Vault Pit Outside of Stadium to allow Soccer Field | \$ 204,000.00           |
| 4  | Video Screen / Scoreboard                                                             | \$ 2,290,000.00         |
| 5  | New Lighting - LED                                                                    | \$ 1,250,000.00         |
| 6  | New Elevators (4)                                                                     | \$ 300,000.00           |
| 7  | New Pressbox and Suites - West Stadium                                                | \$ 3,276,000.00         |
| 8  | New West Stadium Concourse (Service, Main, and Upper)                                 | \$ 5,431,680.00         |
| 9  | Raze East Stadium                                                                     | \$ 204,900.00           |
| 10 | New East Stadium and Concourse                                                        | \$ 4,340,000.00         |
| 12 | Aluminum Bleacher Seating - East Stadium                                              | \$ 1,950,000.00         |
| 13 | Structural Repairs to West Stadium                                                    | \$ 1,731,348.00         |
| 14 | Paint Existing Structure for West Stadium                                             | \$ 1,300,000.00         |
|    | <b>Subtotal</b>                                                                       | <b>\$ 23,367,928.00</b> |
|    | <b>Contingency at 20%</b>                                                             | <b>\$ 4,673,585.60</b>  |
|    | <b>Total</b>                                                                          | <b>\$ 28,041,513.60</b> |

|  |                                     |  |
|--|-------------------------------------|--|
|  | WSU ATHLETICS NEW PRACTICE FACILITY |  |
|--|-------------------------------------|--|

New Practice Facility

|   | Description                                         | Cost             |
|---|-----------------------------------------------------|------------------|
| 1 | Raze Fairmount Towers                               | \$ 483,067.50    |
| 2 | Pre-Engineered Indoor Practice Facility             | \$ 7,230,145.00  |
| 3 | Synthetic Turf Field                                | \$ 650,000.00    |
| 4 | Synthetic Track                                     | \$ 440,000.00    |
| 5 | Support Building - Basement, First and Second Floor | \$ 7,821,240.00  |
| 6 | Aluminum Bleachers                                  | \$ 725,000.00    |
|   |                                                     |                  |
|   | Subtotal                                            | \$ 17,349,452.50 |
|   | Contingency at 20%                                  | \$ 3,469,890.50  |
|   | Total                                               | \$ 20,819,343.00 |

|  |                |  |
|--|----------------|--|
|  | Optional Items |  |
|--|----------------|--|

|  |                                                                                |                 |
|--|--------------------------------------------------------------------------------|-----------------|
|  | Alt. Raze Lower Section Only and Construct Bleacher ADA/Code Compliant Seating | \$ 615,000.00   |
|  |                                                                                |                 |
|  | Alternative East Upper Section (Suites)                                        | \$ 3,276,000.00 |

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