

University of Texas Rio Grande Valley



Football Feasibility Study

August, 2017



Table of Contents

I. Executive Summary	3
II. Background and Scope of the Study	5
III. NCAA Regulations	8
IV. Benchmarking	11
V. Market Assessment	23
VI. Facilities	27
VII. Title IX/Gender Equity.....	36
VIII. Football Planning Considerations	41
Resource Information	46
Exhibit A: Case Studies	47

I. Executive Summary

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 Dr. Guy Bailey, Athletics Director Chris King, and their staffs for the professionalism, knowledge, transparency, and enthusiasm shown throughout this review. There is clearly widespread local eagerness and excitement about the emergence of the “new” university and its potential to transform the entire Rio Grande Valley. The prospect of adding football to the UTRGV athletics program has already resonated with students, faculty and staff, as well as the community at large.

The establishment of football at UTRGV will require a determination as to its desired level of competition. Given the size of the university and its aspirational goals to be recognized as a Tier One research institution, CSS would recommend entry at the FBS level, which will require an invitation from an existing conference. Although it may be necessary initially, CSS does not recommend an attempt to play football independently at any 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 add football, CSS suggests immediate and ongoing discussions with potential conferences as to their interest in UTRGV as a football-playing member. Findings herein are based on an assumption of inclusion in an existing conference.

There will be initial start-up/one-time facility costs to add football at the FBS level. Those will include items such as stadium construction/renovations/improvements, practice facilities, locker rooms, coaches’ and support staff offices, academic areas, strength and conditioning areas, training and medical areas.

There will also be obvious 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. Best estimates are shown in the pro formas set forth herein for the addition of football (VII. Football Planning Considerations).

Finally, there are substantive Title IX implications relative to the addition of football. The addition of from 100 to 120 male student-athletes will dramatically alter the female to male ratios of the current student-athlete population. The infusion 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.

General Observations

There is broad consensus throughout the university that UTRGV could be well served by adding football. With a projected enrollment exceeding 40,000 by 2025, it is a transformational time for the university - a window of opportunity in which people are expecting change. Like the new medical school, a football program would likely elevate the public profile of the university and serve as a rallying point for supporters both on and off campus. In addition, football would provide an accelerated track to build the school’s branding and marketing identity.

It is not insignificant that many, if not most, of the UTRGV’s aspirational peer group research institutions (UT-San Antonio, UTEP, North Texas State, New Mexico State, etc.) sponsor football programs. In fact,

from 2011-2015 36 football programs have been added at NCAA, NAIA or independent institutions, including at least five in Texas. Ten football programs have been dropped in that same span, including two at schools that closed and the University of Alabama, Birmingham, which immediately returned the program to resume play in 2017. Rationale for adding the sport at those institutions included raising the school's profile, increasing enrollment, addressing gender imbalances, increasing student diversity, enhancing fundraising, adding vibrancy to campus life and causing positive economic impact to both the campus and the region.

Because the Rio Grande Valley is comprised of 39 political jurisdictions, including several municipalities that strongly support their high school teams, and given the uncertainty of funding, many questions remain regarding the location and construction and/or leasing of a football stadium and support facilities. Possible options for the construction of a new facility or the leasing of an existing one are contained in this report, but the successful solicitation of major gifts, public-private partnerships, advertising sponsorships (including perhaps a naming rights sponsor) will be perpetually important.

As this report makes clear, all of the options for adding football will require additional funding. Thus, a university business plan and funding model regarding student fees and university sources in support of the athletics program would need to be conducted. Additionally, there were a small number of concerns that adding football might divert funds from other sports, academic departments or general student services. It is noteworthy that, including even the current student fee support of athletics, the department receives just 2.3 percent of its budget from all university sources, compared to average institutional support for athletics nationwide of about 5 percent.

Despite the funding challenges, virtually every University constituent, as well as the surrounding communities, are in agreement that adding football would be a dramatic and positive step in raising awareness of the university, legitimizing the UTRGV athletics program and enhancing the school's self-image.

II. Background and Scope of the Study

College Sports Solutions (CSS) was engaged by University of Texas Rio Grande Valley (UTRGV) in July of 2016 to conduct a comprehensive analysis and benchmarking study in order to assist the university in determining the feasibility of adding intercollegiate football to its current athletics program. Specific focus is placed herein on the financial aspects of such an endeavor, with benchmarking of other football programs and analysis of estimated revenues and expenses. Also included is a suggested tentative timeline for possible implementation of the sport at the Football Championships Subdivision (FCS) or the Football Bowl Subdivision (FBS) level, along with specific case studies.

Research, benchmarking and analysis is provided in the following categories:

- Institutional Profile
- Aspirational Peer Group
- Athletic Revenue - University Support & Generated
- Athletic Expenses
- Scholarships
- Staffing
- Facilities
- Title IX
- NCAA Financial Information
- Possible Conference Affiliation
- Market assessment

The CSS team, consisting of president Jeff Schemmel and consultants Jim Livengood, Rick Bay, and Heather Ould, visited UTRGV and the surrounding communities across the Rio Grande Valley on three occasions from July to September. The CSS team met with university administrators, faculty, staff, coaches, student-athletes, and members of student government to gather information and sentiment relative to adding football.

These visits included tours of campus and athletic facilities as well as interviews with University and Athletic Department leadership, coaches and staff, and leaders of the surrounding communities - specifically the following people and groups:

UTRGV Leadership

- UT System Regent – Mr. Ernie Aliseda
- UTRGV President – Dr. Guy Bailey
- UTRGV Director of Athletics – Mr. Chris King
- Provost, Executive Vice-President, Academic Affairs – Dr. Havidan Rodriguez
- Vice-President for Business Affairs (Outgoing) – Mr. Marty Baylor
- Vice-President for Business Affairs (Incoming) – Mr. Rick Anderson
- Vice-President for Advancement – Dr. Kelly Scrivner
- Vice-President for Governmental and Community Relations – Ms. Veronica Gonzalez

UTRGV Group Representatives

- Football Feasibility Committee – Chair, former UT football coach, Mack Brown
- Sr. Executive Staff - Department of Athletics
- Coaching Staff (various) – Department of Athletics
- Faculty/Staff leadership – Edinburg
- Student Body leadership – Edinburg
- Student-Athlete leadership – UTGRV Department of Athletics
- Faculty/Staff leadership – Brownsville
- Student Body leadership – Brownsville

Community Leaders

- Juan Hinojosa – Texas State Senator
- Ernie Aliseda, Attorney, University of Texas System Board of Regents
- Ambrosio Hernandez – Mayor, City of Pharr
- Jim Darling – Mayor, City of McAllen
- Richard Garcia, Mayor, City of Edinburg
- Chris Boswell – Mayor, City of Harlingen
- Tudor Uihorn, District 2 Commissioner, City of Harlingen
- Richard Hinojosa, City Manager, City of Edinburg
- Gus Garcia – Executive Director, Edinburg Economic Development Corporation
- Richard Cortez, McAllen City Commissioner, District 1, former Mayor of McAllen
- Nolan Perez, Gastroenterology Consultants Perez Nolan E MD, Member of Football Feasibility Committee, Community Member, Serves on UT System Chancellor’s Council Executive Committee
- Alonzo Cantu – CEO, Cantu Entertainment Group
- Rene Borrego – President, Cantu Entertainment Group
- Bert Garcia – President, Rio Grande Valley Vipers and Toros
- Val LaMantia Peisen – Partner/Owner, L & F Distributors
- Ford Sasser – President, Rio Bank
- David Guerra – President, IBC Bank
- Reba Cardenas McNair, Real Estate Developer
- Dan Martinez, Managing Partner and CEO of Dan Martinez & Associates, L.L.C., Houston
- David Oliveira, Attorney, Roerig, Oliveira, & Fisher L.L.P.
- Nick Serafy, CEO at Proficiency Testing Service
- Dr. Ruben Torres, Obstetrician & Gynecologist
- Various V Club Members and Season Ticket Holders

History

The University of Texas Rio Grande Valley (UTRGV) was created by the Texas Legislature in 2013 as the first major public university of the 21st century in Texas. This transformative initiative provided the opportunity to expand educational opportunities in the Rio Grande Valley, including a new School of Medicine, and made it possible for residents of the region to benefit from the Permanent University

Fund – a public endowment contributing support to the University of Texas System and other institutions.

UTRGV has locations and research and teaching locations throughout the Rio Grande Valley including in Boca Chica Beach, Brownsville (formerly The University of Texas at Brownsville campus), Edinburg (formerly The University of Texas-Pan American campus), Harlingen, McAllen, Port Isabel, Rio Grande City, and South Padre Island. UTRGV, a comprehensive academic institution, enrolled its first class in the fall of 2015, and the School of Medicine welcomed its first class in the summer of 2016.

In the summer of 2016, UTRGV, under the direction of President Bailey and athletics director King, formed a football feasibility committee comprised of university faculty, students, alumni, local government and business persons to meet and work with the CSS team regarding the prospect of adding football. Legendary University of Texas football coach Mack Brown volunteered to chair the committee, and NCAA executive vice-president Oliver Luck agreed to serve as a special consultant.

III. NCAA Regulations

The 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) and continuing participation requirements 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 would participate at the FCS level.

Starting an NCAA Football Program

For current Division I institutions, the process of starting football as an NCAA sanctioned sport requires compliance with NCAA Bylaw 3.2.4.5 (Application of Rules to All Recognized Varsity Sport). That bylaw states that an institution's president or chancellor must first officially award the sport varsity status. This is accomplished by making 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.

In addition, FCS requires an institution to sponsor a minimum of fourteen (14) sports. This requirement may be satisfied 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). FCS institutions must schedule and play more than fifty percent (50%) of its football games against FCS and FBS opponents.

Transitioning to FBS

The transition process from FCS to FBS can only begin with a bona fide offer to join an FBS Conference (NCAA Bylaw 20.4.2.1.1). Once received, the institution may begin the formal transition process outlined below.

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 1st two years prior to August 1st 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), during which ongoing progress is monitored by the NCAA (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 1st of 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.

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 1st, 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.

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 15th after the season is completed (NCAA Bylaw 20.9.9.3.2).

NOTE: The establishment of an NCAA Football (FCS) program and the transition process to FBS may occur simultaneously. Essentially, once a program is awarded varsity status it may begin the transition to FBS immediately provided the necessary criteria is satisfied.

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). FBS football is a head-count sport, while FCS football is considered an equivalency sport.

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 1 head coach, 9 assistant coaches, and 4 graduate assistant coaches who may be employed by an institution in bowl subdivision football (NCAA Bylaw 11.7.4). In April 2017, the Division I Council moved to add a 10th assistant coach effective January 2018.

IV. Benchmarking

As stated, UTRGV can pursue either FCS or FBS football. Those two levels are substantially different, with FBS requiring considerable additional investment, particularly in areas of coaching and support staff, scholarships, and likely in 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/financial information, and compared the sport of football specifically at both FCS and FBS institutions. For purposes of this analysis, UTRGV 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 addition, UTRGV is benchmarked against a group of peer institutions. These 14 institutions were identified as academic peer or aspirational peers within the institution's Strategic Plan or through discussions with President Bailey. The final peer group as approved by Dr. Bailey is listed below. All of these institutions compete within the Football Bowl Subdivision.

Academic Peer Institution Group	
University of Central Florida	Louisiana Tech
University of Cincinnati	University of New Mexico
East Carolina University	University of North Texas
Florida Atlantic University	University of South Florida
Florida International University	Texas State University
University of Houston	University of Texas El Paso
University of Louisiana Lafayette	University of Texas San Antonio

The data is derived from various sources including the NCAA Institutional Performance Program (IPP) (FY2015), NCAA Dashboard (FY2015), and other NCAA published information. The NCAA IPP system is a

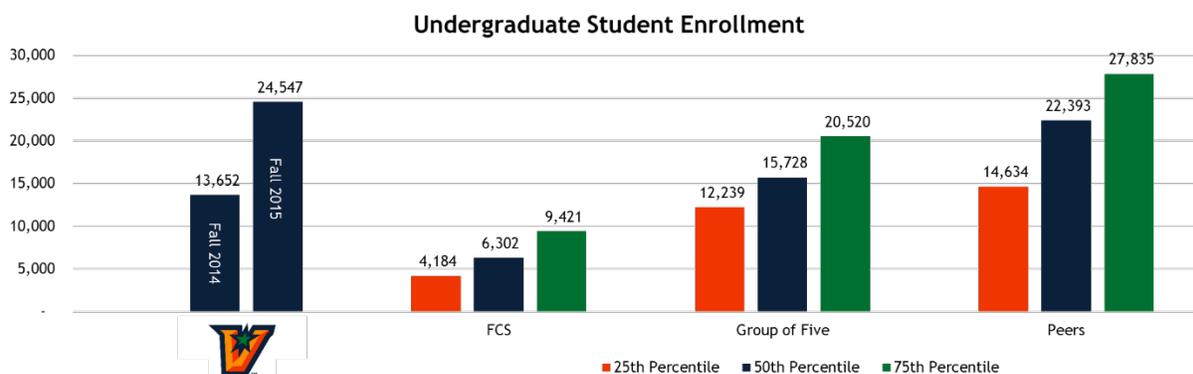
review and planning tool providing a research-based approach to financial reporting through uniform and common definitions, as well as opportunity for comparisons against peers.

Data is reported for the 25th, 50th, and 75th percentile for each area and compared to UTRGV when applicable. In some instances, the NCAA Dashboard was utilized and noted as such. Similarly, this system reports information for the 25th, 50th, and 75th percentile.

Data is used from FY15 for UT Pan American, and then FY16 for UTRGV (its first year), and compared both those sets of numbers against the FY15 numbers of the institutions against which UTRGV was benchmarked. Information for the benchmarked groups is not yet available for FY16, thus comparisons only to the FY15 numbers of those institutions.

Undergraduate Student Enrollment

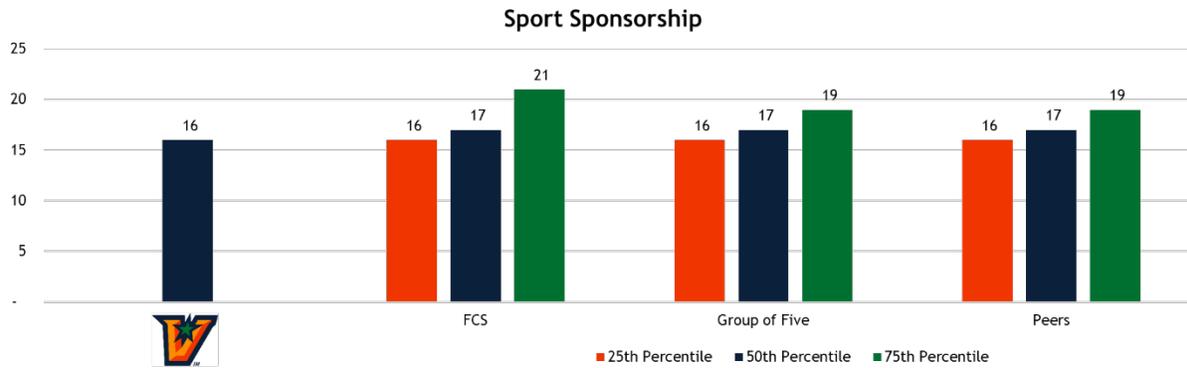
In the chart below UTRGV's undergraduate student enrollment is compared to the respective benchmark groups. This includes male and female enrollment as of fall semester 2014. This undergraduate enrollment size of 13,652 was prior to the creation of the new UTRGV institution. CSS researched UTRGV enrollment data for fall 2015, which is a more accurate representation of current enrollment. That number was 24,547. This enrollment total is comparable to the 75th percentile of the peer institutions and higher than the 75th percentile of the other two benchmarking groups.



Source: 2014-15 NCAA Dashboard
UTRGV Fall 2015 data sourced from the National Center of Education Statistics

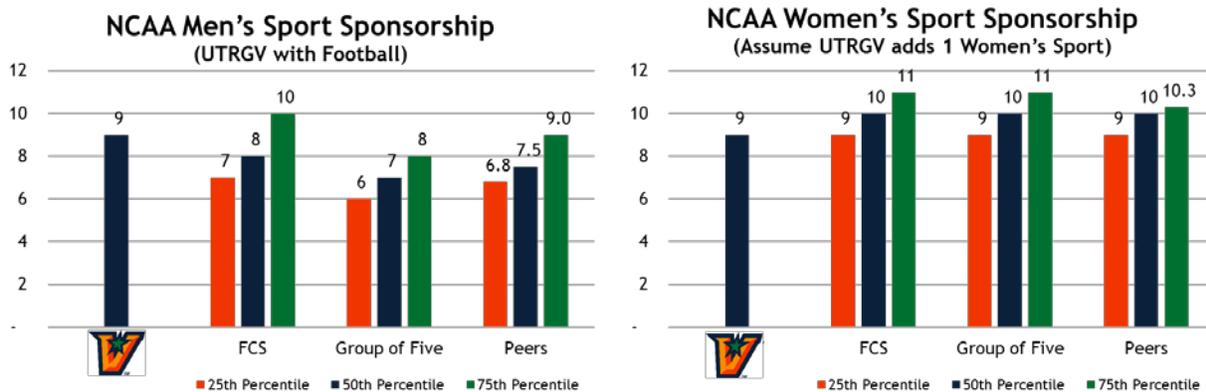
Sport Sponsorship

Sport sponsorship statistics below compare the number of sports overall and by gender. NCAA sport sponsorship requirements for FBS are highlighted previously in the NCAA Rules section of this report. UTRGV sponsors 16 sports (8 men's and 8 women's). This is currently at the 25th percentile of all peer groups. With the addition of football and potentially another women's sport, this would bring the sport sponsorship total to 18 at UTRGV, which would be above the 50th percentile for all benchmark groups.



Source: 2014-15 NCAA Dashboard

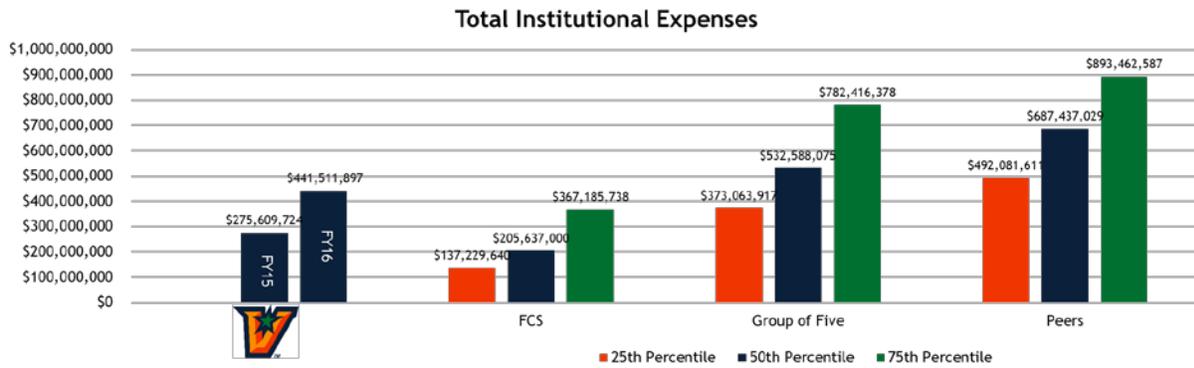
With the addition of football, based on current sports, UTRGV would of course increase to 9 men’s sports. This would rank at the 75th percentile for men’s sports for the Group of Five institutions and the identified institutional peers. At 9 men’s sports, this would be above the 50th percentile in FCS. An increase of 1 women’s sport with the addition of football would place the institution at the 25th percentile for all benchmarking groups.



Source: 2014-15 NCAA Dashboard

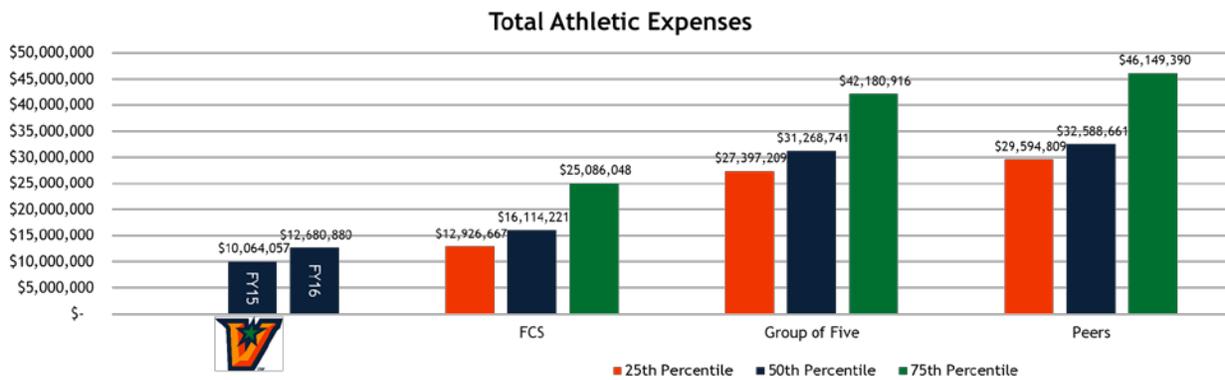
Institution Expenditures and Allocation for Athletics

UTRGV had total institution expenditures of \$275M for FY15. This lies between the 50th and 75th percentile of FCS institutions, nearly \$100M below the 25th percentile of the FBS Group of Five, and more than \$200M below the Peer institutions. In comparison, UTRGV in FY16 totals \$441,511,897 which is higher than the 75th percentile of FCS institutions and falls between the 25th and 50th percentile for the Group of Five. This higher figure still lags behind the peer institutions at approximately \$50M below the 25th percentile.



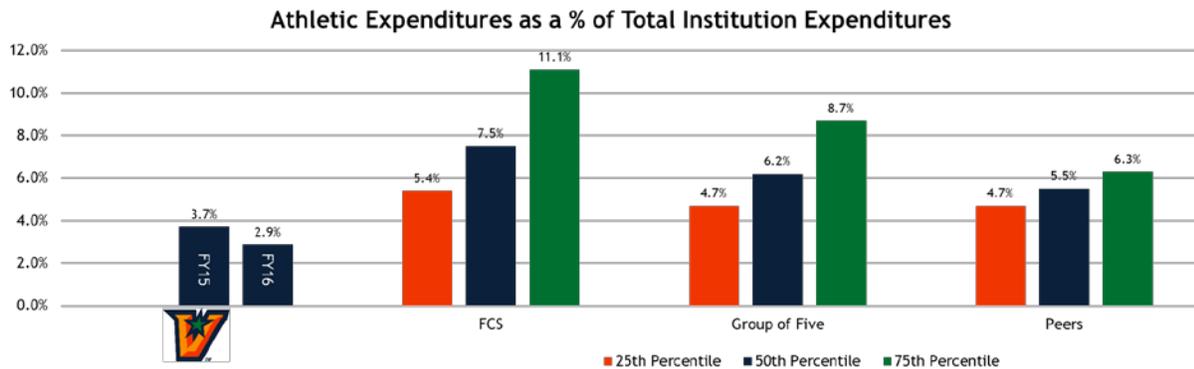
Source: 2014-15 NCAA Institutional Performance Program

The chart below identifies total athletics expenditures. UTRGV had Total Athletic Expenditures of \$10,064,057 in 2014-15 and \$12,680,880 in FY16. The FY16 is comparable to the 25th percentile of FCS institutions.



Source: 2014-15 NCAA Institutional Performance Program

The following shows total athletic expenditures as a percentage of total institutional expenditures. UTRGV athletic expenses represent 3.7% of total institutional expenditures in FY15 and 2.9% in FY16. Both of these figures lies below the 25th percentile for all groups by more than 1%.



Source: 2014-15 NCAA Dashboard

Athletics Revenue

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

A. Allocated Revenue

Allocated revenues are defined as those athletic revenues provided by the institution. Allocated revenues are provided in a variety of ways at institutions throughout the country, influenced by many factors, including state laws, system and institutional policies, and characteristics unique to each school.

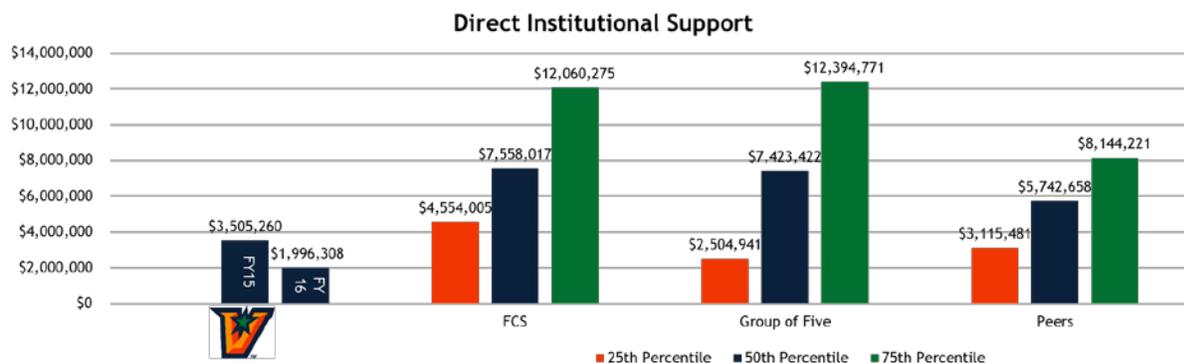
Allocated revenues include, but are not limited to:

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

Direct Institutional Support. Direct Institutional Support includes actual funds provided by the institution to athletics for the operations of intercollegiate athletics. This includes:

- Unrestricted funds allocated to the athletics department by the university (e.g. state funds, tuition, tuition waivers, transfers).
- Federal work study support for student workers employed by athletics, endowment unrestricted income, spending policy distributions and other investment income distributed to athletics in the reporting year to support athletic operations.

UTRGV's Direct Institutional Support revenue of \$3.5M in FY15 falls below the FCS 25th percentile and slightly higher than the 25th percentile for the FBS group of five and peer institution groups. In FY16 this figure declined to \$1,966,308 for UTRGV.

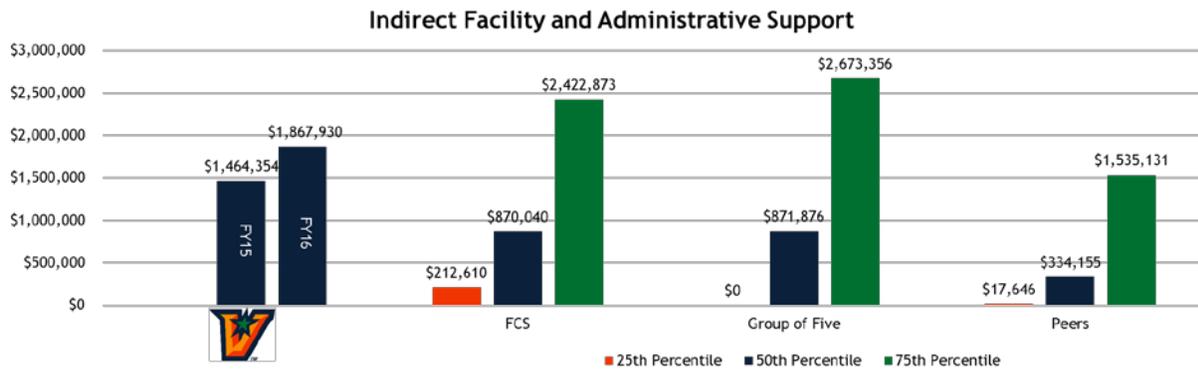


Indirect Facility & Administrative Support. Indirect Facility & Administrative Support includes the value of costs covered and services provided by the institution to athletics but not charged to athletics including, but not limited to:

- Administrative services provided by the university to athletics but not charged such as HR, Accounting and IT
- Facilities maintenance
- Security

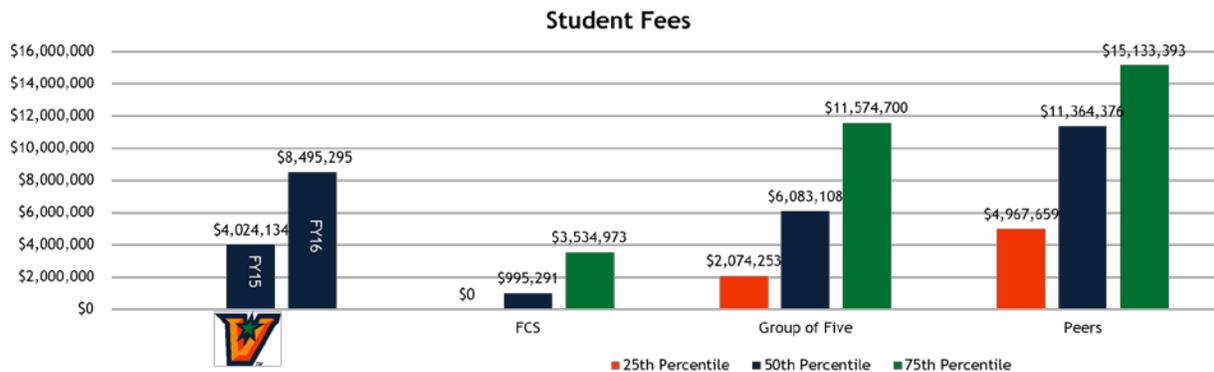
- Risk Management
- Utilities

UTRV reported a total of \$1.4M for this category in FY15 and \$1.8M in FY16. Both of these figures are between the 50th and 75th percentile for the FCS and Group of Five. The FY16 figure for UTRGV is approximately \$300K above the 75th percentile for the peer institutions.



Source: 2014-15 NCAA Institutional Performance Program

Student Fees. Student Fees include fees assessed and restricted for support of intercollegiate athletics. For FY15, the UTRGV total was \$4M, higher than the 75th percentile of FCS, but well below the 50th percentile for the group of five, and below the 25th percentile for the peer institution group. With the formation of UTRGV, student fees were \$8.4M in FY16, which is higher than the 50th percentile of the FBS group of five but still trailing the 50th percentile of the peer institutions by approximately \$3M.

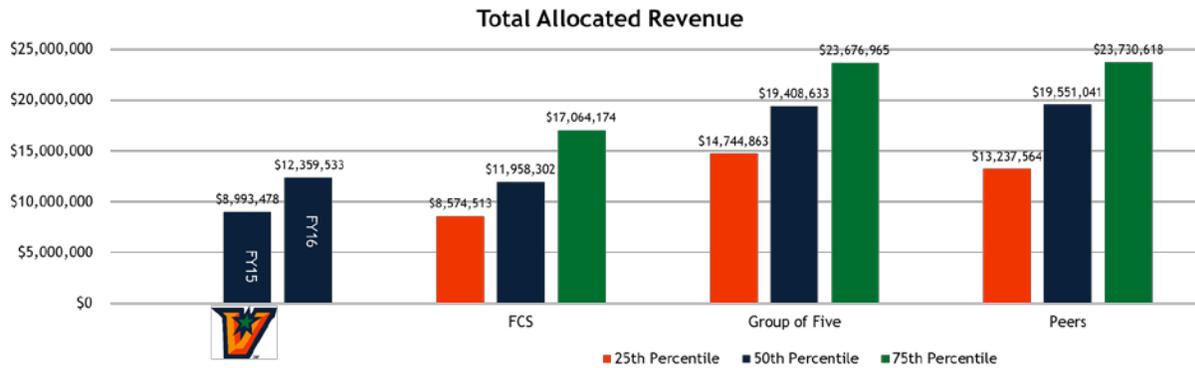


Source: 2014-15 NCAA Institutional Performance Program

Direct or State Government Support. In the final category, “Direct or State Government Support,” UTRGV reported \$0 for both fiscal years. This category includes state, municipal, federal and other government appropriations made in support of athletics. This amount includes funding specifically earmarked to the athletics department by government agencies for which the institution cannot reallocate. The 50th percentile of each benchmarking groups also reported zeroes.

Total Allocated Revenue. Total Allocated Revenue was sourced using the NCAA Dashboard. This is the total revenue from all institutional categories identified and shown herein. UTRGV’s \$8.9M for FY15 in allocated revenue is approximately \$2M below the 50th percentile for FCS, and more than \$10M below the 50th percentile for the Group of Five and peer institutions. The FY16 figure increased to \$12.39M

which is slightly higher than the FCS 50th percentile but falls below the Group of Five and Peer Institutions 25th percentile.



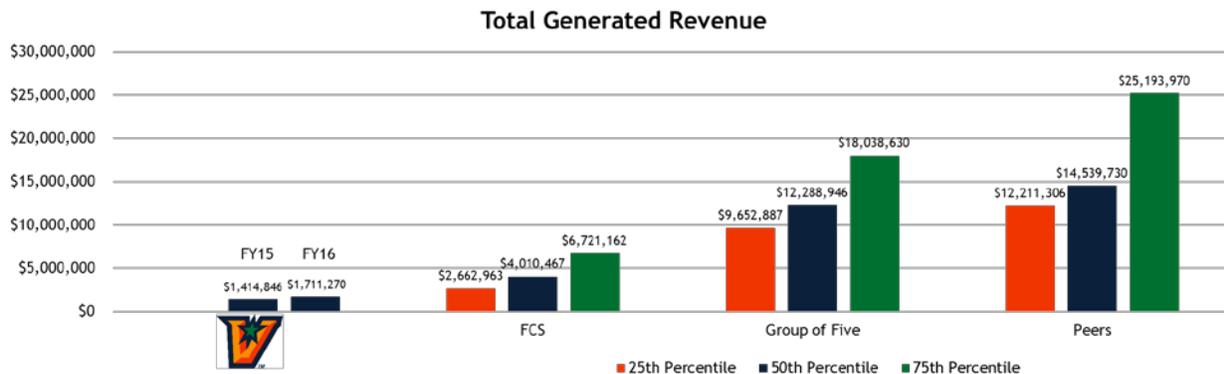
Source: 2014-15 NCAA Institutional Performance Program

B. Generated Revenue

Generated revenues are all revenues produced by athletics 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

UTRGV Athletics generated \$1,414,846 in FY15 and \$1,711,270 in FY16. Both totals rank below the 25th percentile for all benchmarking groups. Further information relevant to generated revenues for football will be provided later within this section.



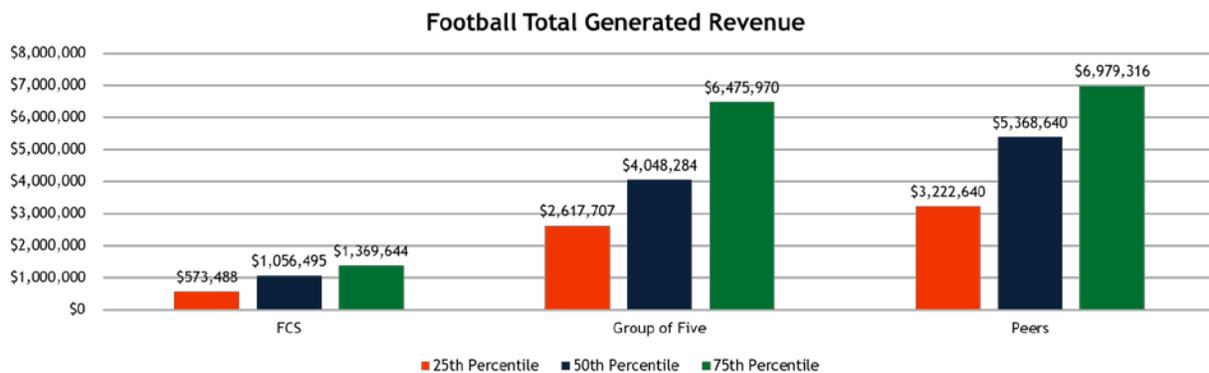
Source: 2014-15 NCAA Institutional Performance Program

Football

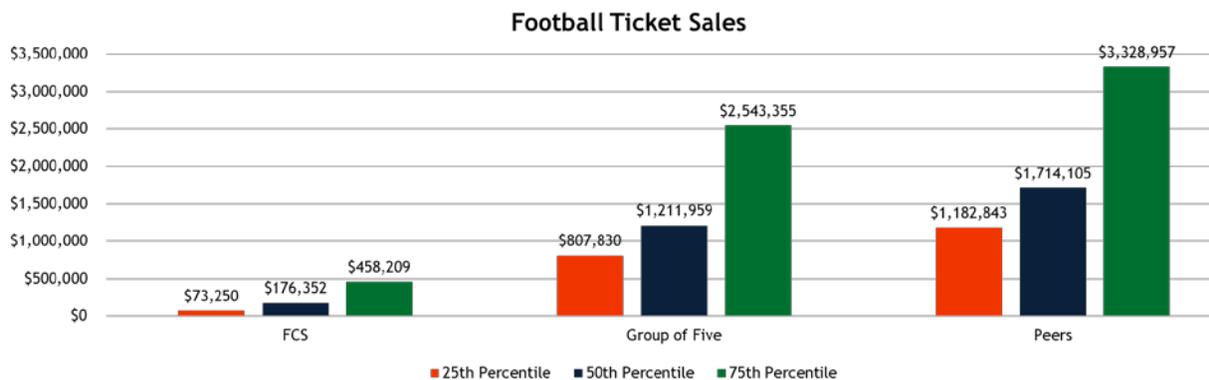
The following provides information specific to the sport of football. This includes generated revenues, expenditures, and attendance benchmarking.

A. Generated Revenue.

Generated revenues for FCS football range from a total of \$573K (25th percentile) to \$1.36M (75th percentile). For the FBS Group of Five, the range is \$2.6M (25th percentile) to \$6.4M (75th percentile). The institutional peers ranged from \$3.2M (25th percentile) to \$6.9M (75th percentile). Further information in specific revenue categories follows. In general, FCS has significantly lower numbers than the FBS groups.

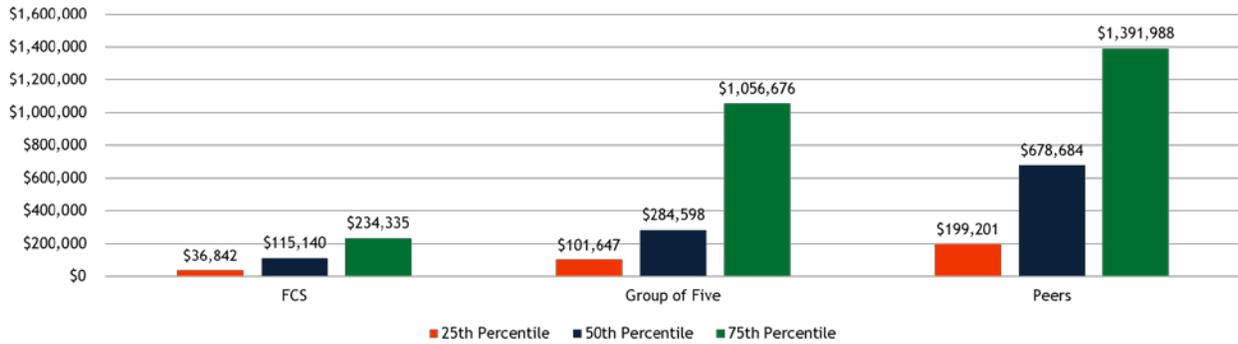


Ticket Sales. Ticket sales is defined as sales of admissions to athletics events. This may include public, faculty and student sales as well as shipping and handling fees. Any amounts paid in excess of ticket's face value are reported within the contributions category.



Football Contributions. Football Contributions is defined as amounts received directly from individuals, corporations, associations, foundations, clubs or other organizations that are designated, restricted or unrestricted by the donor for the operation of the football program. This also includes the amounts paid in excess of a ticket's value. Contributions shall include cash, marketable securities and in-kind contributions. In-kind contributions may include dealer-provided automobiles (market value of the use of a car), apparel and soft-drink products for use by staff and teams.

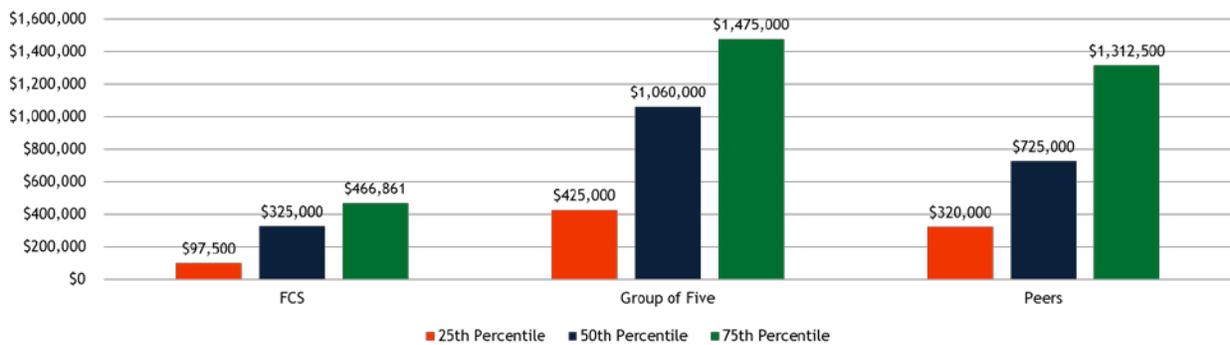
Football Contributions



Source: 2014-15 NCAA Institutional Performance Program

Game Guarantee. This category includes revenue received from participation in away games.

Football Game Guarantee Revenue

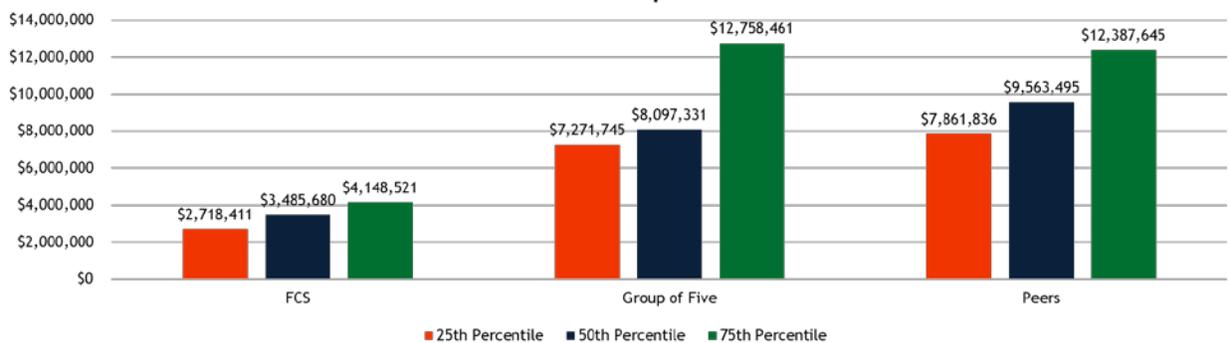


Source: 2014-15 NCAA Institutional Performance Program

B. Expenditures

The following provides summary information on total football expenditures. In FCS, expenses ranged from \$2.7M to \$4.1M for the 25th to 75th percentiles. Expense ranges for the Group of Five and institutional peers were from \$7M to over \$12M for the 25th to 75th percentiles.

Football Total Expenditures



Source: 2014-15 NCAA Institutional Performance Program

Specific Expenses. Further information is provided below for specific expense categories. Information on compensation includes head coach, assistant coach pool, and administrative staff. The total includes compensation paid specific to the sport of football and reportable on the university or related entities W-2 and 1099 forms inclusive of:

- Gross wages and bonuses.
- Benefits including allowances, speaking fees, retirement, stipends, memberships, media income, tuition reimbursement and earned deferred compensation.

Also included in this category are compensation, bonuses and benefits paid by a third party and contractually guaranteed by the institution, but not included on the institutions W-2 including:

- Car stipend
- Country club membership
- Allowances for clothing, housing, and entertainment.
- Speaking fees
- Camps compensation
- Media income
- Shoe and apparel income

Severance and bonuses related to participation in a post-season bowl game are not reported within this category.

Compensation			
	25th Percentile	50th Percentile	75th Percentile
Head Coach			
FCS	\$ 194,918	\$ 260,000	\$ 303,466
Group of Five	\$ 621,099	\$ 765,305	\$ 1,255,921
Peer Institutions	\$ 668,979	\$ 802,307	\$ 1,371,479
Assistant Coaches			
FCS	\$ 505,895	\$ 643,865	\$ 763,429
Group of Five	\$ 1,212,368	\$ 1,480,743	\$ 2,058,289
Peer Institutions	\$ 1,432,109	\$ 1,635,883	\$ 2,116,000
Administrative Staff			
FCS	\$ -	\$ 47,915	\$ 97,892
Group of Five	\$ 207,500	\$ 319,002	\$ 496,346
Peer Institutions	\$ 287,043	\$ 453,391	\$ 561,397

Source: NCAA IPP System

The following covers major operating expense categories inclusive of recruiting, team travel, equipment, game expenses, and guarantees. The definition for each category is provided following the chart. This does not include expenses related to post-season bowls, which are reported within the IPP system in a separate category.

Definitions for each category are as follows:

- Recruiting: Transportation, lodging and meals for prospective student-athletes and institutional personnel on official and unofficial visits, telephone call charges, postage and such. This figure includes the value of use of institution's own vehicles or airplanes as well as in-kind value of loaned or contributed transportation

- **Team Travel:** Air and ground travel, lodging, meals and incidentals for competition related to preseason, regular season and postseason. Amounts incurred for food and lodging for housing the team before a home game also should be included. This also includes the value of use of the institution's own vehicles or airplanes as well as in-kind value of donor-provided transportation.
- **Equipment, Uniforms, & Supplies:** Items that are provided to the teams only. Equipment amounts are those expended from current or operating funds. This includes the value of in-kind equipment provided.
- **Game Expenses:** Game game-day expenses other than travel that are necessary for intercollegiate athletics competition, including officials, security, event staff, ambulance and such. Input any payments back to the NCAA for hosting a championship or conference for hosting a tournament. This does not include expenses related to post-season bowls are reported in a separate category.
- **Guarantees:** Amounts paid to visiting participating institutions, including per diems and/or travel and meal expenses.

Major Operating Expense Categories			
	25th Percentile	50th Percentile	75th Percentile
Recruiting			
FCS	\$ 49,485	\$ 75,801	\$ 117,587
Group of Five	\$ 158,640	\$ 211,005	\$ 295,075
Peer Institutions	\$ 193,480	\$ 208,123	\$ 290,135
Team Travel			
FCS	\$ 203,197	\$ 283,984	\$ 396,333
Group of Five	\$ 627,900	\$ 876,980	\$ 1,041,942
Peer Institutions	\$ 778,153	\$ 915,006	\$ 1,194,040
Equipment, Uniforms, & Supplies			
FCS	\$ 101,435	\$ 148,935	\$ 212,328
Group of Five	\$ 275,295	\$ 394,612	\$ 469,095
Peer Institutions	\$ 309,271	\$ 417,723	\$ 502,829
Game Expenses			
FCS	\$ 43,613	\$ 75,714	\$ 123,840
Group of Five	\$ 175,838	\$ 393,052	\$ 707,484
Peer Institutions	\$ 653,337	\$ 738,450	\$ 960,079
Guarantees			
FCS	\$ -	\$ 22,500	\$ 68,283
Group of Five	\$ 315,000	\$ 400,000	\$ 575,000
Peer Institutions	\$ 282,500	\$ 400,000	\$ 757,500

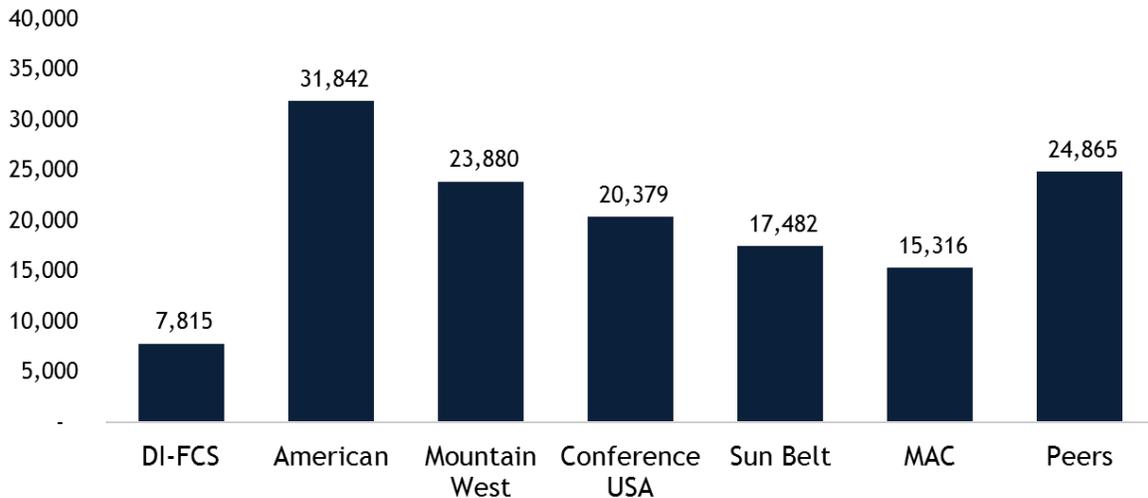
Source: NCAA IPP System

C. Attendance

The following chart shows average attendance for the sport of football. In 2015, the average home attendance for FCS was 7,815. The top-30 institutions in FCS with the highest home attendance ranged from a high of 24,139 (Montana #1) to 9,364 (Lamar #30).

The FBS Group of Five conference attendance ranged from a high of 31,842 in the American to a low of 15,316 in the MAC. The Group of Five conference attendance figures include home and neutral site contests between two teams in the same conference. The peer institutions had an average attendance mark of 24,865. Compiled statistics for the 2016 season is not yet available on the NCAA website.

2015 NCAA Football Attendance Average



DI-FCS: Attendance figures are Average Home Attendance

FBS Group of Five Conferences: Attendance figures include home and neutral site contests between two teams in the same conference.

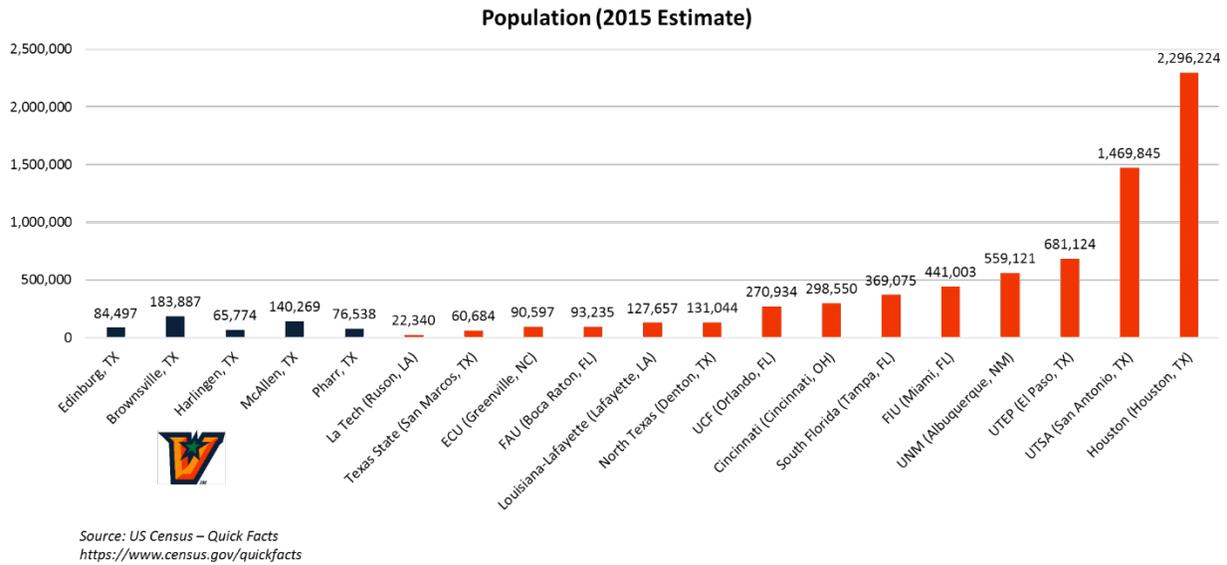
V. Market Assessment

The following provides information regarding the market area for each of the 14 peer institutions. Data includes general population information, median household income, number of businesses, retail spending, and media market.

CSS provided information for multiple cities within the Rio Grande Valley, including Edinburg, Brownsville, Harlingen, McAllen, and Pharr for comparison, understanding that Athletics is primarily located in Edinburg.

Population

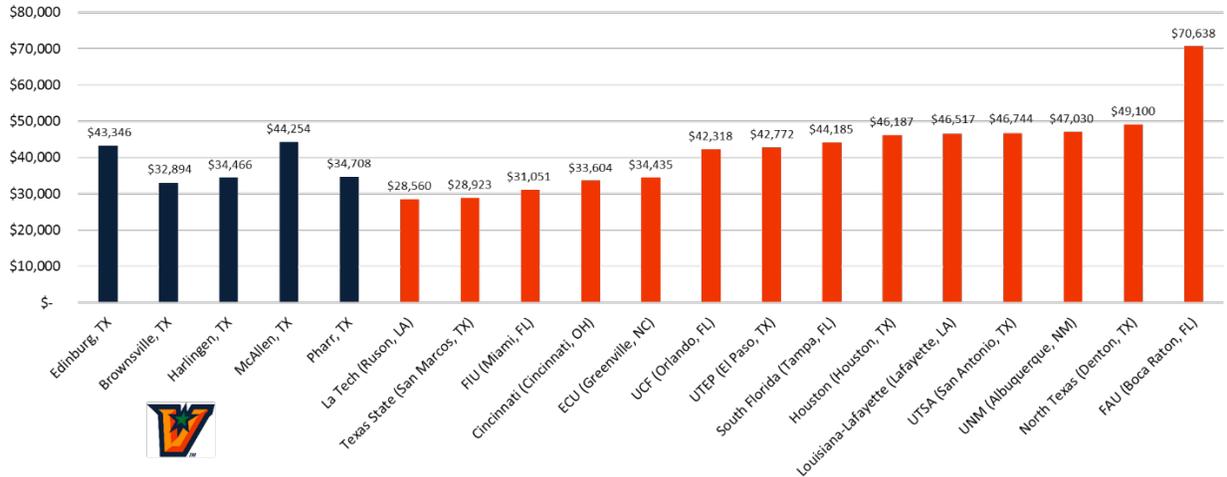
Edinburg has a population of 84,497. When compared to the other institutions, Edinburg has a higher population than Louisiana Tech (La Tech) and Texas State while trailing all other peer institutions. When the other four cities researched in the Rio Grande Valley region are included, the population total is over 550,000. This is comparable to the University of New Mexico (Albuquerque) and higher than 10 of the institutional peer cities. The cities of San Antonio and Houston obviously have significantly higher populations than the other peers.



Household Income

The median household income in Edinburg is \$43,346. This is higher than seven of the peer institutions. The median for cities measured in the Rio Grande Valley ranged from \$32,894 (Brownsville) to \$44,254 (McAllen), both of which are higher than three of the peer institutions. McAllen, the highest of the Rio Grande Valley cities researched, is comparable to the University of South Florida in Tampa, FL.

Median Household Income (In 2015 dollars, 2011-2015)



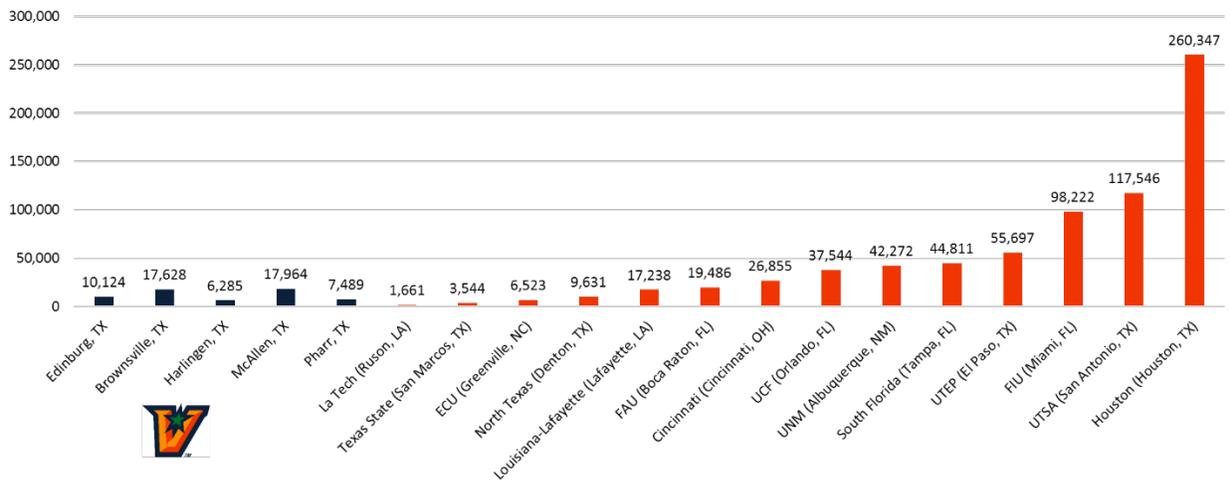
Source: US Census – Quick Facts
<https://www.census.gov/quickfacts>

Business Information

A. Number of Businesses

The city of Edinburg has 10,124 businesses based on the US Census data Quick Facts data. When compared to the other peer institution cities, Edinburg has a higher number of businesses than four of the peers. When the other four cities researched in the Rio Grande Valley region are included, the total number of businesses is 59,490. This is comparable to El Paso, TX, the home of UTEP, and ranks fifth overall when compared to the other peer institution cities. The city of Houston, TX, obviously had a significantly higher number of businesses when compared to the other peer institutions – more than double that of the next peer.

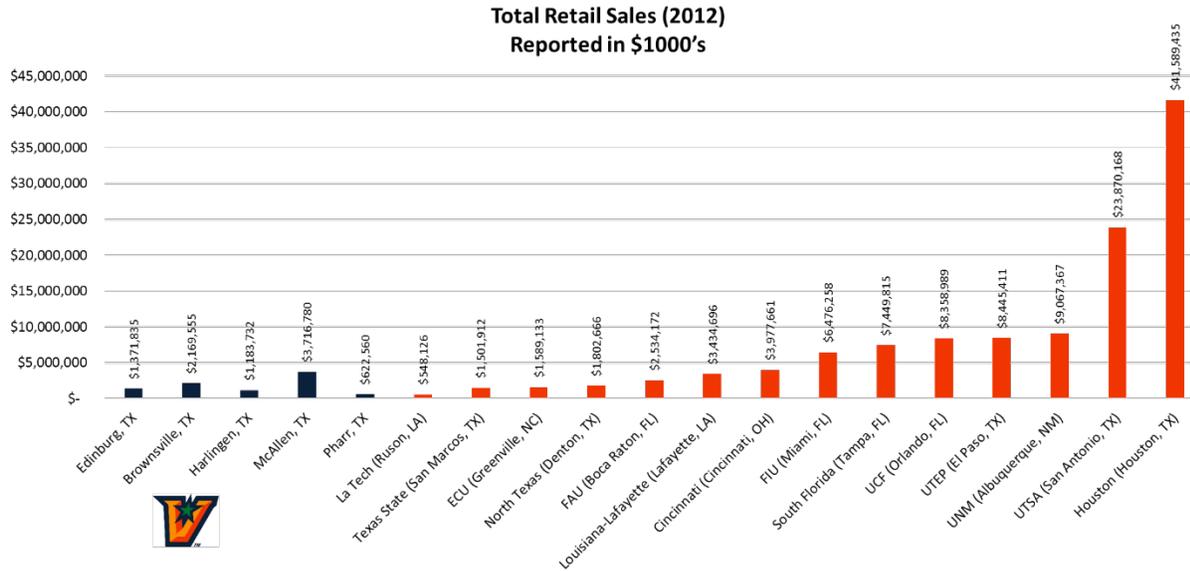
Number of Businesses (All Firms – 2012)



Source: US Census – Quick Facts
<https://www.census.gov/quickfacts>

B. Retail Sales

Total retail sales are reported in thousands. Edinburg had a total of \$1.3B in sales, which is higher than two of the peer institutions. Of the five cities studied in the Rio Grande Valley, McAllen had the highest total retail sales (\$3.7B). In total all five cities had over \$9B. This total would rank the region fourth when compared to peer institution cities.



Source: US Census – Quick Facts
<https://www.census.gov/quickfacts>

Media Market

The following provides information on media markets for each of the peer institutions. UTRGV market of Harlingen-Weslaco-Brownsville-McAllen, TX, has a 2016 ranking of 86. This places UTRGV above four of the peer institution's media markets.

Institution	Location	2016 DMA Rank	Designated Market Area (DMA)
University of North Texas	Denton, TX	5	Dallas - Ft. Worth, TX
University of Houston	Houston, TX	10	Houston, TX
University of South Florida	Tampa, FL	11	Tampa - St. Petersburg - Sarasota, FL
Florida International University	Miami, FL	16	Miami - Ft. Lauderdale, FL
University of Central Florida	Orlando, FL	19	Orlando - Daytona Beach - Melbourne, FL
University of Texas at San Antonio	San Antonio, TX	32	San Antonio, TX
University of Cincinnati	Cincinnati, OH	36	Cincinnati, OH
Florida Atlantic University	Boca Raton, FL	38	West Palm Beach - Fort Pierce, FL
Texas State University	San Marcos, TX	39	Austin, TX
University of New Mexico	Albuquerque, NM	48	Albuquerque - Santa Fe, NM
UTRGV	Edinburg, TX	86	Harlingen - Weslaco - Brownsville - McAllen, TX
University of Texas at El Paso	El Paso, TX	92	El Paso, TX
East Carolina University	Greenville, NC	99	Greenville - New Bern - Washington, NC
University of Louisiana Lafayette	Lafayette, LA	121	Lafayette, LA
Louisiana Tech	Ruston, LA	137	Monroe, LA / El Dorado, AR

Source: Rankings: <http://www.tvjobs.com/cgi-bin/markets/market1.cgi?Z=>

DMA Map: <http://seventhpoint.com/images/pdfs/2012-2013%20Large%20DMA%20Map.pdf>

Further analysis of media markets shows the Harlingen-Weslaco-Brownsville-McAllen market for UTRGV is among the highest for Hispanic Households, ranking tenth nationally. The market for UTRGV ranks in the bottom-third for the number of TV households, while ranking in the top-half for ADS penetration.

	TV Households	Hispanic Household Rank	Cable Penetration	ADS* Penetration
Harlingen - Weslaco - Brownsville - McAllen, TX	363,410	10	39.3	34.3
Dallas - Ft. Worth, TX	2,646,370	5	51.5	30.3
Houston, TX	2,373,700	4	51	31.3
Tampa - St. Petersburg - Sarasota, FL	1,859,820	20	77.2	15
Miami - Ft. Lauderdale, FL	1,660,020	3	67.2	21.8
Orlando - Daytona Beach - Melbourne, FL	1,489,710	14	68.8	22.8
San Antonio, TX	907,320	7	53.4	33
Cincinnati, OH	868,900	92	56.5	28.2
West Palm Beach - Fort Pierce, FL	791,090	28	75.8	21.4
Austin, TX	745,640	22	57.8	25.5
Albuquerque - Santa Fe, NM	662,570	15	27.1	51.3
El Paso, TX	332,920	19	41.9	35.4
Greenville - New Bern - Washington, NC	300,800	86	49.1	37.3
Lafayette, LA	230,240	142	53.7	35.7
Monroe, LA / El Dorado, AR	170,120	166	35.5	57.3
UTRGV Rank	11	5	13	6

Source: <http://www.tvb.org/Public/MarketsStations/Markets.aspx>

*ADS: TV homes with unwired cable access are referred to as having Alternate Delivery Systems. The two components of ADS are Direct Broadcast Satellite (DBS) and Satellite Master Antenna (SMATV).

VI. Facilities

The following provides information regarding facilities from consultant DLR Group. The following includes:

- Facilities Benchmarking Data: Square Footage Assessment
- Facilities Benchmarking Data: Construction Cost Assessment
- Renovation/Expansion Example: Wyoming High Altitude Performance Center
- New Football Program Example: UNC Charlotte Jerry Richardson Stadium
- Football Operations Facility: Program Facilities Benchmarking Data: Square Footage Assessment and Recommendations

DLR Group has conducted various research, benchmarking and design exercises of NCAA Division I Football Operations and Athletics Performance Facilities across the country. Upon analysis of the data, DLR Group can provide the necessary recommendations for a right-sized facility that meets the needs of a desired football program at UTRGV.

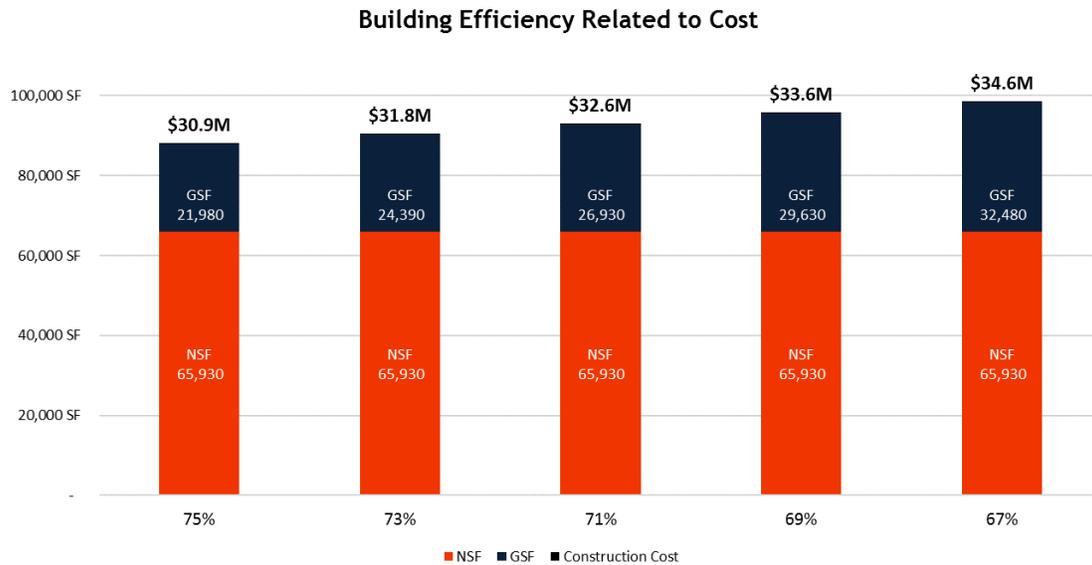
Facilities Benchmarking: Square Footage Assessment

Benchmarking analysis of over 35 football facilities has been completed. Data collected during this analysis represents program spaces, net square footage (NSF), gross square footage (GSF) and building efficiency. The analysis included new construction and renovation/expansion of football facilities from 1998-2017.

The following is a snapshot of specific program spaces analyzed and the average net square footage of each space. The lowest and highest net square footage is also noted.

Program Space	Average NSF	Lowest NSF	Highest NSF
Lobby/Hall of Fame	3,350	1,000	5,931
Team Locker Room	6,550	4,000	9,450
Team Lounge	2,340	750	4,700
Coaches Locker Room	1,250	584	2,850
Equipment Room	4,680	730	7,347
Training Room	8,740	5,140	16,698
Weight Room	16,700	9,165	22,400
Team Meeting Room/Auditorium	2,970	1,590	4,320
Position Meeting Rooms	4,360	1,750	11,835
Video Suite	1,130	345	3,975
Football Offices	6,580	2,911	13,349
Training Table/Kitchen	6,340	1,045	17,560
Subtotal NSF	64,990		

It is essential, either through renovation or new construction, to emphasize Building Efficiency. The efficiency of a building is the relationship of net square footage to gross square footage. Net square footage is the usable area of a building, i.e. locker rooms, weight rooms, meeting rooms, etc. The gross square footage is the sum of all areas on all floors of a building. The chart below demonstrates building efficiency as it relates to building cost. In a building type like this, the target number should be 75% efficient. In each of the vertical bars below, the NSF does not change, but as the building efficiency decreases, the GSF number increases leading to overall increased construction cost.



Facilities Benchmarking Data: Construction Cost Assessment

Through a combination of facilities research, benchmarking and Architectural, Engineering, and Construction Industry Resources, DLR Group has compiled construction cost data of training facilities across the country.

DLR Group compiled and analyzed data of various NCAA football training facilities. Data included:

- Year of construction
- New Construction vs. Addition/Renovation
- Cost of construction
- Square Footage
- Cost/Square Foot (SF)

In addition, the local construction cost index was used to relate the construction market in McAllen, TX compared to national averages. Data is then analyzed and average construction costs can be localized to the McAllen, TX market. The local index for McAllen, Texas is 82.5. The National Average is 100. So, McAllen is below average in terms of construction costs. As an example, the local index for Berkeley is 123 and Laramie, Wyoming is 90. It is much more expensive to complete a similar project in the Bay Area than it would be in Laramie or McAllen.

The source of this data is RS Means. RS Means provides accurate and up-to-date cost information that helps a firm project and control the cost of new building construction and renovation projects.

For example, the University of Wyoming recently expanded the Rochelle Athletics Center to 115,000 SF to create the new High Altitude Performance Athletics Center in the north end zone of War Memorial Stadium. The project, currently under construction in Laramie, Wyoming is \$34.6 million and \$301.20/SF. To complete a similar project at UTRGV, using local construction index data specific to McAllen, TX, the project would be \$275/SF. McAllen was used for these comparisons as it was the closest city to Edinburg with this available data.

Similarly, the University of Louisiana Lafayette completed a \$13.8 million renovation project for an Athletic Performance Center. The project, completed in 2015, is 77,866 SF and was \$13.8 million and \$177.23/SF in Lafayette, LA. To complete a similar project at UTRGV using a local construction index for McAllen, TX, the cost would be \$185.29/SF.

*It should be noted that DLR Group recommends a programming exercise with a Sports Design Firm, cost estimators and a construction manager with experience in this building type to confirm proper program spaces and cost/square foot projections.

Renovation Example

The University of Wyoming—High Altitude Performance Center

Should UTRGV desire to renovate or expand an existing building on campus or the surrounding neighborhoods of campus, Wyoming's new High Altitude Performance Center provides a good example (cost and square footage data on this facility provided in Facility Benchmarking Section) of a performance center and/or operations building that UTRGV may want to examine as it looks to build its own. A narrative on the DLR design follows including description and images. The project is currently under construction.

The University of Wyoming's goal is to develop the best student-athletes with this significant new facility to be called the High Altitude Performance Center. It capitalizes on the competitive advantage of physical training for athletes at 7,220 feet above sea level. Sited in the north end zone of War Memorial Stadium, the facility will create a stunning presence and branding tool promoting the University's commitment to Cowboy football and athletics in general.

The building's exterior design will incorporate the materials and architectural style prevalent throughout campus, inspired by UW's historic sandstone buildings. Inside, the spaces are programmed to provide a modern, state of the art facility that supports the holistic approach to the development of all Cowboy student-athletes.

New and expanded spaces will focus on academic success, nutrition, strength and conditioning, recovery, sports medicine and rehabilitation. The central focus of this 115,000 SF renovation and expansion is to provide the Cowboy football program with the tools it needs to consistently win conference championships, but the facility will also benefit all of Wyoming's more than 400 student-athletes.

Upon entering the facility, visitors and athletes experience Heritage Hall, which honors the history and tradition of Cowboy football. The Strength and Performance Center and new football locker room are also located on the main level, along with an impressive tiered auditorium and Sports Medicine and Rehabilitation Center, which will be utilized by all teams and athletes. On the second level, the existing football coaches' office suite and meetings rooms are reconfigured and enlarged to increase efficiencies.

The second floor expansion features a new Training Table with flexibility to allow for team meals, as well as more casual and intimate dining opportunities. The Academic Center is expanded and enhanced to enable the UW to position itself as a leader in the development of student-athletes both athletically and academically.

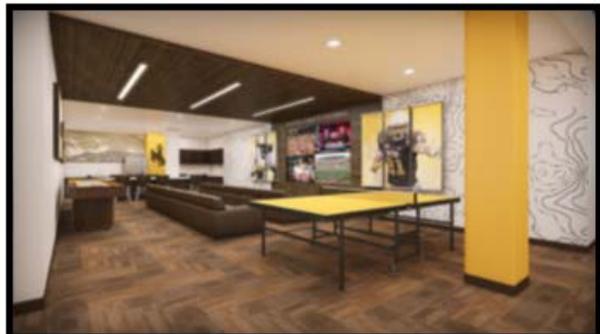
The facility is also designed with the prospective recruit in mind, by creating opportunities at every turn to tell the great story of UW Athletics and to showcase all the features that will maximize their potential as student-athletes.



Exterior image of North End Zone High Altitude Performance Center



New Expanded Locker Room



Team Lounge



Student-Athlete Dining Area



Sports Medicine



Football Weight Room

New Football Program Example:

University of North Carolina-Charlotte, Jerry Richardson Stadium and Judy Rose Center

Jerry Richardson Stadium and the Judy Rose Center continue to serve as the model facility for many institutions considering the startup of a NCAA Division I FBS or FCS level football program. This facility is also highlighted within Case Studies attached to the report. However, a further narrative and images are provided for the DLR scope of work for UNC Charlotte.

The design team carefully analyzed numerous site opportunities, orientation options and phasing strategies while focusing on how to create a dynamic gameday experience that would quickly develop into new traditions for players and fans alike. The design of Jerry Richardson Stadium delivers a full complement of player and spectator amenities found at the best stadiums around the country, while nestled in the heart of campus and effectively blending in with the existing traditional architectural style seen throughout.

Jerry Richardson Stadium seats 15,300 spectators, all located in a horseshoe-shaped lower seating bowl on concrete treads and risers. The facility master plan includes a phased approach to expand seating to 25,000 and ultimately 40,000 seats. The stadium features a synthetic turf playing field and includes two natural turf practice fields located adjacent to the site. A 46,150 SF field house in one end zone provides a 6,950 SF hospitality deck overlooking the field. The field house also holds the football locker rooms, offices, meeting rooms, academic center, a tiered team meeting room/classroom, player lounge, and more than 11,000 SF of training area. On game days, a 6,636 SF press box provides space for media, broadcast teams, coaches, and private suites for both university and visiting team administration.



Aerial View



Endzone View



Judy Rose Football Center/Gameday Hospitality



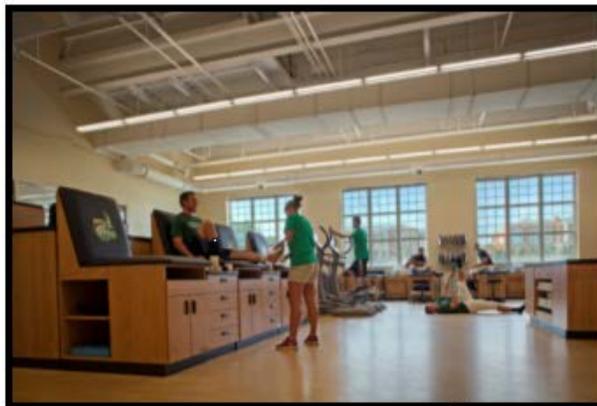
Premium Spaces



Judy Rose Football Center/Hospitality Deck



Strength and Conditioning



Sports Medicine





Student-Athlete Support Spaces



Team Meeting Room



Locker Room



Football Operations Facility: Program Example –UTRGV

The DLR Group has developed under separate cover a preliminary program example for a UTRGV football operations facility based on benchmark / historical data. As institutions begin the process of planning such a facility, the desired spaces will likely be significantly adjusted during discussions. This example is provided as a point of reference only and is based on 75% building efficiency with space allocations for:

- Common Spaces
- Football Administration
- Team Meeting Rooms
- Academic Facilities
- Training Table and Food Service
- Strength and Conditioning
- Sports Medicine
- Football Locker Rooms
- Equipment
- Building Support

VII. Title IX/Gender Equity

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 of 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.

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 one of the following:

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

CSS has reviewed UTRGV's athletics data that is submitted annually as required by the Equity in Athletics Disclosure Act (EADA) for the 2015-16 reporting year. According to that report, full-time undergraduate enrollment at UTRGV was 43.4% male and 56.6% female. Athletics participation was 51.4% male, 48.6% female, a difference of approximately 8%. This is the first year of reporting for UTRGV as a new institution.

2015-16 UTRGV EADA Report				
	Full-Time Undergraduate		Athletics Participation	
	Qty	%	Qty	%
Male	7,600	43.4%	179	51.4%
Female	9,928	56.6%	169	48.6%
Total	17,528		348	

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.

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 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. Football student athletes are counted as additional students for full-time undergraduate enrollment. They are also considered additional participants for athletics.
3. The estimate for the addition of football is based on the average participation numbers for Division I football as reported in the 2015-16 NCAA Sports Sponsorship and Participation Rates Report. The average squad size for FCS (105.3) and FBS (120.6) are rounded to the nearest whole number.
4. 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 62.7% men and 37.3% women, a disparity of approximately 19% from undergraduate enrollment.

Should UTRGV add FBS football, the average squad size would result in athletics participation ratios at 64% male and 36% female.

FCS Projections					FBS Projections			
	Full-Time Undergraduate		Athletics Participation		Full-Time Undergraduate		Athletics Participation	
	Qty	%	Qty	%	Qty	%	Qty	%
Male	7,705	43.7%	284	62.7%	7,721	43.7%	300	64.0%
Female	9,928	56.3%	169	37.3%	9,928	56.3%	169	36.0%
Total	17,633		453		17,649		469	
Average Squad Size			105		121			

Should UTRGV wish to maintain proportionality, the institution would likely need to consider a reduction in the number of men’s opportunities and/or 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 the three, swimming & diving has the highest roster size.

2015-16 NCAA Participation Rates Average Squad Size	
Softball	20.80
Beach Volleyball	16.10
Swimming & Diving	28.20

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 2015-16 the unduplicated ratio of participants was 52.4% male, 47.6% female. Athletically related student aid was 41.8% male and 58.2% female.

2015-16 UTRGV EADA Report				
	Unduplicated Participants		Athletically Related Student Aid	
	Qty	%	Qty	%
Male	140	52.4%	\$ 880,374	41.8%
Female	127	47.6%	\$ 1,226,972	58.2%
Total	267		\$2,107,346	

Should UTRGV 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 value of those scholarship costs.

The addition of FCS football would modify the unduplicated participant projections to 68.8% male and 31.2% female. The addition of FBS football results in a ratio of 67.3% male and 32.7%, as shown below.

Unduplicated Participant Projections				
	FCS		FBS	
	Qty	%	Qty	%
Male	245	65.9%	261	67.3%
Female	127	34.1%	127	32.7%
Total	372		388	
Average Squad Size		105	121	

The following provides the NCAA maximum allowable financial aid awards for the sample women's sports.

Women's Sports Maximum Allowable Athletic Aid	
Softball	12
Beach Volleyball	6*
Swimming & Diving	14

** 15.5.8.1 Institutions That Sponsor Women's Beach Volleyball and Women's Volleyball. If an institution sponsors women's beach volleyball and women's volleyball, there shall be an annual limit of six on the value of financial aid awards (equivalencies) provided to counters and an annual limit of 14 on the total number of counters in women's beach volleyball. (Adopted: 1/15/11 effective 8/1/11, 7/31/15)*

Below are median costs for major sport expenses of these sports for both the FCS or FBS classifications as well as for all of Division I.

Major Operating Expense Categories (50th Percentile)						
	Compensation		Equipment	Team Travel	Recruiting	Game Expenses
	Head Coach	Assistant Coach				
Softball						
FBS Group of Five	\$ 107,163	\$104,276	\$ 36,782	\$ 121,025	\$ 14,535	\$ 19,470
FCS	\$ 77,650	\$ 57,222	\$ 24,005	\$ 77,555	\$ 9,475	\$ 10,349
All Division I	\$ 92,684	\$ 82,047	\$ 29,048	\$ 105,120	\$ 12,371	\$ 13,592
Beach Volleyball						
FBS Group of Five	\$ 55,887	\$ -	\$ 7,851	\$ 20,762	\$ 1,110	\$ 1,500
FCS	\$ 27,471	\$ -	\$ 9,415	\$ 10,090	\$ 1,047	\$ 3,172
All Division I	\$ 42,807	\$ 4,713	\$ 7,851	\$ 22,396	\$ 1,047	\$ 2,800
Swimming & Diving						
FBS Group of Five	\$ 92,395	\$ 81,973	\$ 23,492	\$ 80,756	\$ 12,879	\$ 1,297
FCS	\$ 53,155	\$ 46,543	\$ 16,089	\$ 53,812	\$ 5,795	\$ 1,076
All Division I	\$ 68,405	\$ 59,092	\$ 21,563	\$ 75,150	\$ 8,912	\$ 1,388

Source: NCAA IPP System

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 UTRGV add football, CSS recommends a Title IX/Gender Equity review to provide a current analysis and establish a strategic plan that establishes metrics, goals and timetables.

VIII. Football Planning Considerations

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

Timeline

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

	FCS	FBS
2016-2017	<ul style="list-style-type: none"> • UTRGV announces a study to explore the reinstatement of football. • Report is finalized providing financial, facility, and regulatory information. 	
2017-2018	<ul style="list-style-type: none"> • Determine FCS/FBS/Conference goals. • Funding model studied and determined. • Decision made to add football including necessary governance group approvals. 	
2018-19	<ul style="list-style-type: none"> • Announce the addition of football. • Master plan any new construction/renovations/improvements. • Hire head coach and coordinators/assistants as decided. • Recruiting begins. 	
2019-2020	<ul style="list-style-type: none"> • Hire additional assistant coaches, director of football operations, and administrative assistant(s). • February: Announce first signing class. • Open tryouts for enrolled UTRGV students. 	
		<ul style="list-style-type: none"> • June 2020: Submit FBS Application
2020-2021	<ul style="list-style-type: none"> • Complete hire of assistant coaches. • Hire strength & conditioning coach, equipment manager, football athletic trainer, and additional support staff as determined. • Practice Year • February: Announce second signing class. 	
2021-2022	<ul style="list-style-type: none"> • Complete hire of support staff. 	
	<ul style="list-style-type: none"> • 1st Year FCS Play 	(If transitioning to FBS this season would be an independent FCS schedule)
2022-2023	<ul style="list-style-type: none"> • 2nd Year FCS Play 	1st Year of FBS (If decision is made to move to FBS and approved by the NCAA)

Staffing

The following provides staffing recommendations for coaching and support staff. For coaching staff, CSS would recommend the maximum allowable under NCAA rules to be competitive within each respective subdivision. The support staff noted is, in CSS's opinion, the minimum staffing necessary for a competitive program. Unless otherwise specified, staff positions indicate one additional staff member per area.

	FCS	FBS
Coaching Staff	<ul style="list-style-type: none"> • Head Coach • 10 Assistant Coaches as determined by the institution which may include Graduate Assistant Coaches. 	<ul style="list-style-type: none"> • Head Coach • 9 Assistant Coaches (Current rules) • Increases to 10 Assistant Coaches (2018) • Up to 4 Graduate Assistants (Although the numbers are similar to FCS, the salary differences are substantial)
Support Staff	<ul style="list-style-type: none"> • Director of Football Operations • Administrative Assistant • Strength and Conditioning Coach • Athletic Trainer • Doctor (may already be on staff) • Media Relations • Equipment Manager • Video Coordinator • Academic Advisor/Support (1 or 2) • Compliance Officer 	<ul style="list-style-type: none"> • Director of Football Operations • Administrative Assistants (1 or 2) • Strength and Conditioning Coach (1 or 2) • Athletic Trainer (1 or 2) • Doctor (may already be on staff) • Media Relations • Equipment Manager • Video Coordinator • Academic Advisor/Support (1 or 2 min.) • Compliance Officer • Ticket Sales

Scheduling

Scheduling will be greatly impacted by conference affiliation. A typical FCS team will play 8 conference games (4 home and 4 away) and 3 non-conference games (2 road and 1 home or 1 road and 2 home) during the regular season. An FBS team would typically play 8 conference games (4 home and 4 away) and 4 non-conference games (2 road and 2 home) during the regular season. Sample first year schedules are provided within the Case Studies, with home and away contests indicated. Most institutions within the case studies played six home games in the first year.

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.

- **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 forma. Figures were based on FY16 actuals with a projected 5% annual increase.

- **Athletic Grant-in-Aid** was based on \$16,118 for in-state and \$27,818 for out-of-state student-athletes (FY16 value for a full grant of athletic financial aid).
- **Cost of Attendance** was based on \$3,182, the FY16 cost used for the regular school year.
- **Summer School** was based on \$3,200, which is cost for the FY16 summer II session inclusive of tuition, room, meals, and cost of attendance. Summer aid is based on enrollment of 75% of the total number of that year's counters with a projected 5% annual increase in cost.
- 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 sport(s). The cost of any new women's sport 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 is benchmarked against the FCS Median as reported in the NCAA IPP system from FY15 as a starting point with a projected 3% annual increase for calculations in 2021-22 and 2022-23.
Financial Aid	<ul style="list-style-type: none"> ● Assumed 30 scholarships for 2020-21, 60 for 2021-22, and 63 for 2022-2023.
Coaching Salaries	<p>Head and assistant coach salaries based on the NCAA IPP system data for FY15. Utilizing information from UTRGV, these total salary figures are inclusive of benefits.</p> <ul style="list-style-type: none"> ● Head Coach hired late 2018 (Assumed 75% salary for 2018-19) ● Assumed 2 coordinators hired in 2018 (Assumed 50% salary for 2018-19), full coaching staff in place by 2020-21.
Support Salaries	<ul style="list-style-type: none"> ● Salaries based on comparable salaries of existing UTRGV positions as available with a 3% annual increase. Additional salary information referenced is from case studies, available data, and resources within the industry. ● Benefits based on 33% of base salary for full-time positions.
Operating Expenses	<ul style="list-style-type: none"> ● Costs were developed based on comparable figures within the case studies, the NCAA IPP systems, and resources within the industry. ● Annual expenses increase by 5% once the first season of play has commenced. ● Conference membership cost based on an estimated one-time fee of \$500K paid over two years. Fee is noted in 2021-22 and 2022-23.

FCS Football Pro Forma					
Football Revenue	2018-19	2019-20	2020-2021	2021-2022	2022-2023
	Announce FB	Prep Year	Practice Year	1st Year FCS Play	2nd Year FCS Play
Generated Revenue	\$ -	\$ -	\$ -	\$ 1,261,510	\$ 1,299,356
Football Expenses					
Athletic Financial Aid	\$ -	\$ -	\$ 1,054,847	\$ 2,215,178	\$ 2,442,234
Coaches (Salaries & Benefits)	\$ 352,474	\$ 811,609	\$ 1,079,262	\$ 1,111,640	\$ 1,144,989
Administrative Support (Salaries & Benefits)	\$ -	\$ 86,450	\$ 426,199	\$ 488,859	\$ 503,525
Conference Membership	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Recruiting	\$ 25,000	\$ 50,000	\$ 90,000	\$ 94,500	\$ 99,225
Regular Season Travel	\$ -	\$ -	\$ -	\$ 380,566	\$ 399,594
Game Guarantees	\$ -	\$ -	\$ -	\$ 150,000	\$ 200,000
Game Management	\$ -	\$ -	\$ -	\$ 420,000	\$ 441,000
Operating	\$ -	\$ 22,800	\$ 241,350	\$ 513,338	\$ 539,004
Equipment, Uniform, Supplies	\$ -	\$ -	\$ 200,000	\$ 199,587	\$ 209,567
Facility/Miscellaneous Cost	\$ -	\$ -	\$ 100,000	\$ 105,000	\$ 110,250
Total Football Expenses	\$ 377,474	\$ 970,859	\$ 3,191,657	\$ 5,928,668	\$ 6,339,388

FBS Pro Forma

The FBS Pro Forma assumes acceptance to an FBS conference and approval by the NCAA to begin FBS play in the 2022-23 season. In CSS's 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 is benchmarked against the FCS Median from FY15 as a starting point with a projected 3% annual increase for calculations in 2020-21. The first year of FBS play increased to \$2.5M. The median generated revenue for Conference USA and Sun Belt Conference was \$3.5M in FY15. We 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"> Assumed 30 scholarships for 2020-21, 60 for 2021-22, and 85 for 2022-23.
Coaching Salaries	<p>Head and assistant coach salaries are based on median numbers from the Sun Belt and Conference USA members sourced through the NCAA IPP system. Utilizing information from UTRGV, these total salary figures are inclusive of benefits.</p> <ul style="list-style-type: none"> Head Coach hired late 2018 (Assumed 75% salary for 2018-19). Assumed 2 coordinators hired in late 2018 or early 2019 (Assumed 50% salary for 2018-19), full staff in place by 2020-21. Assumed 4 graduate assistants at a comparable rate to the in-state and out-of-state tuition and fee rates at UTRGV for FY16 with a 5% annual increase.
Support Salaries	<ul style="list-style-type: none"> Salaries based on comparable salaries of existing UTRGV positions as available with a 3% annual increase. Additional salary information referenced from case studies, available data, and resources within the industry. Benefits based on 33% of salary for full-time positions.
Operating Expenses	<ul style="list-style-type: none"> Costs were developed based on comparable figures within the case studies, the NCAA IPP system, and resources within the industry. Some areas significantly increased in the first year of FBS play to reflect the higher level of expenditures relative to an FBS institution. Conference membership cost based on an estimated one-time fee of \$2.5M paid over three years. Fee noted in 2022-23 is 1/3 of this fee.

FBS Football Pro Forma					
Football Revenue	2018-19	2019-20	2020-21	2021-22	2022-23
	Announce FB	Prep Year	Practice Year	1st Year FCS Play	1st Year FBS Play
Generated Revenue	\$ -	\$ -	\$ -	\$ 1,261,510	\$ 2,500,000
Football Expenses					
Athletic Financial Aid	\$ -	\$ -	\$ 1,054,847	\$ 2,215,178	\$ 3,295,077
Coaches (Salaries & Benefits)	\$ 783,785	\$ 1,801,255	\$ 2,511,534	\$ 2,587,901	\$ 2,666,611
Administrative Support (Salaries & Benefits)	\$ -	\$ 86,450	\$ 535,924	\$ 655,076	\$ 674,728
Conference Membership	\$ -	\$ -	\$ -	\$ -	\$ 833,333
Recruiting	\$ 25,000	\$ 50,000	\$ 90,000	\$ 238,521	\$ 250,447
Regular Season Travel	\$ -	\$ -	\$ -	\$ 1,079,234	\$ 1,133,196
Game Guarantees	\$ -	\$ -	\$ -	\$ 150,000	\$ 492,485
Game Management	\$ -	\$ -	\$ -	\$ 420,000	\$ 441,000
Operating	\$ -	\$ 22,800	\$ 241,350	\$ 513,338	\$ 539,004
Equipment, Uniform, Supplies	\$ -	\$ -	\$ 200,000	\$ 509,901	\$ 535,396
Facility/Miscellaneous Cost	\$ -	\$ -	\$ 100,000	\$ 105,000	\$ 110,250
Total Football Expenses	\$ 808,785	\$ 1,960,505	\$ 4,733,654	\$ 8,474,149	\$ 10,971,529

Resource Information

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

DLR Group. (n.d.). Retrieved from DLR Group Company Website: <http://www.dlrgroup.com/home/>

Irick, E. (2016, October). *NCAA Sports Participation and Rates Report - 1981-82 to 2015-16*. Retrieved from NCAA Publications:
<http://www.ncaapublications.com/DownloadPublication.aspx?download=PR1516.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. (2015). *2015 National College Football Attendance*. Retrieved from NCAA.org:
http://fs.ncaa.org/Docs/stats/football_records/Attendance/2015.pdf

NCAA Academic and Membership Affairs Staff. (2016, July). *2016-17 NCAA Division I Manual (August)*. Retrieved from NCAA Publications: <https://www.ncaapublications.com/p-4435-2016-2017-ncaa-division-i-manual-august-version-available-august-2016.aspx>

NCAA. (n.d.). *NCAA Financial Reporting System*. Retrieved from NCAA.org:
<http://www.ncaa.org/about/resources/finances/ncaa-membership-financial-reporting-system>

NCAA. (n.d.). *NCAA IPP System*. Retrieved from NCAA MyApps:
<https://sso.ncaa.org/login?service=http%3A%2F%2Fapps.ncaa.org%2F>

Office of Post Secondary Education - U.S. Department of Education. (n.d.). *The Equity in Athletics Data Analysis Cutting Tool*. Retrieved from <http://ope.ed.gov/athletics/>

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

TVB.org. (n.d.). *Markets & Stations - Market Database*. Retrieved from TVB.org:
<https://www.tvb.org/Public/MarketsStations/Markets.aspx>

U.S. Department of Education. (n.d.). *National Center for Education Statistics: College Navigator*. Retrieved from College Navigator: <https://nces.ed.gov/collegenavigator/>

United States Census Bureau. (n.d.). *Quick Facts*. Retrieved from United States Census Bureau:
<https://www.census.gov/quickfacts/table/PST045216/00>

Exhibit A: Case Studies

As discussed, CSS has examined recent football startup efforts at specific FCS and FBS institutions. Those include Kennesaw State University, East Tennessee State University, Georgia State University, the University of North Carolina at Charlotte, University of Texas at San Antonio, and Winthrop University. Personal communication with and documentation from each athletic staff, as well as other research, including information from each athletic departmental and institutional website, were utilized to prepare these case studies. Each case study includes a timeline, competitive record and first year's 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 headed by Vince Dooley to explore the addition of football.
- 2010:
 - May: Ribbon cutting for stadium that eventually becomes the home stadium for football.
 - September: Task force recommends moving forward and starting 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/semester fee increase to support football and other women's sports related to Title IX requirements.
- 2013:
 - January: Decision to start football in 2015 is deferred by the Georgia Board of Regents.
 - February:
 - Georgia Board of Regents approves KSU's request to begin playing football in 2015 and add the \$100/semester student fee.
 - Announced the addition of football.
 - Announced multi-year naming rights agreement with Fifth Third bank for KSU Stadium.
 - Began facility renovation for the addition of football offices.
 - March: Hired first head coach.
 - April-May: Hire six assistant coaches and a director of football operations, and recruiting begins.
 - September: Announce affiliate membership with the Big South Conference for Football.
- 2014
 - February:

- Announce first signing class of 29 student-athletes.
 - Complete hiring of coaching staff.
- March: Open tryout for enrolled KSU students.
- April- June: Hire strength & conditioning coach, equipment manager, head football athletic trainer, and video coordinator.
- 2015:
 - January: Announce broadcasting team.
 - February: Announce second signing class.
 - August: Begin first season of play.
- 2016:
 - Fall: KSU completed an 8-3 season, and was ranked in the Top-25 nationally leading into the final game of the season.

Record and Schedule

Year	Conference	Overall	Average Attendance
2015	2-4	6-5	8,820
2016	3-2	8-3	7,768*

*Home attendance as reported by the Big South Conference.

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 noted in their football timeline or listed within the staff directory:

- Sports Medicine: 1 Director of Sports Medicine-Head Football Athletic Trainer
- Strength & Conditioning: 1 Football Strength Coach
- Video: 1 Video Coordinator
- Equipment: 1 Football Equipment Manager

-
- Operations: 1 Director of Football Operations
 - Administrative Support: 1 Administrative Associate

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.



The Football office complex was 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.

Title IX Considerations

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

Funding

Primary funding came from a student fee initiative. The fee, a \$100 per semester increase in student athletic fees, began the Fall Semester of 2013, increasing the current athletics 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 more than \$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
Total	\$ 5,700,000	\$ 6,400,000	\$ 7,100,000	\$ 7,300,000	\$ 8,000,000
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	\$ -	\$ -	\$ -	\$ -
Total	\$ 4,200,000	\$ 6,200,000	\$ 6,600,000	\$ 6,900,000	\$ 7,600,000
Reserve Funds	\$ 1,500,000	\$ 200,000	\$ 500,000	\$ 400,000	\$ 400,000

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

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
- KSU Football Exploratory Committee: <http://www.kennesaw.edu/football/index.shtml>
- Football Timeline: http://www.ksuowls.com/sports/2013/2/13/FB_0213132107.aspx
- Facilities: 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>
 - http://sidearm.sites.s3.amazonaws.com/bigsouth.sidearmsports.com/documents/2016/9/11/Big_South_Football_Statistics.pdf
- Football Schedule:
 - <http://www.ksuowls.com/schedule.aspx?schedule=133>
 - <http://www.ksuowls.com/schedule.aspx?schedule=206>

East Tennessee State University Johnson City, TN

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 played 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.
- 2006: Task force study completed on the feasibility of returning scholarship football to ETSU.
- 2013:
 - January: Student senators vote to support starting a football program, including a \$125 per semester student athletic fee to fund a new program should one be started.
 - March: Tennessee Board of Regents approve the 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.
 - Launch Football Kickoff Fund to fundraise money in support of football. Donors asked to match the \$250 annual fee paid by students.
 - Host reunion of former football players.
 - June:
 - Hire 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:
 - Announce new Nike apparel deal, which expands to add football.
 - Announce first football game to be played against Kennesaw State.
- 2014:
 - February: Announce first signing class with the commitment of 47 student-athletes.
 - March: Open tryout held for enrolled ETSU students.
 - May: Hire Offensive Coordinator.
 - July:
 - ETSU officially becomes member of the Southern Conference.
 - Hire one additional assistant coach.
 - August: Hire strength and conditioning coach.
 - September:
 - Open tryout held for walk-ons.
 - Football season tickets go on sale.
 - First official team practice.
 - December: Release 2015 schedule.
- 2015:
 - February:

- Announce second signing class.
 - Hire three additional assistant coaches.
 - March:
 - Hire one additional assistant coach.
 - Launch 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.
 - April: Unveil football uniform design.
 - May: General Shale publicly announced its contribution of a half-million bricks to the program’s new football stadium.
 - July:
 - Announce expansion of radio contract, maintaining an AM station and adding a FM affiliate for football and men’s basketball.
 - Announce the stadium construction manager and general contractor.
 - September:
 - Buccaneer sports network releases broadcast plans.
 - Launch game time App.
 - Play first game against Kennesaw State University.
 - October: Eastman Credit Union donates \$250,000 toward stadium campaign.
 - November: Football stadium groundbreaking for Phase I.
- 2016:
 - August: ETSU has first women’s triathlon practice and begins competition in September. Compete in four meets.

Record and Schedule

Year	Conference	Overall	Average Attendance
2015	N/A	2-9	7,128
2016	2-6	5-6	7,668*

*Home attendance as reported by the Southern Conference.

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

Staffing

The current (2016) coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 1 Graduate Assistant

In addition to the coaching staff, the following are support staff 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 played 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 surface will be artificial 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



ETSU plans to begin play in 2017 at the new stadium. Premium seating for the stadium was sold. From review of Letters of Intent the following information was available.

Seating Type	Annual Gift	Ticket/ Parking/ Seat License	Initial Capital Gift Requirement	Includes
Skybox – Indicated Suites are Sold Out	\$15,000	\$5,000	\$50,000 paid within five years	<ul style="list-style-type: none"> • 20 Football Season Tickets • 6 Parking Passes • All-inclusive food and non-alcoholic beverages • Private skybox stocking for “Personal Provisions” • Flat Screen Television • Wet Bar and Refrigerator
Club Seats	\$500	\$250	\$1,000 per seat paid within two years	<ul style="list-style-type: none"> • Midfield chair back seating • Season parking pass priority • Club level hospitality access
Mid-Field Seating	\$250	\$150	\$250 per seat paid within two years	<ul style="list-style-type: none"> • Midfield chair back seating • Season parking pass priority

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. ETSU also noted a grant award of \$80,000. The ETSU athletic strategic plan includes this sport. As stated, in 2016 ETSU fielded a varsity team and competed in four scheduled competitions.

The plan also indicates the vetting of six other possible women’s sports, including:

- Bowling
- Beach Volleyball
- Women’s Lacrosse
- Rifle
- Field Hockey
- Crew

Funding

Primary funding came from the student fee initiative. The fee of \$125 per student per semester was estimated to annually generate \$2.5M initially then rise to \$2.8M. Total revenue initially projected was \$4,471,000, which included the student athletic fee, NCAA scholarship fee distributions, game guarantees, marketing/promotions contracts, radio contracts, concessions, merchandise and fundraising by the start of the 2018-19 school year. Expense estimates noted by the media totaled \$4.9 million per year for the football program and gender equity initiatives. The revenue shortfall of approximately \$500,000 was based on conservative revenue and liberal expenditure planning. In addition, due to the launch of football, ETSU is scheduled to have some student fee revenue carryover from early years of the start-up where revenues exceed 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	
Total	\$ 4,897,536	

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, the total number of people giving to the program in has increased from 700 in 2013-14 to 1,400 currently.
- Donor gift of \$50,000 to restart the program was 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:

<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
Total	\$ 1,941,318	\$ 2,748,400

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:
 - <http://www.etsubucs.com/athletics/staff/>
 - <http://www.etsubucs.com/football/coaches/>
- Football Attendance:
 - <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
 - http://sidearm.sites.s3.amazonaws.com/bigsouth.sidearmsports.com/documents/2016/9/11/Big_South_Football_Statistics.pdf
- Football Schedule:
 - <http://www.etsubucs.com/football/schedule/2015-16/>

-
- <http://www.etsubucs.com/football/schedule/>
 - Funding:
 - <http://www.johnsoncitypress.com/Local/2013/01/29/Update-ETSU-Student-Government-votes-yes-on-football>
 - <http://www.johnsoncitypress.com/Local/2013/03/07/ETSU-football-cost-estimated-at-just-under-5-million-per-year-by-2018-19>
 - <http://www.etsubucs.com/football/news/2012-13/9557/etsu-kickoff-fund-aims-to-raise-football-dollars/>
 - <http://www.wcyb.com/news/ETSU-football-return-approved-by-TBR/19517206>
 - <http://www.wcyb.com/news/ETSU-crunches-numbers-for-football-program/19243838>
 - <https://hkm.com/football/wp-content/uploads/coach-contracts/carltorbush-etsu-employment-contract.pdf>
 - Football News Archives: <http://www.etsubucs.com/football/news/>
 - Other:
 - <https://www.etsu.edu/125/documents/FootballReport.pdf>
 - <http://www.soconsports.com/ViewArticle.dbml?ATCLID=207996762>
 - <http://www.etsubucs.com/wtriathlon/news/2016-17/13068/etsu-womens-triathlon-holds-first-ever-practice-tuesday/>
 - <http://www.etsubucs.com/wtriathlon/schedule/>

Georgia State University
Atlanta, GA

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 helps secure more than \$1 million in pledges for a football program.
 - October: Mandatory Student Fee Committee unanimously approved increase in the student athletic fee. The increase of \$85 per semester was to support football, additional women's sports and a marching band program. Shortly thereafter the Fiscal Advisory Committee to the President endorsed the proposed increase.
- 2008:
 - April:
 - Board of Regents approve fee which at the time would result in the an additional \$5.5 million per year. The funding would increase with enrollment growth.
 - 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 to 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: Play first football game.

- 2011:
 - Announce the addition of beach volleyball.
- 2012:
 - March: Initial report that GSU studying the feasibility of FBS football.
 - April: Accepts invitation to join the Sun Belt Conference in 2013.
 - August: Announce 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 and private partner announce winning of bid for the purchase of Turner Field to be redeveloped as a Football Stadium and athletic complex.
- 2016:
 - November:
 - University System of Georgia Board of Regents approved the GSU plan to buy Turner Field.
 - Head Coach Trent Miles relieved of coaching duties.
 - December:
 - Shawn Elliott hired as Head Coach.
 - GSU takes ownership of the new stadium property.

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
2016	2-6 (SBC)	3-9	15,103~

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

~Home attendance as reported by the Sun Belt Conference.

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

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 are listed for football:

- 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 Fours, 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 first and second phases of the facility construction. The additional 22,000-square foot facility was completed in 2011 and includes the Panthers' 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, 640sf lower level

Also, GSU recently completed 7,000-square foot strength and conditioning addition that 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



In 2015, GSU and 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 rental housing, single family homes and neighborhood retail. Football operations will move to Turner Field. The planned renovation (anticipated to begin in early 2017) will have seating initially for 23,000 with a future phase adding another 10,000 seats.

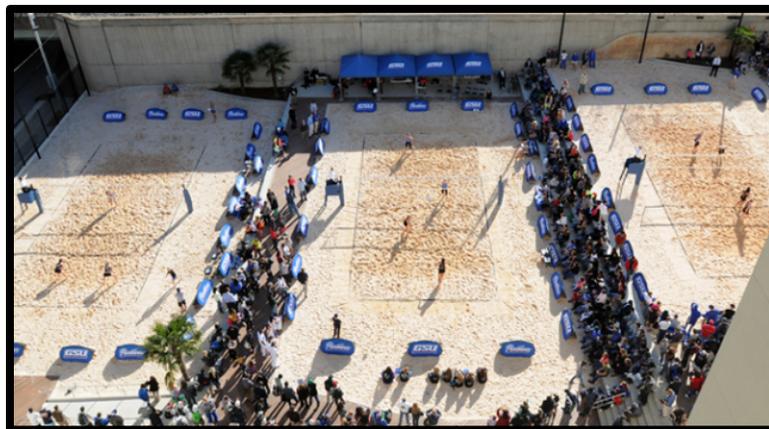
Further information for the GSU stadium project can be found using the following link.

<http://stadium.gsu.edu/>

Title IX Considerations

At the initial announcement of the addition of football, then athletic director Mary McElroy noted Women's lacrosse would likely begin in the fall of 2010. Subsequently, Georgia State had a change of both Athletic Director and President in 2009. After hire of these two positions, GSU conducted a comprehensive Title IX review. The resulting plan included the addition of 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, such change to take effect in 2013-14.

In the fall of 2011, GSU announced the addition of Beach Volleyball as its 10th women's sport. The sport began play in the spring of 2013. Facilities include 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.



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 less than that, at \$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.

- Football Announcement: http://www2.gsu.edu/~wwwexa/news/archive/2008/08_0417-football.htm
- Coach:
 - 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?DB_OEM_ID=12700
 - <http://news.gsu.edu/2015/12/21/georgia-state-carter-team-named-winning-bidder-for-redevelopment-of-turner-field/>
 - <http://business.blog.myaic.com/2016/02/03/gsu-president-activity-key-to-turner-field-redevelopment/>
 - <http://www.summitathletics.com/sites/gsu/pantherathleticclub/investment-gifts/capital-projects.html>
 - http://www.georgiastatesports.com/PhotoAlbum.dbml?ATCLID=210329688&SPSID=53624&SPID=5671&DB_LANG=C&DB_OEM_ID=12700&PALBID=1591658
- Football Schedule:

-
- http://www.georgiastatesports.com/SportSelect.dbml?SPSID=53628&SPID=5671&Q_SEASON=2010
 - http://www.georgiastatesports.com/ViewArticle.dbml?DB_OEM_ID=12700&ATCLID=204786023
 - http://www.georgiastatesports.com/SportSelect.dbml?DB_OEM_ID=12700&SPID=5671&SPSID=53628&DB_OEM_ID=12700
 - Football Attendance:
 - <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
 - <http://sunbeltsports.org/custompages/fbstats/2016/gsu.htm#team.tem>
 - Staffing:
 - http://www.georgiastatesports.com/SportSelect.dbml?&DB_OEM_ID=12700&SPID=5671&SPSID=53626
 - http://www.georgiastatesports.com/ViewArticle.dbml?ATCLID=610429&DB_OEM_ID=12700&DB_OEM_ID=12700
 - <http://www.georgiastatesports.com/SportSelect.dbml?SPID=5671&SPSID=53626>
 - Sun Belt Conference:
 - <http://news.gsu.edu/2013/07/01/georgia-state-joins-sun-belt-conference/>
 - <http://www.georgiastatesports.com/ViewArticle.dbml?ATCLID=205410587>
 - FCS and FBS Feasibility:
 - http://www.georgiastatesports.com/ViewArticle.dbml?DB_OEM_ID=12700&ATCLID=695518
 - <http://www.ajc.com/news/sports/college/georgia-state-exploring-fbs-possibilities/nQRWn/>
 - Timeline:
 - http://www.georgiastatesports.com/ViewArticle.dbml?DB_OEM_ID=12700&ATCLID=204966930
 - http://www.georgiastatesports.com/PhotoAlbum.dbml?DB_OEM_ID=12700&PALBID=378537
 - <http://news.gsu.edu/2014/05/30/levick-announces-plan-step-director-athletics/>
 - <http://www.ajc.com/news/sports/college/cobb-hired-as-georgia-states-ad/ng3FB/>
 - Program Changes:
 - <http://www.georgiastatesports.com/ViewArticle.dbml?ATCLID=205818219>
 - Funding:
 - http://www2.gsu.edu/~wwwexa/news/archive/2007/07_1019-football.htm
 - <http://sfs.gsu.edu/files/2016/05/FY17-Undergrad.pdf>
 - <http://sports.usatoday.com/ncaa/finances>
 - https://admin.xosn.com/ViewArticle.dbml?&DB_OEM_ID=12700&ATCLID=1441410#q4

University of North Carolina at Charlotte Charlotte, NC

Charlotte is a member of NCAA Division I FBS and Conference USA (C-USA). At the time of the announcement to add football (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 Conference USA (C-USA). All other sports 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 approves 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 approves 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
 - February: Announced second recruiting class (20).
 - June:

- Announce the naming of stadium “Jerry Richardson Stadium.” The owner of the Carolina Panthers contributes \$10M toward the construction of the stadium. Also announce his funding of the first endowed scholarship for football.
 - Unveiling of the uniform design.
 - July: In partnership with IMG College, announced home television broadcasts with WCCB Charlotte (CW Affiliate).
 - August:
 - Begin first season of football, as an independent FCS school.
 - Begin to play all other sports in C-USA.
- 2014:
 - August: Second season of football playing an independent FCS schedule.
- 2015:
 - August: Begin FBS play in C-USA.
 - November: Announce the addition of women’s golf and the hire of its 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
2016	3-5	4-8	14,192*

*Home attendance as reported by Conference USA.

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

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 foot 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 the 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 women’s golf in 2017, potentially swimming in 2020, and a sport to be determined in 2023. The addition of women’s golf and the hire of Head Coach Holly Clark were announced in November of 2015. That sport will begin competition in this 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 at the FCS level. 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
Total	\$ 1,275,000	\$ 3,550,000	\$ 5,625,000	\$ 7,022,500
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
Total	\$ 787,468	\$ 3,921,233	\$ 5,801,640	\$ 6,515,390
Reserve Funds	\$ 487,532	\$ (371,233)	\$ (176,640)	\$ 507,110

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 distributions, guarantees, ticket sales, and donations were used to cover the additional costs. The largest increases in costs were football coaching salaries, which nearly doubled, and financial aid due to the increase from 62 to 85 scholarships. 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	
Revenue	
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
Total Revenue	\$ 8,748,908
Expenses	
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
Total Expenses	\$ 8,748,908

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:
http://www.youtube.com/watch?v=T_bweEs4AUk
- Facilities:
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/schedule.aspx?path=football>
- Football Attendance:
 - <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
 - http://conferenceusa.com/documents/2016/9/4/C_USA_Statistics.pdf
- 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
- Facility Naming:
 - <http://www.bizjournals.com/charlotte/news/2011/11/01/unc-charlotte-to-name-stadium-for-hugh.html>
 - <http://www.charlotte49ers.com/ViewArticle.dbml?ATCLID=208306664>
 - <http://publicrelations.uncc.edu/news-events/news-releases/judy-w-rose-football-center-officially-named-unc-charlotte>
- New Women's Sport:
http://www.charlotte49ers.com/ViewArticle.dbml?DB_OEM_ID=23200&ATCLID=210488088

University of Texas at San Antonio San Antonio, TX

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 sports competed in the Southland Conference, while 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: Complete Football Feasibility Study.
- 2007:
 - April: University acquires a 125-acre site for practice and football complex.
 - 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:
 - March: Board of Regents approves fee increase.
 - September: Athletics initiates development of business plan for football.
 - December: Texas Board of Regents approves UTSA's Athletic Initiative Business Plan, which grants the university permission to add football.
- 2009:
 - March: Announce Larry Coker as first football coach.
 - August: First walk-on tryouts held.
 - October: Hire Director of Football Operations.
 - December: Begin accepting deposits for football season tickets.
- 2010:
 - January:
 - UTSA receives first million-dollar gift for football. Institution renames the Student Athletics Learning Center the James and Catherine Bodenstedt Athletic Learning Center in honor of the gift.
 - Hire offensive coordinator and another assistant coach.
 - February: Signs first recruiting class (25) and redshirts the entire class.
 - March:
 - Announces 2011 football schedule.
 - Hire defensive coordinator.
 - Walk-on tryouts held again.
 - April: Hire equipment manager.
 - October – January (2011): Hire 3 more assistant coaches.
 - November: UTSA accepts invitation to join WAC.
- 2011:
 - February: Signs second recruiting class.

- September: Play first game at Alamodome 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:
 - April 2012:
 - UTSA Announces it will join C-USA beginning July 2013.
 - Groundbreaking for Park West Athletic Complex.
 - July: Officially joins WAC.
- 2013
 - 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
2016	5-3	6-6*	23,038~

*UTSA played the University of New Mexico in the Gildan New Mexico Bowl.

~Home attendance as reported by Conference USA.

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

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 staffs 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. The 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 were completed in August of 2015. Cost for these improvements included:

- \$1M for synthetic surface upgrades 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)

Title IX Considerations

The strategic initiative plan did not specifically address Title IX, however it noted that the original feasibility study did. At UTSA, the 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.

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 more women's sports.

As Athletics moves forward with facilities enhancements, careful consideration will 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.

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-Recruiting & 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
Total	\$ 210,128	\$ 1,019,252	\$ 1,829,423	\$ 3,040,566	\$ 3,364,813	\$ 3,822,254	\$ 4,406,782	\$ 4,658,000

UTSA also provided a more recent account of revenue. The following includes incremental revenue specifically noted for football as well as other revenue with 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. Total revenue for the entire department is provided for reference at the bottom of the graph.

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
Football Specific Revenues								
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
Conference NCAA Revenues								
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
Total Athletic Department Revenues and Transfers	\$24,147,549	\$24,362,123	\$25,673,944	\$25,540,766	\$26,515,228	\$27,682,432	\$28,560,150	\$28,948,932

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>
 - http://conferenceusa.com/documents/2016/9/4/C_USA_Statistics.pdf
- Conference Announcements:
 - <http://www.utsa.edu/today/2010/11/wacannouncement.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:
 - <https://www.utsa.edu/today/2009/03/coker.cfm>
 - <http://goutsa.com/coaches.aspx?path=football&>
 - <http://goutsa.com/staff.aspx>
- UTSA News Archives: <http://goutsa.com/archives.aspx?path=football>

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 - a scholarship program or a non-scholarship FCS team. A team of faculty members conducted a study. 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.

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

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 listed at \$11,480,098.

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

Title IX Considerations

At Winthrop, 68% of the institution full-time undergraduate students are female, while 39% 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 at the scholarship or non-scholarship level. Scholarship costs were estimated at \$1.5 million annually.

Football annual operating costs were also projected in FCS for both scholarship and non-scholarship football.

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
Football Subtotal	\$ 2,997,121	\$ 4,585,910
Marching Band	\$ 181,900	\$ 181,900
Total with Band	\$ 3,179,021	\$ 4,767,810

Reference Material

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

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