



**AGENDA
FOR MEETING OF
THE UNIVERSITY OF TEXAS SYSTEM
BOARD OF REGENTS**

**December 12, 2013
Austin, Texas**

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CONVENE THE BOARD IN OPEN SESSION TO CONSIDER AGENDA ITEMS	9:30 a.m.	
1. U. T. System Board of Regents: Approval of Consent Agenda	9:33 a.m. Action	4
2. U. T. Permian Basin: Discussion and appropriate action regarding proposed Football Initiative Business Plan, which includes the addition of a football program; construction of practice facilities, locker room, and training and office space; implementation of a fundraising plan; and the repurposing of an existing student-approved fee to support the costs of the program	9:35 a.m. Action <i>President Watts</i> <i>Dr. Reyes</i>	5
3. U. T. System Board of Regents: Discussion and appropriate action regarding authorization to name the new University of Texas in South Texas	9:55 a.m. Action <i>Chancellor Cigarroa</i> <i>Dr. Safady</i>	11
4. U. T. System Board of Regents: Discussion and appropriate action concerning amendment of Regents' <i>Rules and Regulations</i>, Rule 40401 (Assessment, Collection, Delegation, and Waiver of Tuition and Fees) and Rule 80301 [(Capital Improvement Program) (CIP)] requiring approval for CIP projects prior to student vote on associated fees	10:20 a.m. Action	13
5. U. T. Austin: Request to a) approve a proposed contract with Workday, Inc. to provide a cloud-based, enterprise resource planning (ERP) system that includes a full suite of integrated human resources, payroll, purchasing, and financial applications; b) authorize expenditure of \$14 million from Designated Funds and Educational and General Funds for the initial 60 months; and c) authorize expenditure of \$16 million from Designated Funds and Educational and General Funds for an optional 60 month renewal	10:25 a.m. Action <i>Dr. Kelley</i> <i>President Powers</i> <i>Mr. Hegarty</i>	14
6. U. T. System Board of Regents: Final report and recommendations from the Task Force on Employee/Student Relationships, discussion, and appropriate action	10:35 a.m. Report/Action <i>Chairman Foster</i>	26
7. U. T. System Board of Regents: Final report and recommendations from the Task Force on Engineering Education for the 21st Century, discussion, and appropriate action	10:55 a.m. Report/Action <i>Regent Cranberg</i> <i>President Daniel</i>	27
8. U. T. Medical Branch - Galveston: Building 17 Expansion - Amendment of the FY 2014-2019 Capital Improvement Program to include project (Preliminary Board approval)	11:10 a.m. Action <i>President Callender</i>	28

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<p>9. U. T. Southwestern Medical Center: Proposed appointment of C. Kern Wildenthal, M.D., Ph.D., as President Emeritus and Professor of Medicine Emeritus</p>	<p>11:20 a.m. Action <i>Chancellor Cigarroa</i></p> <p style="text-align: right;">30</p>
<p>10. U. T. System Board of Regents: Authorization for the Chancellor to submit Report Concerning Designated Tuition</p>	<p>11:25 a.m. Action <i>Mr. Wallace</i></p> <p style="text-align: right;">31</p>
<p>RECESS TO EXECUTIVE SESSION PURSUANT TO <i>TEXAS GOVERNMENT CODE</i>, CHAPTER 551 (working lunch)</p>	<p>11:30 a.m. <i>approximately</i></p>
<p>1. Deliberations Regarding the Purchase, Exchange, Lease, Sale, or Value of Real Property – Section 551.072</p>	
<p>2. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers – Section 551.071</p>	
<p>a. U. T. System Board of Regents: Discussion with Counsel on pending legal issues</p>	
<p>b. U. T. Austin: Discussion and possible appropriate action regarding legal issues concerning the U.S. Supreme Court ruling in <i>Fisher v. State of Texas, University of Texas at Austin, et al.</i>, including discussion with outside legal counsel</p>	
<p>c. U. T. System: Discussion of legal issues related to the provision of complimentary tickets to third parties</p>	
<p>d. U. T. System: Discussion and appropriate action regarding pending litigation with General Land Office involving determination of real property boundaries</p>	
<p>e. U. T. Brownsville: Discussion and appropriate action regarding proposed settlement of pending claims by Dr. Marvin Lovett</p>	
<p>3. Negotiated Contracts for Prospective Gifts or Donations – Section 551.073</p>	
<p>a. U. T. Austin: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features</p>	
<p>b. U. T. San Antonio: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features</p>	
<p>c. U. T. Medical Branch - Galveston: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features</p>	
<p>d. U. T. Health Science Center - San Antonio: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features</p>	

4. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees – Section 551.074
 - a. **U. T. System: Discussion regarding individual personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of presidents (academic and health institutions), U. T. System Administration officers (Executive Vice Chancellors and Vice Chancellors), other officers reporting directly to the Board (Chancellor, General Counsel to the Board, and Chief Audit Executive), and U. T. System and institutional employees**
 - b. **U. T. System Board of Regents: Discussion regarding individual personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of presidents (academic and health institutions), U. T. System Administration officers (Executive Vice Chancellors and Vice Chancellors), other officers reporting directly to the Board (Chancellor, General Counsel to the Board, and Chief Audit Executive), and U. T. System and institutional employees including the discussion of goal attainment of the U. T. System Incentive-Based Compensation Plan**
 - c. **U. T. Austin: Discussion and appropriate action related to recommendation by Executive Vice Chancellor for Academic Affairs and Chancellor concerning employment of William C. Powers, Jr., as President of The University of Texas at Austin**

RECONVENE IN OPEN SESSION TO CONSIDER ACTION, IF ANY, ON EXECUTIVE SESSION ITEMS AND TO CONSIDER AGENDA ITEMS

2:00 p.m.
approximately

11. **U. T. System Board of Regents: Comments by Chairman concerning possible future Regents' Rules changes**
12. **U. T. System Board of Regents: Discussion and appropriate action regarding amendment of Regents' Rules and Regulations, Rule 20601, regarding Record Keeping and Reports for Aircraft Use**

Comments 32
Chairman Foster

Action 32

ADJOURN

5:00 p.m.
approximately

1. **U. T. System Board of Regents: Approval of Consent Agenda**

RECOMMENDATION

The Board will be asked to approve the Consent Agenda located at the back of the book under the Consent Agenda tab.

- 2. U. T. Permian Basin: Discussion and appropriate action regarding proposed Football Initiative Business Plan, which includes the addition of a football program; construction of practice facilities, a locker room, and training and office space; implementation of a fundraising plan; and repurposing of an existing student-approved fee to support the costs of the program**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Business Affairs, and President Watts that U. T. Permian Basin be authorized to proceed with the proposed Football Initiative Business Plan (Football Initiative), as set forth on [Pages 35 - 147](#), which includes the addition of a football program; construction of practice facilities, a locker room, and training and office space; implementation of a fundraising plan; and repurposing of an existing student-approved fee to support the costs of the program.

An Executive Summary of the Business Plan is set forth on [Pages 7 - 10](#).

BACKGROUND INFORMATION

U. T. Permian Basin developed a 10-year Strategic Plan for the period 2009 through 2019. As stated in this Plan, the intent of the University is to increase enrollment beyond 8,000 students by 2020. The Campus Master Plan developed in 2012 calls for the construction of housing and academic facilities necessary to accommodate approximately 8,400 students. The proposed Football Initiative directly supports the University's Strategic Plan and the 2012 Campus Master Plan.

Athletics has been a key component in the transformation of U. T. Permian Basin from a commuter institution to a more traditional campus. Currently, student athletes and student participants involved in athletic-supported activities comprise approximately 13% of the full-time undergraduate students on campus. Athletics has provided a source of community and school spirit, as well as a steady and positive university presence in local print and electronic media.

From the University's inception, members of the community anticipated that a football team would be a part of the U. T. Permian Basin experience. The significance of football in Texas is well documented, and football programs serve as a focal point for the social life of students, faculty, staff, alumni, and community members. U. T. Permian Basin is the only public four-year university in this region of the state that does not currently support a football team.

The Football Initiative detailed in the Business Plan is designed to enhance enrollment directly through the recruitment of athletes and the matriculation of students who will participate in affiliated programs and activities such as band, cheerleading, and athletic training. Further, a football program will make U. T. Permian Basin more attractive to prospective students who seek a more complete university experience. Finally, a football team will serve to strengthen the ties between the University and the citizens residing within the region of Texas that it primarily serves.

As the Football Initiative describes, the Initiative will be funded through a repurposed student-approved fee, corporate and private support, and other revenue streams that do not detract from the institutional academic budget.

The Plan will be implemented in phases and U. T. Permian Basin will only move forward with each phase when funds are raised, specified conditions are achieved, and appropriate approvals are obtained, thus mitigating financial risk.

The following conditions are related to the Plan:

1. The U. T. Permian Basin Offices of Business Affairs, Financial Services, Audit, and Compliance must be adequately staffed by the end of May 2014.
2. A repurposed student fee must have appropriate approvals from students via referendum and all other necessary approvals including that of the Board of Regents.
3. Students will not be assessed any additional athletic fees during the implementation of this football program.
4. The Football Initiative Budget Plan summary and projections, including enrollment projections, fee revenue, ticket sales, philanthropy, and reserve balances are to be presented annually by February 15 to the U. T. System Offices of Academic Affairs and Business Affairs and approved by March 15.
5. \$9.5 million in gifts (with executed written agreements) must be committed by December 31, 2014. Pledges may be paid over a five-year period, with requests for longer payout periods to require authorization by the U. T. System Office of External Relations.
6. To assure the self-sustainability of the program, the University must have ongoing philanthropic support of the football program beyond the \$9.5 million.
7. The University must commit to a specific exit plan if the program is not financially sustainable within five years.

U. T. Permian Basin Football Initiative: Executive Summary

Project Description:

The expansion of the U. T. Permian Basin Athletic Program through the Football Initiative consists of the following strategies:

1. Secure external funding to start-up the football program and support its operation for four years.
2. Construct practice facilities, locker areas, and training room and office space required for the daily operations of the football team.
3. Secure a site to utilize for the hosting of football contests off campus.
4. Identify a conference in which the football team will play.
5. Utilize the combination of a fundraising campaign, expected enrollment growth, and the repurposing of an existing student-approved fee to support the costs of the program.

Strategic Implications:

Athletics enhances student life, involves the community in the University, and provides a site for socialization between students, faculty, community members, and staff. Athletics have also proven to garner significant and regular attention from local media including Midland and Odessa television, radio, and newspapers. Though U. T. Permian Basin does not count the number of televised reports of the activities of the sports teams, the University does keep track of articles appearing in the *Midland Reporter Telegram* (MRT) and the *Odessa American* (OA). In 2012-13, U. T. Permian Basin had 460 articles printed the OA and MRT concerning our athletic teams.

From the University's inception, members of the community anticipated that a football team would be a part of the U. T. Permian Basin experience. The significance of football to University life in Texas is well documented and it serves as a focal point for the social life of students, faculty, staff, alumni, and community members.

Football is an important part of the social fabric of communities such as Odessa, Midland, and the smaller towns of the Permian Basin. As a testament to this fact, the Odessa Chamber of Commerce passed a resolution in support of this Football Initiative and the Board of the Ector County Independent School District (ECISD) passed a resolution of support for this feasibility phase of the Football Initiative.

Earning a college degree is the most important reason for college attendance. U. T. Permian Basin undeniably offers prospective students a high quality education. However, students also consider social opportunities in their choice of a college. Prospective students often ask coaches and admissions recruiters if the University supports a football team.

The lack of a football team prevents the University from offering what many potential students and their families expect in a complete university experience. This places the University at a distinct competitive disadvantage compared to other four-year universities in this region of the state as well as other institutions within Texas.

The Football Initiative directly supports the University's Strategic Plan and recently adopted Campus Master Plan. The addition of a football team is expected to lead to significant and immediate growth in the undergraduate enrollment, graduate student enrollment, and semester credit hour (SCH) production. Further, a football team would directly serve to fill classroom spaces, and supply additional on-campus residents. Athletes and associated students gained through implementation of the Football Initiative will assist the University in outreach and community engagement, making the University a more integral and valued part of the community in which it serves.

Strategy Descriptions and Effective Dates:

Review and estimates of the costs and implications associated with the addition of a football team have been regularly conducted since 1993 when the University first considered implementing a limited athletics program. The athletic program grew because it was proven to be an effective means of attracting traditional students to campus and because athletics helped to enhance campus life. Football will both directly and indirectly enhance University enrollment and campus life.

The strategies presented and discussed below outline the steps involved in bringing a football team to the University and paying for its continued operation.

Strategy 1: Secure external funding to start-up the football program and support its operation for four years.

The cost of start-up and four seasons of play (six-year total) is \$9.5 million. The \$9.5 million total is inclusive of all football-related costs including scholarship support and facility construction/improvement.

A group of University supporters has already started to seek commitments from business leaders in the Permian Basin to contribute to the \$9.5 million goal. At this time, commitments totaling \$3 million have been secured.

Strategy 2: Construct practice facilities, locker areas, and training room and office space required for the daily operations of the football team

Renovation to existing facilities will be made for office space and locker facilities for the football program. Completion date: August 1, 2014.

A practice area adjacent to the current student recreation field will be constructed for use by the team for practices. Completion date: August 1, 2014.

A field house will be constructed to house offices, meeting/film rooms, additional athletic training facilities, and a weight training facility to be used by all Athletic Teams. Completion Date: August 1, 2015.

Strategy 3: Secure a site to utilize for the hosting of football contests off campus

Home football games will be played at Ratliff Stadium in Odessa, Texas. The facility is owned and operated by the ECISD. Stadium rental will consist of charges of \$1,500 per event. Other costs associated with the use of the facility and personnel required will bring up the cost of staging each home event to \$11,687.

Playing at Ratliff Stadium will relieve the University of the costs associated with construction of an on-campus venue for competitions. The ECISD passed a resolution of support for the football program in July 2013.

Regional Division II football teams including Angelo State University and Abilene Christian play their home games off campus in high school stadiums. U. T. Permian Basin believes that the attendance figures will grow to match those of our peers.

Strategy 4: Identify a conference in which the football team will play

U. T. Permian Basin currently belongs to the Heartland Conference. The football team would most likely compete within the Lone Star Conference. The University may become an associate member of the Lone Star Conference for the purposes of generating a healthy conference schedule. For example, McMurry University is an associate member of the Lone Star Conference, and a full member of the Heartland Conference for all other sports. It could prove to be more advantageous for the University to become a full member of the Lone Star Conference in all sports.

At this time, it would be impossible to make an informed decision as to which option would be best, as the conference landscape has been and is changing within the National Collegiate Athletic Association (NCAA) Division II and the National Association of Intercollegiate Athletics (NAIA). For example, the Heartland Conference and Lone Star Conferences are considering a merger.

Strategy 5: Utilize the combination of a fundraising campaign, expected enrollment growth, and the repurposing of an existing student-approved fee to support the costs of the program.

Following the start-up and first four years of play (six-year period), operating revenue in the amount of \$2,476,482 per year will be required to continue football operations and associated athletic department activities. The funds will be supplied through the following:

1. A combination of the following revenue and support strategies:
 - a. Increases in student SCH production based on enrollment generate \$240,000 above current income and departmental expenditures based upon 2019 - 2020 projections.
 - b. The repurposing of the current Student Union Fee will provide more than \$1.9 million in revenue available to support the Football Program from FY 2014 through the first four years of the program and \$430,500 in FY 2020 based on projections.

- c. The proposed existing fee to be repurposed is \$35 for each long semester. This would not increase the cost of a year's studies for a student attending both long semesters, as the fee amount would not change; only its purpose would.
- d. When the repurposing takes effect, the fees supporting U. T. Permian Basin athletics would cost a student taking 15 credit hours \$215 a semester. For comparison, the student athletic fee at U. T. San Antonio will be \$240 a semester in Fall 2013 (<http://utsa.edu/fiscalservices/tuition.html>).
- e. If necessary, U. T. Permian Basin will use a subsidy from the U. T. Permian Basin Student Housing Auxiliary (Housing). Based on the housing business plans already approved Housing will generate a net income approximately \$4 million in FY 2020.
- f. If the proposed fee repurposing is approved, the use of Housing Auxiliary net assets will not be required until midway through FY 2021.

These income projections are based upon a 50% increase in current SCH production due to projected growth by 2020.

2. Gate Receipts and Premium Season Ticket Sales

- a. Income from general ticket sales is estimated to be \$120,000.
- b. Premium season ticket sales are estimated to generate \$250,000
 - 500 season tickets @ \$500 each = \$250,000
- c. U. T. Permian Basin believes the income estimates to be reasonable as premium season tickets will be highly valued. The demand for football is not satiated in Odessa. High school season tickets have a waiting list and they are passed on from generation to generation. U. T. Permian Basin football will provide another means to meet the community demand for football. Businesses are actively seeking benefits for their clientele and employees in the Permian Basin.

3. Annual Fundraising Campaign

- a. An annual fundraising goal of \$250,000 in external donations and signage sales/sponsorships will be conducted by the Development Office to support the athletic department's activities.
- b. An athletics development officer will be hired and paid through the budget associated with this proposal/business plan and will be held accountable.

4. Guarantees

- a. Guarantees to support football team operations will be generated in most years through the scheduling of a Division I or another NCAA II opponent. Because the ability to do so is not certain and because the amount of income cannot be accurately predicted, guarantees have not been placed into the financial plan.
- b. Guarantees will generally generate \$25,000 - \$40,000 annually. \$25,000 was used for the budget associated with this proposal.

3. **U. T. System Board of Regents: Discussion and appropriate action regarding authorization to name the new University of Texas in South Texas**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the Vice Chancellor for External Relations that the Board of Regents consider and authorize the name of the new University of Texas in South Texas from one of the three most descriptive and popular recommendations described below.

BACKGROUND INFORMATION

The Project South Texas “What’s in a Name?” campaign was created by the Office of External Relations as an invitation to the community to engage in a dialogue about the name of the new U. T. System institution. Community members were encouraged to submit comments on five proposed names or to propose their own original ideas for names via Twitter, Facebook, email, and phone. Details about the proposed names and instructions for participating were provided on the U. T. System website and through a five-minute video produced in both English and Spanish. The Office of External Relations reached out extensively to the public via all English and Spanish media outlets in South Texas as well as to The University of Texas at Brownsville and The University of Texas-Pan American student, faculty, and staff communities.

The campaign was launched on Monday, November 11 and ends on Friday, December 6.

During the campaign, the naming video was viewed by almost **8,600** individuals, and more than **3,600** individuals submitted additional comments and suggestions via email, social media and phone. A Twitter chat will be held on the last day of the campaign to further engage the community.

In addition, sign-up sheets were distributed, with assistance from a graduate student at U. T. Pan American, at several community centers in colonias throughout the Rio Grande Valley so that Spanish-speaking residents without access to technology could provide handwritten feedback on suggested names. That handwritten feedback was gathered and sent to U. T. System.

Numerous media outlets, including print English- and Spanish-speaking publications, throughout the Rio Grande Valley and South Texas have given positive coverage to the campaign. The *San Antonio Express-News* ran a front page story about the campaign, several publications have published supportive editorials, and the *McAllen Monitor* is conducting its own online poll. The U. T. System's Office of External Relations also worked directly with Spanish broadcast stations along the border to publicize the campaign and garner feedback.

Campaign data:

Video – A video to provide history, context, and information about how to participate has been viewed by almost **8,300** individuals to date. The Spanish version of the video has received almost **270** views.

Facebook – Numerous posts about the campaign and proposed names reached more than **22,000 people** and have garnered almost **2,400 comments**. Over the course of the campaign thus far, posts related to the naming have generated more than **3,884 “likes,” comments, and “shares.”** Posts have prompted thoughtful dialogue and have provided a forum for significant discussion among users about the suggested names. Additionally, various alternative names and logo ideas have been provided through this medium of engagement.

Twitter – More than **500** people have weighed in via Twitter using #ProjectSouthTX. One high school student reported results of an informal poll at her school: “My classes at Edinburg High School voted: 52-UTRGV, 48-UTSouth, 8-UTI and 1-UTAmericas.”

Email - Approximately **600** people have sent emails to ProjectSouthTX@utsystem.edu.

Telephone - More than **150** people left voicemails on the dedicated Project South Texas phone line at 512-499-4473.

General response to names proposed by U. T. System:

- 1. The University of Texas-Rio Grande Valley** presently appears to be the most popular choice among students, staff and community members. Those who support this name say it will bring pride to the Rio Grande Valley, and it makes the most sense, considering the geographic area the university represents and the fact that the names of existing U. T. institutions all have geographic names. This name also received additional support from several South Texas legislators.
- 2. Another popular choice is The University of Texas-South.** Those who like the name say it is a short name that packs a lot of power and sounds prestigious.
- 3. There is some support for keeping U. T. Pan American (UTPA)** as the name. Some noted that this name is not limited to a specific area and that U. T. Brownsville was once a branch campus of UTPA.

Other U. T. System-proposed names such as **U. T. for the Americas** and **U. T. International** received modest levels of support.

With approval of a name for the new University of Texas in South Texas, options will remain open to offer namings associated with negotiated gifts for the new medical school and various colleges and schools that will comprise the university.

4. **U. T. System Board of Regents: Discussion and appropriate action regarding amendment of Regents' Rules and Regulations, Rule 40401 (Assessment, Collection, Delegation, and Waiver of Tuition and Fees) and Rule 80301 [(Capital Improvement Program) (CIP)] requiring approval for CIP projects prior to student vote on associated fees**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, the Executive Vice Chancellor for Business Affairs, and the Interim Vice Chancellor and General Counsel that the Regents' *Rules and Regulations*, Rule 40401 (Assessment, Collection, Delegation, and Waiver of Tuition and Fees) and Rule 80301 (Capital Improvement Program) be amended to add language as set forth below in congressional style, requiring approval for CIP projects prior to student vote on associated fees:

a. Rule 40401

Sec. 5 Student Fees Associated with CIP Projects. In accordance with Rule 80301 of these Rules, Board approval of a Capital Improvement Program (CIP) project shall be obtained prior to the call for a student election to authorize new or increased fees to fund the CIP project.

b. Rule 80301

Sec. 7 Timing of Student Election. For such additions to the CIP that are anticipated to be funded in part by student fees, the project must be presented to the Board by the institutional President or his/her delegate and student representative(s) for approval prior to the call for a student election on the authorization or increase of the associated fee. This Section does not require a student election if one is not otherwise required by statute.

BACKGROUND INFORMATION

These proposed Rules amendments have been reviewed by the institutional presidents and the U. T. System Student Advisory Council and were revised to address comments from representatives of the Student Advisory Council.

5. **U. T. Austin: Request to a) approve a proposed contract with Workday, Inc. to provide a cloud-based, enterprise resource planning (ERP) system that includes a full suite of integrated human resources, payroll, purchasing, and financial applications; b) authorize expenditure of \$14 million from Designated Funds and Educational and General Funds for the initial 60 months; and c) authorize expenditure of \$16 million from Designated Funds and Educational and General Funds for an optional 60 month renewal**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Business Affairs, and the Interim Vice Chancellor and General Counsel, that the U. T. System Board of Regents, on behalf of U. T. Austin

- a. approve a contract with Workday, Inc. for the provision of a cloud-based, state-of-the-art enterprise resource planning (ERP) system for U. T. Austin that will include a full suite of integrated human resources, payroll, purchasing, and financial applications. The contract term will be for a period of 60 months, with the option to renew for one additional term of 60 months.
- b. authorize expenditure of \$14 million from Designated Funds, and Educational and General (E&G) Funds for cloud-based enterprise resource planning system, including ERP software, maintenance and support services for the initial 60 months.
- c. authorize expenditure of \$16 million from Designated Funds and E&G Funds for the possible renewal of an additional 60 months.

BACKGROUND INFORMATION

The proposed enterprise resource planning system from Workday, Inc. will replace the current **DE**partmental **F**inancial **I**nformation **NE**twork (*DEFINE) system that is accessed through the University's mainframe computer. The Administrative Systems Master Plan to replace the legacy administrative systems was approved by the institution in March 2012. Replacement of the existing system is needed to mitigate the increasing risks of relying on aging information technologies and to take advantage of technical advancements. The institution is now in the dialogue phase of its proposal to pilot a shared services model for delivering finance, procurement, human resource, and information technology services to the campus. A more modern administrative systems environment will maximize the benefits of a shared services model.

By replacing the current *DEFINE system with a Web-based system from Workday, Inc., the university will be able to achieve the following goals: automation of labor intensive activities, including improved workflow and system configuration; reduction of training costs by moving to a more intuitive Web-based system; lowering system support costs; and improvement of technology to enable the implementation of shared services.

The Request for Proposal (RFP) was comprehensive and included more than 4,500 functional requirements from hundreds of participants across campus. The RFP responses were scored by 60 campus functional and technical experts, and a senior-level evaluation team scored the overall RFP responses. The Workday cloud-based Software-as-a-Service (SaaS) solution received the highest overall score.

This recommendation will take advantage of the significant shift in the administrative software market towards cloud-based computing, and will support the U. T. System Framework for Advancing Excellence goal to reduce administrative costs. In addition, the contract would provide the opportunity for other U. T. System institutions to participate in the contract at a later date should they so choose.

This item was deferred from the November 14, 2013, Consent Agenda.

A presentation is set forth on the following pages.

The University of Texas at Austin

Request to approve proposed contract with Workday, Inc. to provide a cloud-based, Enterprise Resource Planning (ERP) system that includes a full suite of integrated human resources, payroll, purchasing, and financial applications.

U. T. System Board of Regents' Meeting
December 12, 2013



Must Replace the Administrative Systems

- After thorough study, the campus has determined that its current administrative systems (*DEFINE) have reached end-of-useful-life:
 - Systems were custom designed and built 25 years ago based on 1970s and 1980s best-in-class technology, upgraded over time to add 1990s web-technology
 - No longer cost-competitive to license proprietary database software and mainframe hardware on which the systems are run and support custom code
 - Becoming costly and difficult to attract, train and retain talent to support
- CONCLUSION: *DEFINE must be replaced irrespective of any other campus initiative; but the adoption of a shared administrative services model, over time, can generate savings to fund the replacement.
- After evaluating competitive proposals, the campus recommends a cloud-based administrative system solution from Workday, Inc.



Evolution of the ERP Marketplace

ERP Technology Waves

1970's-1990's

Mainframe (25 years)

1990's-2010+

Client/Server (25 years)

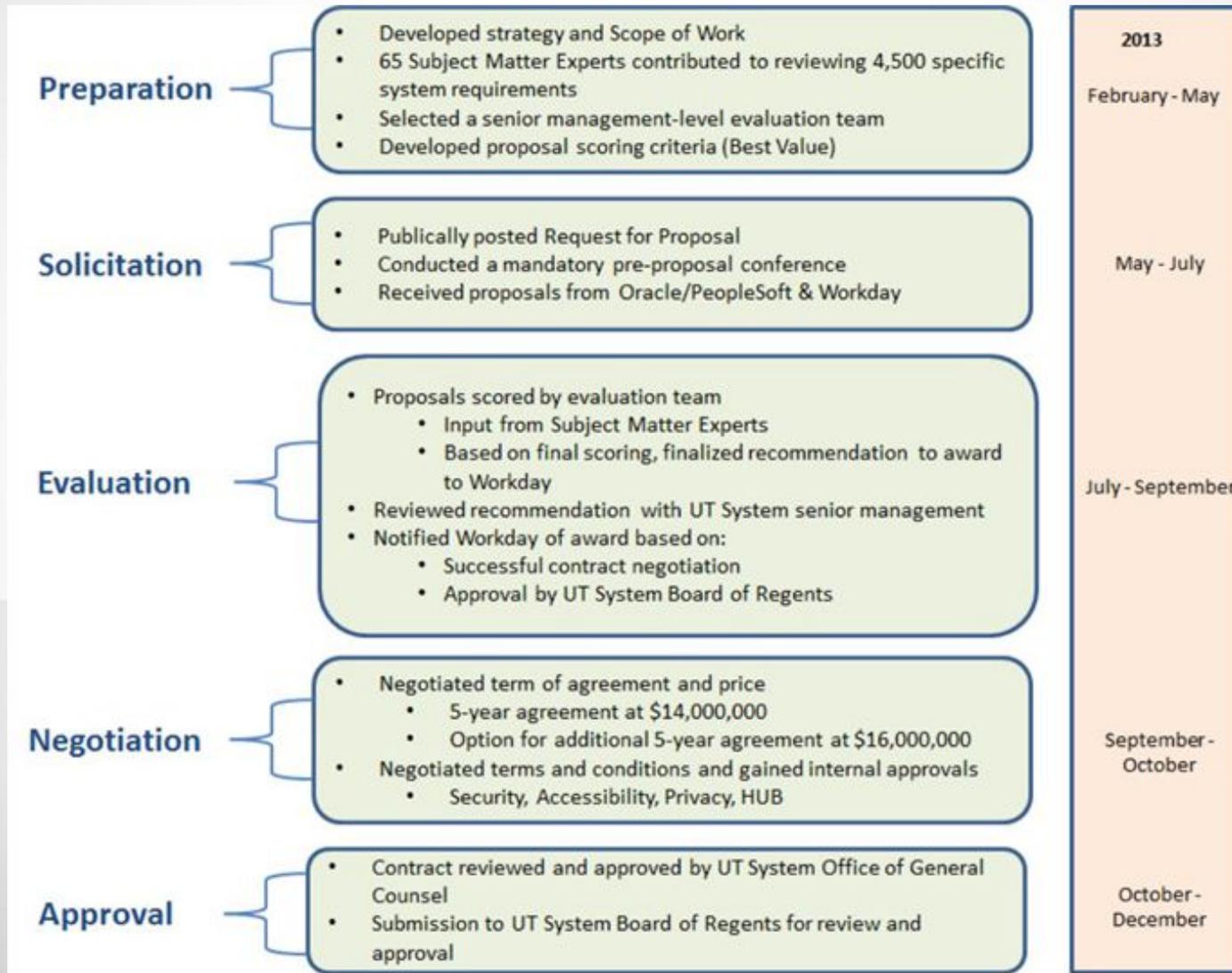
2005+

Cloud/SaaS (25 years)

- The ERP software market has changed substantially in the past three years.
- The market has moved away from traditional software packages and now favors cloud-based Software-as-a-Service (SaaS).
- Cloud-based SaaS solutions deliver modern software via the Internet which eliminates the need for costly upgrades, are designed for mobile computing, and no up-front capital expense.
- UT System leadership has been involved at key decision points leading to the recommendation to procure Workday.

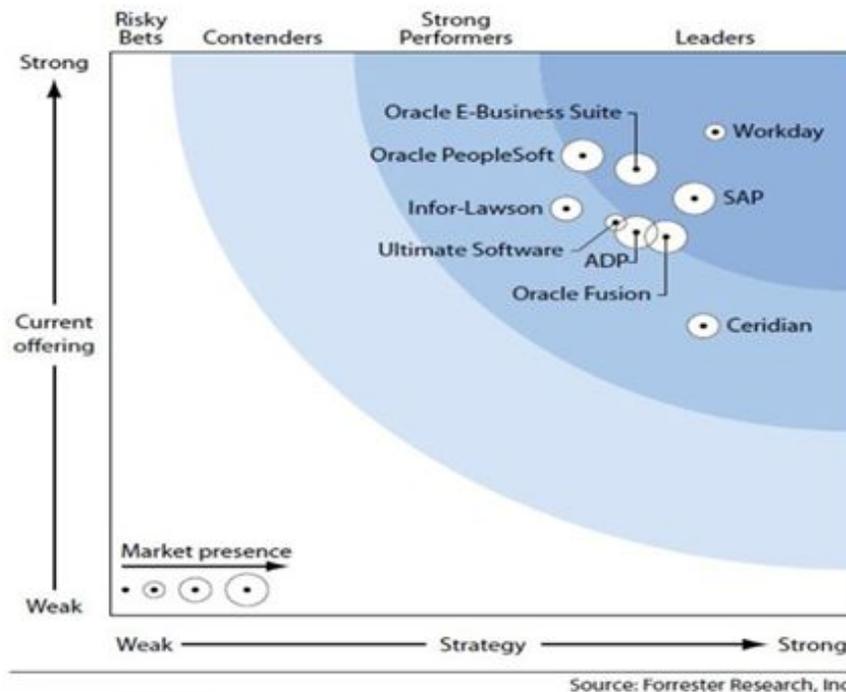


Rigorous Procurement Process



Workday, Inc. (NYSE symbol: WDAY)

Figure 3 Forrester Wave™: Human Resource Management Systems, Q1 '12



“Workday’s configuration **flexibility**, **integration** platform, and **usability** make it a good choice for both medium-size companies seeking **simplicity** in cost of ownership and large multinationals interested in HR process **transformation**.”

- Established in 2005 by PeopleSoft founders Dave Duffield and Aneel Bhusri.
- Committed to serving the higher education ERP market.
- Human resource, payroll and finance applications are mature. Presently building student system designed to interact with today’s students (e.g. social media, mobility). UT Austin has been invited to be a strategic design partner.



Workday Customers

Higher Education



23 Customers

Texas



37 Customers

Commercial



593 Customers



Interoperability with PeopleSoft

- Workday has an integration cloud platform that accommodates interoperability with both custom and packaged applications including Oracle-based PeopleSoft applications.
- 57 Workday clients integrate directly with Oracle PeopleSoft applications.
- All Workday customers operate on one, world-wide version of Workday making integration more easily leveraged.
- UT Austin plans to include on its project committees UT System and sister institution representatives to promote consistency in data definitions and in making critical configuration decisions that affect interoperability.

22



10-Year Comparative Cost/Benefit Analysis and Timing

Comparison	Traditional ERP/Collaborative Consortium (1)	Software as a Service (SaaS)
Benefits	<ul style="list-style-type: none"> Cumulative benefit of \$274M. Lower than SaaS due to inclusion of ERP support staff. 	<ul style="list-style-type: none"> Cumulative benefit of \$297M. SaaS sees a greater benefit due to a reduction in ERP support staff. Longer span of time between replacement possible compared to traditional model.
Costs	<ul style="list-style-type: none"> Total costs of \$166M (includes Shared Service costs.) Greater project costs than SaaS. High operational cost due to periodic upgrades. 	<ul style="list-style-type: none"> Total costs of \$153M (includes Shared Service costs.) A shorter implementation time results in lower project costs than traditional ERP.
Risks	<ul style="list-style-type: none"> Traditional ERP solutions have a long list of clients but that may create less flexibility. 	<ul style="list-style-type: none"> SaaS solutions provide latest technology but have a lower number of clients.
Internal Rate of Return (IRR) and Cumulative Net Cash Flow at Year 10	<ul style="list-style-type: none"> IRR: 19% Cumulative Net Cash Flow: \$108M 	<ul style="list-style-type: none"> IRR: 27% Cumulative Net Cash Flow: \$144M

(1) Assumes PeopleSoft traditional product remaining usable life is 10-years; they and all others are working toward cloud-based solutions.

Implementation Timing	2013				2014				2015				2016											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
HR/Payroll																								
Financial Administration																								



10-Year Comparative Project Cost Summary

(in millions)

ERP	<u>Workday</u>	Traditional <u>PeopleSoft</u>	<u>Delta</u>
<u>Conversion</u>			
Labor	\$ 44.0	\$ 60.8	\$ (16.8)
Technical Infrastructure		6.0	(6.0)
subtotal	<u>44.0</u>	<u>66.8</u>	<u>(22.8)</u>
<u>Operating</u>			
Subscription / License / Maint. Costs	30.0	13.4	16.6
Labor & Technology	13.9	31.7	(17.8)
subtotal	<u>43.9</u>	<u>45.1</u>	<u>(1.2)</u>
ERP Total	<u>87.9</u>	<u>111.9</u>	<u>(24.0)</u>
Shared Services Total	54.1	54.1	-
Project Contingency (1)	11.0		11.0
Estimated Total Cost	<u>\$ 153.0</u>	<u>\$ 166.0</u>	<u>\$ (13.0)</u>

(1) Discount to original Workday bid, to be held as contingency for overall project until all other project costs are negotiated.



In Summary

- The cost to replace administrative systems is high and the effort to do so is organizationally taxing. Therefore a goal should be to select a replacement solution that will have the longest possible lifespan. Workday is uniquely positioned in the higher education space at the front of the new cloud-based technology wave to achieve this goal.
- Adoption of the Workday ERP will take advantage of the significant shift in the administrative software market towards cloud-based computing, and supports the Chancellor's Framework goal to reduce administrative costs.
- UT Austin seeks Board of Regents' approval to procure the Workday, Inc. administrative systems ERP cloud-based solution.



6. **U. T. System Board of Regents: Final report and recommendations from the Task Force on Employee/Student Relationships, discussion, and appropriate action**

REPORT AND RECOMMENDATIONS

Task Force Chairman Foster will provide a final report on the activities of the Task Force on Employee/Student Relationships and make recommendations for Board consideration.

BACKGROUND INFORMATION

On November 15, 2012, Board Chairman Powell created and charged this Task Force to look at all existing programs directed at preventing inappropriate relationships, including preventing and addressing sexual abuse, sexual harassment, sexual misconduct and other inappropriate relationships to ensure a safe, healthy environment for students and employees.

Chairman Foster provided a brief update on the Task Force's work at the Board's May 9 and August 22, 2013 meetings. Since that time, U. T. System institution presidents and athletic directors; U. T. System Faculty, Student, and Employee Advisory Councils; and other interested stakeholders have reviewed and commented on the draft report.

If approved, the Task Force's recommendations will be effected through policy changes and educational campaigns implemented by U. T. System Administration and each institution.

7. **U. T. System Board of Regents: Final report and recommendations from the Task Force on Engineering Education for the 21st Century, discussion, and appropriate action**

REPORT AND RECOMMENDATIONS

Regent Cranberg and U. T. Dallas President Daniel, Co-Chairmen of the Task Force on Engineering Education for the 21st Century, will provide a final report on the activities of the Task Force and make recommendations for Board consideration.

BACKGROUND INFORMATION

On November 15, 2012, Board Chairman Powell created this Task Force and charged the Task Force with reviewing and identifying key issues related to demand, capacity, efficiency, supply, and research related to engineering programs in the State of Texas; how these issues impact Texas and the nation; and what The University of Texas System can do to be most responsive to the State of Texas' needs.

Regent Cranberg provided a brief update on the work of the Task Force at the Board's May 9 and August 22, 2013 meetings.

Once the report and recommendations are approved, an implementation plan will be devised and brought back to the Board of Regents for approval.

8. U. T. Medical Branch - Galveston: Building 17 Expansion - Amendment of the FY 2014-2019 Capital Improvement Program to include project (Preliminary Board approval)

RECOMMENDATION

The Chancellor concurs with the Executive Vice Chancellor for Health Affairs, the Executive Vice Chancellor for Business Affairs, and President Callender that the U. T. System Board of Regents amend the FY 2014-2019 Capital Improvement Program (CIP) to include the Building 17 Expansion project at U. T. Medical Branch - Galveston (UTMB) as follows:

Project No.: 601-818

Project Delivery: Competitive Sealed Proposals

Substantial Completion Date: September 2017

Total Project Cost:	<u>Source</u>	<u>Proposed</u>
	Permanent University Fund Bond Proceeds	\$30,500,000
	Revenue Financing System Bond Proceeds ¹	<u>\$11,500,000</u>
		\$42,000,000

Funding Note: ¹ Revenue Financing System debt proposed to be repaid from Hospital Revenues

- Investment Metrics:**
- Maintain competitive position in research funding by containing operating costs of Animal Resource Center through consolidation of animal facilities
 - Mitigate critical research assets from future flood damage
 - Address facility deficiency issues and assure accreditation

BACKGROUND INFORMATION

The project will construct a six-story, 93,000 gross square foot (GSF) addition to current Building 17. The project will replace critical research support space lost to Hurricane Ike in 2008, move critical functions to an elevation of 25 feet above mean sea level, and provide centrally-located vivarium space for functions that support all of UTMB's animal research. The ground floor will house noncritical functions such as lobby and meeting space. Floors 2, 3, and 4 will house animals and related facilities such as cage washing, veterinary support, pharmacy, and mechanical space. Floors 5 and 6, to be shelled during initial construction, will be dedicated to laboratory and office space.

Former Building 18, which was essential to UTMB's research pursuits, was heavily damaged during Hurricane Ike and was recently demolished, compromising to an even greater extent UTMB's already stressed animal research facilities. This proposed expansion of Building 17 is the final major component in the institution's \$1.2 billion recovery and rebuilding from the hurricane.

Building 17, formerly called the Multi-Purpose Research Building, then the Research Facilities Expansion, and now called the Research Building, at 105 11th Street, was constructed in 2005 following Board of Regents' approval on February 9, 2000.

Beyond the existing renovation and mitigation efforts currently underway at UTMB, the construction of this proposed facility is the highest priority for UTMB to assure greater opportunities for scientific collaboration, while providing a safe and secure location for staff and critical research assets. Maintaining adequately sized and state-of-the-art animal research facilities is critical to obtaining new grant awards in the current, highly competitive environment.

UTMB requests the transfer of \$30.5 million of Permanent University Fund Bond Proceeds (PUF) previously designated for the University Boulevard Research Building to support this project. The University Boulevard Research Building project will be removed from the CIP, as assessment of critical facilities needs has caused UTMB to revise campus research priorities.

This proposed project has been approved by U. T. System staff and meets the criteria for inclusion in the CIP. Design development plans and authorization of expenditure of funding will be presented to the Board for approval at a later date.

9. **U. T. Southwestern Medical Center: Proposed appointment of C. Kern Wildenthal, M.D., Ph.D., as President Emeritus and Professor of Medicine Emeritus**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Health Affairs and President Podolsky that the U. T. System Board of Regents appoint C. Kern Wildenthal, M.D., Ph.D., as President Emeritus and Professor of Medicine Emeritus at U. T. Southwestern Medical Center. Approval of this recommendation is being requested in accordance with the Regents' *Rules and Regulations*, Rule 20301.

BACKGROUND INFORMATION

Dr. Wildenthal was the second President of U. T. Southwestern Medical Center, serving in that position from 1986-2008. He joined the U. T. Southwestern faculty as an Assistant Professor of Medicine and Physiology in 1970, became an Associate Professor in 1971, and full Professor in 1975. From 1976 to 1980, he served as Dean of the Graduate School, and from 1980 to 1986, he was Dean of the Medical School.

During Dr. Wildenthal's administrative tenure at U. T. Southwestern, the institution more than quintupled in size and emerged as one of the leading medical institutions in the world. Four of its faculty won Nobel Prizes, 19 were elected members of the National Academy of Sciences, and 50 were named as presidents of national societies of their clinical and research specialties.

During this period, research expenditures grew more than tenfold to nearly \$400 million per year. During Dr. Wildenthal's presidency, more than 250 new endowed chairs and professorships were established; total endowments grew from \$40 million to more than \$1.3 billion; land was acquired to expand the campus from 65 to 300 acres; two referral hospitals and outpatient facilities totaling 1 million square feet were added to the campus; and the first half of a planned 4 million square foot research complex was completed.

10. U. T. System Board of Regents: Authorization for the Chancellor to submit Report Concerning Designated Tuition

RECOMMENDATION

It is requested that the Board of Regents grant authority to the Chancellor to submit on its behalf the "Report Concerning Designated Tuition" as required by the current General Appropriations Act, Senate Bill 1, Article III, Section 50 (set out below) to the Lieutenant Governor, Speaker of the House, Chair of the Senate Finance Committee, Chair of the House Appropriations Committee, and members of the Legislative Oversight Committee on Higher Education.

BACKGROUND INFORMATION

A Report Concerning Designated Tuition is to be filed not later than January 1, 2014, by the governing board of each public institution of higher education that charges students designated tuition under Section 54.0513, *Texas Education Code*. The Report identifies the amount of designated tuition collected, the purposes for which it was spent, the amount spent for each purpose, the amounts set aside for resident undergraduate and graduate student assistance as required by Sections 56.011 and 56.012, *Texas Education Code*, and how those amounts are allocated among various types of student assistance.

Completion of the Report requires certain financial information contained in the pending annual financial report, which will not be completed until December 1, 2013. Upon completion of the Report, a copy will be provided to members of the Board.

Excerpt from Senate Bill 1, Article III

**SPECIAL PROVISIONS RELATING ONLY TO
STATE AGENCIES OF HIGHER EDUCATION**

(Continued)

Sec. 50. Report Concerning Designated Tuition

- (a) Not later than January 1, 2014, the governing board of each public institution of higher education that charges students designated tuition under §54.0513, Education Code, shall use the appropriations in the Act to report to the legislature, for the 2012-2013 and 2013-2014 academic years:
 - (1) the amount the institution has collected in designated tuition;
 - (2) the purposes for which the institution spent the money derived from designated tuition and the amount of that money spent for each of those purposes; and
 - (3) the amount set aside from designated tuition for resident undergraduate and graduate student assistance under §§56.011 and 56.012, Education Code and how these amounts are allocated under the following categories.
 - (a) grants
 - (b) scholarships,
 - (c) work-study programs,
 - (d) students loans,
 - (e) and student loan repayment assistance.
- (b) Reports required by this section shall be delivered to the Lieutenant Governor, the Speaker of the House, the chair of the Senate Finance Committee, the chair of the House Appropriations Committee, and the members of the Legislative Oversight Committee on Higher Education.

11. **U. T. System Board of Regents: Comments by Chairman concerning possible future Regents' Rules changes**

12. **U. T. System Board of Regents: Discussion and appropriate action regarding amendment of Regents' Rules and Regulations, Rule 20601, Section 15, regarding Record Keeping and Reports on Aircraft Use**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Business Affairs and the Vice Chancellor and General Counsel that the Regents' *Rules and Regulations*, Rule 20601, Section 15, regarding Record Keeping and Reports for Aircraft Use, be amended as set forth below in congressional style.

- Sec. 15 Record Keeping and Reports. The approved reservation requests forms and post-flight passenger manifests will serve as the official record of flights.
- 15.1 The U. T. System Office of Business Affairs shall prepare and submit the following reports:
- (a) Travel Log. In accordance with *Texas Government Code* Section 2205.039, the passenger manifests for the month will be sent to the Texas Department of Transportation each month following the month in which travel occurred.
 - (b) Reports to the Board. Passenger manifests for U. T. System aircraft, Texas Department of Transportation aircraft flown on behalf of U. T. System, privately owned aircraft, leased, and charter aircraft, including donor or chartered aircraft paid for by outside entities on behalf of the university, will be sent to the General Counsel to the Board of Regents twice a year in April and October for distribution to the Finance and Planning Committee of the U. T. System Board of Regents for review. For donor aircraft, passenger and donor names may be omitted consistent with State law, but will be provided, upon request, to the Board, to the Chancellor, the appropriate Executive Vice Chancellor, the Vice Chancellor for External Relations, the Vice Chancellor and General Counsel, and/or the General Counsel to the Board verbally reported if asked.
 - (c) Annual Aircraft Use Form. In accordance with *Texas Government Code* Section 2205.041 passenger manifests for the year and the aircraft costs summary will be submitted to the Legislative Budget Board with copies to the General Counsel to the Board of Regents and the Chancellor by November 15th.

BACKGROUND INFORMATION

This proposed revision to Regents' Rule 20601 clarifies the intent that, for donor aircraft, passenger and donor names need not be disclosed to the public to the extent consistent with State law but are to be provided to the Chancellor, the appropriate Executive Vice Chancellor, the Vice Chancellor for External Relations, the Vice Chancellor and General Counsel, and/or the General Counsel to the Board upon request.



THE UNIVERSITY OF TEXAS SYSTEM BOARD OF REGENTS

CONSENT AGENDA

Board Meeting:

12/12/2013

Austin, Texas

HEALTH INSTITUTION

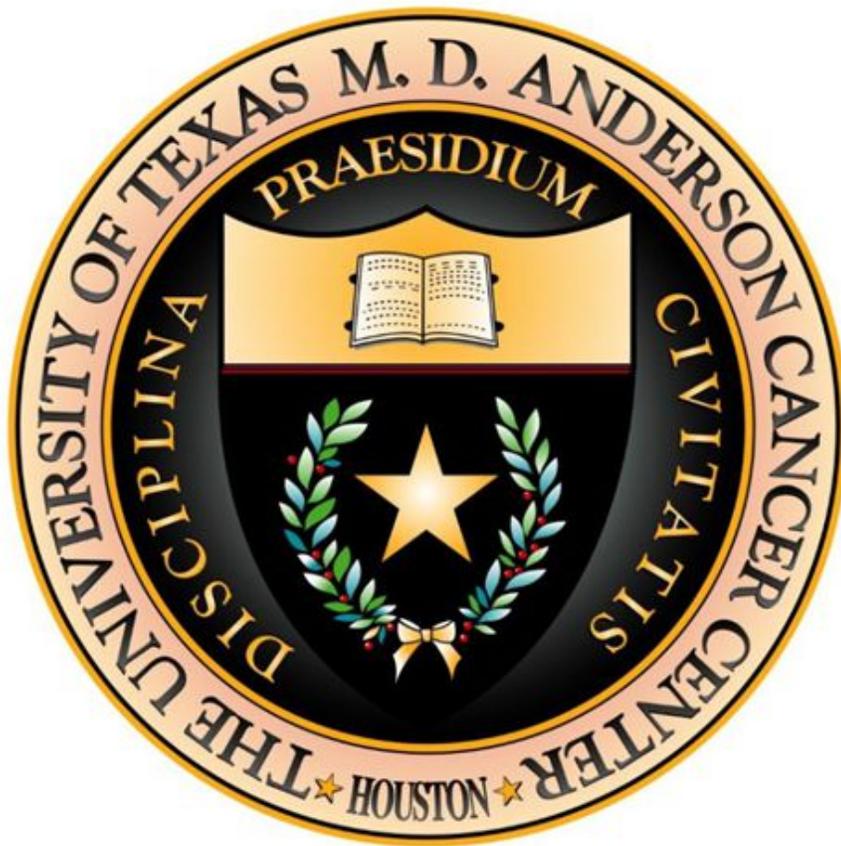
Seal - U. T. M. D. Anderson Cancer Center: Revision of Official Seal

The following revision of the official institutional seal for U. T. M. D. Anderson Cancer Center has been approved by the Chancellor, the Executive Vice Chancellor for Health Affairs, the Vice Chancellor for External Relations, and President DePinho and is submitted for approval by the U. T. System Board of Regents as required by the Regents' *Rules and Regulations*, Rule 40801.

U. T. M. D. Anderson Cancer Center requests approval of the U. T. System Board of Regents to continue use of the seal currently used by the institution, which was developed in 2000-2001 in connection with the accreditation of the U. T. M. D. Anderson Cancer Center School of Health Professions; however, the seal was not submitted by the institution for formal approval by the Board in connection with the institution's adoption of the seal in 2000-2001.

The Pantone Matching System colors included in the seal are Gold 136, Red 185, Red 208, Blue 331, Green 361 and Blue 7712. The seal for U. T. M. D. Anderson Cancer Center has never used the color orange as suggested by Regents' Rule 40801, Section 2. Section 1 of the Rule, however, allows for color variations as approved by the Board.

The Board previously approved an M. D. Anderson seal on December 7, 1973.



The University of Texas of the Permian Basin

NCAA Division II

Football Initiative Business Plan

August 29, 2013

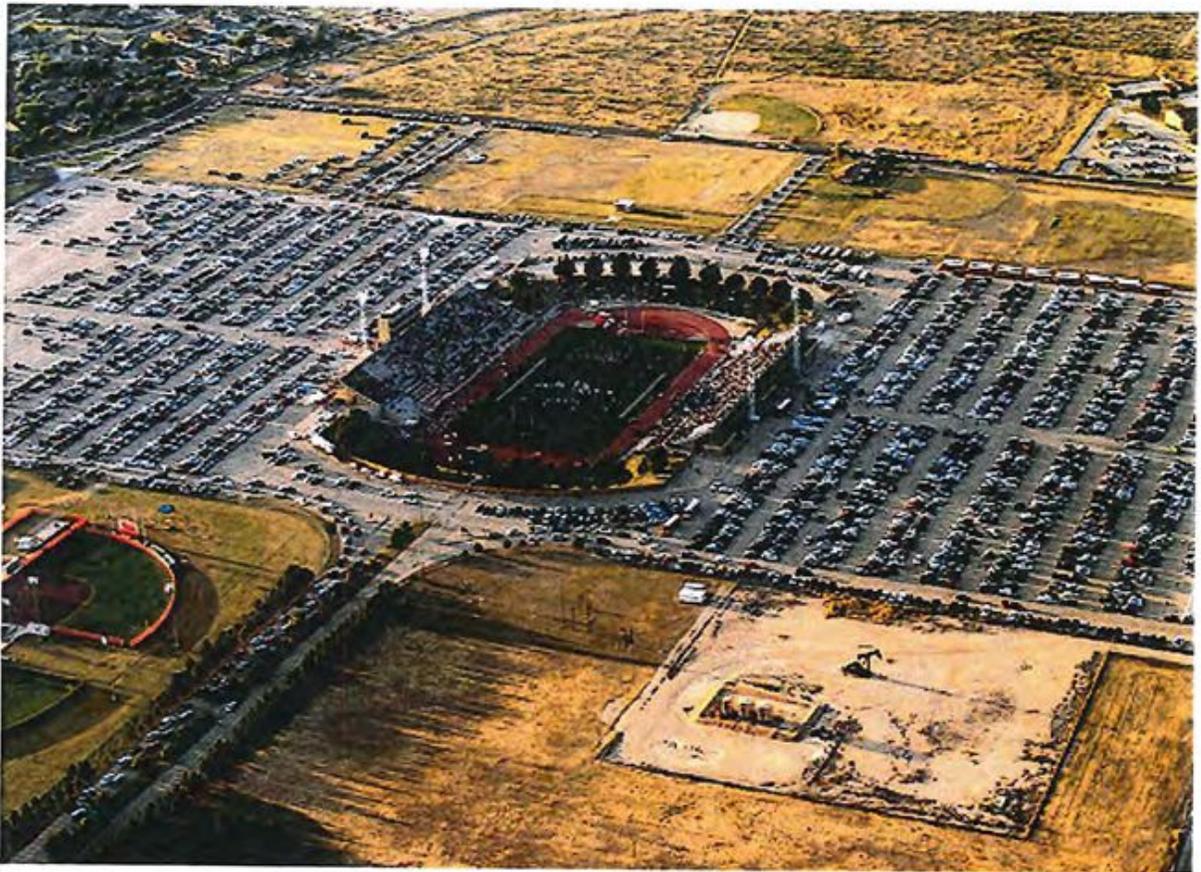


Photo: Ector County Independent School District's Ratliff Stadium

**The University of Texas of the Permian Basin
Football Initiative Business Plan
April 2013**

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**The University of Texas of the Permian Basin
Football Initiative Business Plan
August 29, 2013**

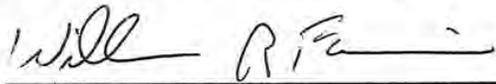
The University of Texas of the Permian Basin (the University) administration and officials have reviewed and approved the following Football Initiative Business Plan that will provide for the addition of a football team to the University's athletic program.

This Business Plan documents the strategic, financial, operational, and regulatory issues of the Football Initiative. The signatures of the administrators below signify that they have reviewed the Business Plan and are supportive of its implementation.



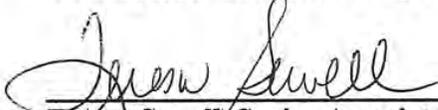
Dr. W. David Watts, President

9-3-13
Date



**Dr. William Fannin,
VP for Academic Affairs and Provost**

08/30/2013
Date



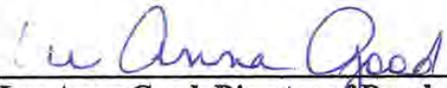
**Teresa Sewell, Senior Associate VP
for Student Affairs**

9/3/13
Date



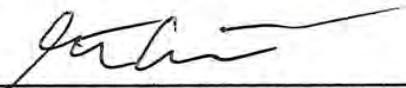
Dale Cassidy, VP for Business Affairs

8/29/13
Date



Lee Anna Good, Director of Development

9-3-13
Date



Dr. Steven Aicinena, Athletic Director

9/3/13
Date

Introduction

The University of Texas of the Permian Basin (UTPB) is a comprehensive university located in Odessa and Midland. The University was authorized by the 61st Legislature in 1969 as an upper-level campus to offer bachelor's and master's degree programs. The first classes began in September 1973, using temporary facilities. UTPB received authority to add freshman and sophomore classes effective fall 1991. During the 2013-14 academic year UTPB celebrates its 40th anniversary of service to the Permian Basin and Texas.

Four-year status and the expansion of the athletic program were instrumental in attracting a younger population and bringing the 2013 spring enrollment to a record of 4117 students. UTPB is poised to double its student population in the next six to seven years as it meets the higher education needs of the Permian Basin and State of Texas. Further, growth in the student population is required to achieve the University's strategic objectives.

University Strategic Plan and Master Plan

The University of Texas of the Permian Basin developed a ten year Strategic Plan for the period 2009 through 2019. The intent of the University is to grow enrollment beyond 8,000 students by 2020 (Appendix A). The University Master Plan (2012) calls for the construction of housing and academic facilities necessary to accommodate up to 8,400 students.

Enrollment growth will be achieved through the implementation of strategies informed by major trends and changing priorities impacting higher education at national, state, and local levels. Chief among the trends that form the basis for UTPB's strategies are the national emphasis on internet-based learning; the strong priority outlined by both national and state governing bodies on increasing the affordability of obtaining a college degree; and through the expansion and implementation of new degree programs such as Engineering and Nursing.

Athletics has been a key component in the transformation of the University from a commuter institution to a more traditional campus and in its overall growth in the past two decades. Currently, athletes and students involved in athletic-support activities comprise approximately thirteen percent of the full-time undergraduate students on campus. Athletics have supplied a source of community and school spirit as well as a steady and positive University presence in local print and electronic media. Athletics has also served to expand awareness of the University throughout the state through off-campus competitions and the recruiting activities of the coaches. These efforts have indirectly served to enhance enrollment as a consequence of UTPB's increased visibility.

The University can continue to utilize athletics as an effective means toward realization of the goals set forth in the Strategic Plan and Master Plan. The Football Initiative detailed in this business plan will enhance enrollment directly through the recruitment of athletes and the matriculation of students who will participate in affiliated programs and activities such as band, cheer, and athletic training. Further, it will make the University more attractive to prospective students who seek a full and complete University experience. Lastly, a football team will serve to strengthen the ties between the University and the citizens residing within the region of Texas that it primarily serves. UT Permian Basin is the only public four year university in our region of the state that does not currently support a football team.

Football Initiative: Executive Summary

Project Description:

The expansion of the Athletic Program through the Football Initiative consists of the following Strategies:

1. Secure external funding to start-up of the football program and support its operation for four years.
2. Construct practice facilities, locker areas, training room space, and office space required for the daily operations of the football team.
3. Secure a site to utilize for the hosting of football contests.
4. Identify a conference in which the football team will play.
5. Utilize the combination of a fundraising campaign, expected enrollment growth, subsidies from auxiliary enterprise net income and (if approved) the repurposing of an existing student-approved fee to support the costs of the program.

Strategic Implications:

Athletics enhances student life, involves the community in the University, and provides a site for socialization between students, faculty, community members, and staff. Athletics have also proven to garner significant and regular attention from local media including Midland and Odessa television, radio, and newspapers. Though we do not count the number of televised reports of the activities of our sports teams, we do keep track of articles appearing in the Midland Reporter Telegram and the Odessa American. In 2012-13, UTPB had 460 articles printed the OA and MRT concerning our athletic teams.

From the University's inception, members of the community anticipated that a football team would be a part of the UTPB experience. The significance of football to University life in Texas is well documented and it serves as a focal point for the social life of students, faculty, staff, alumni, and community members.

Football is an important part of the social fabric of communities such as Odessa, Midland and the smaller towns of the Permian Basin. As a testament to this fact, the Odessa Chamber of Commerce passed a resolution in support of this Football Initiative and the Board of the Ector County Independent School District passed a resolution of support for this feasibility phase of the Football Initiative (both resolutions are shown in **Appendix B**). The book, movie and television series "Friday Night Lights" also demonstrate the passion for football held by the community at large.

"A college without a football team is like a song without a chorus." *Texas Monthly (2011)*

Earning a college degree is the most important reason for college attendance. UTPB undeniably offers prospective students a high quality education. However, students also consider social opportunities in their choice of a college. Prospective students often ask coaches and admissions recruiters if the University supports a football team.

The lack of a football team prevents the University from offering what many potential students and their families expect in a complete university experience. This places the University at a distinct

competitive disadvantage compared to other four year Universities in our region of the state as well as other institutions within Texas.

The Football Initiative directly supports the University's Strategic Plan and recently adopted Master Plan. The addition of a football team will lead to significant and immediate growth in the undergraduate enrollment, graduate student enrollment, and semester credit hour (SCH) generation. Further, a football team will directly serve to fill classrooms space, and supply additional on-campus residents. Athletes and associated students gained through implementation of the Football Initiative will assist the University in outreach and community engagement, making the University a more integral and valued part of the community in which it serves.

Strategy Descriptions and Effective Dates:

Review and estimates of the costs and implications associated with the addition of a football team have been regularly conducted since 1993 when the University first considered implementing a "limited" program of athletics. The athletic program grew because it was proven to be an effective means of attracting traditional students to campus and because athletics helped to enhance campus life. Football will both directly and indirectly enhance University enrollment and campus life.

The strategies presented and discussed below outline the steps involved in bringing a football team to the University and paying for its continued operation.

Strategy 1: Secure external funding to start-up of the football program and support its operation for four years.

The cost of start-up and four seasons of play (six-year total) is \$9.5 million. The \$9.5 million total is inclusive of all football-related costs including scholarship support, and facility construction/improvement.

A group of University supporters has already started to seek commitments from business leaders in the Permian Basin to contribute to the \$9.5 million goal. At this time, commitments totaling \$3 million have been secured. Fundraising efforts were placed on hold until approval could be received from System for this feasibility study.

Given the price of oil and the unprecedented amount of drilling and associated support activities associated with the current oil and gas boom, the time is right to seek funding for the realization of the Football Initiative. The goal is to have seventy-five percent of the requisite \$9.5 million raised by December 31, 2013.

Spreadsheets detailing all required income and costs associated with the football proposal are presented in **Appendix C**. They include:

1. Summary of All Costs to the University
2. Income Required and Funding by Year
3. Football-Specific Costs
4. Departmental Support of Football
5. Home Football Game Expenses
6. Football Travel Costs

7. Football Equipment Order
8. Anticipated Attendance, Income and Comparisons

Strategy 2: Construct practice facilities, locker areas, training room space, and office spaces required for the daily operations of the football team

Renovation to existing facilities will be made for office space and locker facilities for the football program. Completion date: August 1, 2014. Appendix D

A practice area adjacent to the current student recreation field will be constructed for use by the team for practices. Completion Date: August 1, 2014. Appendix E

A field house will be constructed to house offices, meeting/film rooms, additional athletic training facilities, and a weight training facility to be used by all Athletic Teams. Completion Date: August 1, 2015. Appendix F shows the location and Appendix G a schematic of the proposed facility.

A detailed time-line that includes construction completion dates is presented later within this document (Page 24).

Strategy 3: Secure a site to utilize for the hosting of football contests off campus

Home football games will be played at Ratliff Stadium in Odessa, TX. The facility is owned and operated by the Ector County Independent School District (ECISD). Stadium rental will consist of charges of \$1,500 per event. Other costs associated with the use of the facility and personnel required will bring up the cost of staging each home event to \$11,687.

Playing at Ratliff Stadium will relieve the University of the costs associated with construction of an on-campus venue for competitions. The ECISD passed a resolution of support for the football program in July 2013. Information concerning Ratliff Stadium is presented in Appendix G. An email confirming costs and availability appears in Appendix H.

Regional Division II football teams including Angelo State University and Abilene Christian play their home games off campus in high school stadiums. We believe that our attendance figures will grow to match those of our peers.

Strategy 4: Identify a conference in which the football team will play

UTPB currently belongs to the Heartland Conference. The football team would most likely compete within the Lone Star Conference. The University may become an associate member of the Lone Star Conference for the purposes of generating a healthy conference schedule. For example, McMurry University is an associate member of the Lone Star Conference, and a full member of the Heartland Conference for all other sports. It could prove to be more advantageous for the University to become a full member of the Lone Star Conference in all sports.

At this time it would be impossible to make an informed decision as to which option would be best as the conference landscape has been and is changing within NCAA Division II and the NAIA. For example, the Heartland Conference and Lone Star Conferences are considering a merger.

Strategy 5: Utilize the combination of a fundraising campaign, expected enrollment growth, subsidies from auxiliary enterprise net income, and (if approved), the repurposing of an existing student-approved fee to support the costs of the program.

Following the start-up and first four years of play (six year period) operating revenue in the amount of \$2,476,482 per year will be required to continue football operations and associated athletic department activities. \$2,476,482 a year will be supplied through the following:

1. A combination of the following revenue and support strategies:
 - a. Increases in student SCH generation based on enrollment generate \$240,000 above current income and departmental expenditures based upon 2019-20 projections.
 - b. If approved, the repurposing of the current Student Union Fee will provide more than \$1.9Million in revenue available to support the Football Program from FY14 through the first four years of the program and \$430,500 in FY20 based on projections.
 - c. The proposed existing fee to be repurposed is \$35 for each long semester. This would NOT increase the cost of a year's studies for a student attending both long semesters, as the fee amount would not change; only its purpose would.
 - d. If the repurposing takes effect, the fees supporting UTPB athletics would cost a student taking 15 credit hours \$215 a semester. For comparison, the student athletic fee at UT San Antonio will be \$240 a semester in fall of 2013 (<http://utsa.edu/fiscalservices/tuition.html>).
 - e. A subsidy from the UTPB Student Housing Auxiliary. Expected enrollment growth and the construction of an additional 597 beds on campus - through three projects already approved by the regents planned for occupancy in August 2013 (99 beds), 2014 (198 beds) and 2015 (300 beds and a new dining hall) – will substantially increase the University's auxiliary enterprise operating results. Based on the housing business plans already approved Housing will generate a net income approaching \$4Million in FY20.
 - f. If the proposed fee repurposing is approved, the use of Housing Auxiliary net assets will not be required until midway through FY21.
 - g. If the fee repurposing does not take place, Housing Auxiliary net asset subsidies will total less than \$150,000 through FY19. Even with a substantial reliance on Housing funds beginning in FY20, the total support required through FY20 amounts to less than 10.6% of projected increase in Housing net assets during the years from FY14 through FY20. The University expects to have the necessary auxiliary enterprise net assets to support the football program – and is committed to using them, as necessary, to provide that support.

These income projections are based upon a fifty percent increase in current semester credit hour generation due to projected growth by 2020.

2. Gate Receipts and Premium Season Ticket Sales
 - a. Income from general ticket sales will be \$120,000.

- b. Premium season ticket sales are estimated to generate \$250,000
 - i. 500 season tickets @ \$500 each = \$250,000
 - c. Please see Anticipated Attendance, Income and Comparisons in Appendix J for specific details concerning general and premium ticket sales income.
 - d. We believe the income estimates to be reasonable as premium season tickets will be highly valued. The demand for football is not satiated in Odessa. High school season tickets have a waiting list and in fact, they are passed on from generation to generation. UTPB football will provide another means to meet the community demand for football. Businesses are actively seeking benefits for their clientele and employees in the Permian Basin.
3. Annual Fundraising Campaign
- a. An annual fundraising goal of \$250,000 in external donations and signage sales/sponsorships will be conducted by the Development Office to support the athletic department's activities.
 - b. An athletics development officer will be hired and paid through the budget associated with this proposal/business plan and held accountable.
4. Guarantees
- a. Guarantees to support football team operations will be generated in most years through the scheduling of a Division I or another NCAA II opponent. Because the ability to do so is not certain and because the amount of income cannot be accurately predicted, guarantees have not been placed into the financial plan.
 - b. Guarantees will generally generate \$25,000 - \$40,000 annually. \$25,000 was used for the budget associated with this proposal.

Football Initiative: Plan Detail

Project Description:

The expansion of the Athletic Program through the Football Initiative consists of the following Strategies:

1. Secure external funding to start-up of the football program and support its operation for four years.
2. Construct practice facilities, locker areas, training room space, and office spaces required for the daily operations of the football team.
3. Secure a site to utilize for the hosting of football contests.
4. Identify a conference in which the football team will play.
5. Utilize the combination of a fundraising campaign, expected enrollment growth, subsidies from auxiliary enterprise net income, and (if approved), the repurposing of an existing student-approved fee to support the costs of the program.

Strategic Rationale:

The University’s Strategic Plan (2009) calls for The University of Texas of the Permian Basin headcount enrollment to grow to between 7,151 and 8,000 by 2019.

A football program will assist the University in achieving the goals of its Strategic Plan and Master Plan by addressing the specific strategies identified below.

Expand Advertising and Recruitment Efforts.

- Once the formation of a football team is announced it is expected that an immediate increase in enrollment through the following will be seen above our ancillary growth.

New Full Time on Campus Student Projections						
	Fall 14	Spring 15	Fall 15	Spring 16	Fall 15	Spring 16
Football Players	100	25	50	25	50	25
Athletic Trainers	10	2	5	2	2	2
Band/Music	25	25	50	25	25	25
Golf	0	0	20	0	0	0
Associated	101	39	94	39	58	39
	236	91	219	91	135	91
						863

Associated Students: Those who come due to association with those participating in programs

Not all athletes or others will continue in the programs, but many will remain on campus

- **Note Concerning Band/Cheer/Dance:** Cheer and Dance teams exist. They are

funded through student fees. Band activities shall be funded partially through student life and the music program. Athletics does not and will not have oversight for these programs.

- During the first two recruitment cycles over 200 athletes will be expected to matriculate to UTPB.
- Wayland Baptist University had 104 walk-on players in fall of 2011, a year in advance of their first season of play. We would expect a similar turnout, but in the interest of being conservative, we will expect to have the same number.
- Recruitment efforts on the part of the coaching staff will result in the matriculation of between 25 and 35 athletes each fall after the initial two seasons.
- The addition of a marching band, expanded cheer squads and other growth in existing and new academic programs such as nursing and engineering will bring additional students through recruiting efforts associated with these programs.
- Golf will also become a part of the athletic program and new students will be recruited to participate on the men's, and women's teams yielding 20 new students. Golf will be added as part of our Title IX compliance initiatives. (See Title IX discussion below starting at page 28).
- Should a football team take the field, in or about 2020 the University will need to look at the possibility of adding track and field to the athletic program's offerings as part of our Title IX compliance initiatives. The Athletic Department reserve anticipated in 2010-20 can be used to pay for track for several years.

Expand Partnerships with Community Colleges.

- Recruiting will take place at community colleges throughout the state raising the profile of the University through the process.
- Transfer agreements have already been executed with Odessa College, Midland College, and Howard College. None of these institutions offers football.
- Area Community Colleges that we would recruit from include:

New Mexico Military Institute
Navarro College
Trinity Valley Community College
Kilgore College
Tyler Junior College

Growth in Programs.

- The addition of football, golf, and a marching band are all new programs within the Athletic Department and University.
- The new student athletes and students who come in association with their matriculation will assist in the growth and sustainability of existing academic programs at the University.

Strengthen Quality Image.

- The University has excellent academic programs. For example, US News and World Reports listed UTPB as the top ranked public Master's Degree Granting University

in Texas. The addition of football will place an indelible benchmark of quality upon the University that it currently lacks. For many in West Texas and throughout the state, a university lacking a football program is one that is impoverished. Football will enhance the reputation of the university.

Respond to the Needs of West Texas.

- The population of the Permian Basin is approximately 360,000. There is no local college football team for the community to follow. This has created a void in the social fabric of the area. The addition of football will fill this void and serve to enhance the profile of the university as it provides a means to draw the community into the university. Other universities in our immediate area that offer football at the NCAA D-II or D-III level: Angelo State, Sul Ross, West Texas A&M, Abilene Christian, McMurry and Eastern New Mexico.
- Students and athletes brought to the University through the addition of football will enhance service and community engagement activity helping the University to assist in meeting the needs of the Permian Basin.

Substantially Increase the Size of the Entering Freshman Class.

- A significant number of the new athletes and associates students will be freshman.
- Each year an estimated 50 freshman football players will be brought to campus and an additional 100 or so will also come to participate in cheer, dance, band, or as a consequence of these students choosing to attend UTPB.

Have a Student Body Reflective of Texas's Diversity.

- In the 2012-13 academic year 88% of our athletes came from outside of Midland and Odessa. Athletes bring ethnic and racial diversity to the University and additional athletes will assist in continuing to enhance the diversity of students on campus. Racial minorities are overrepresented in the college football playing population.

Have a Six-Year Graduation Rate of 55%.

- UTPB athletes have proven to graduate at a higher rate and to have better or similar GPAs than the general student body over the past several years. Our most recent graduation report (2006 Cohort) demonstrated that 50% of the UTPB Student Athletes graduated within six years. This compared to 37% of the general cohort for the same time period. Removing the athletes from the pool would have yielded a graduation rate of only 27%.
- Additional sports programs have the potential to enhance this trend. Golf, which will be added as well, has higher than average graduation rates.
- The University will provide access to tutoring to new students and new athletes through the University Success Center headed by Dr. William Harlow. More detail is presented within the Specific Strategies of this document.
- With a growth in the student body, additional income will be collected through various existing fees. This will enable student services to expand their services through the hiring of additional academic support personnel including academic

advisors and tutors. While athletes at UTPB have not had special advisors or tutors to date. Focused study sessions will be implemented as needed.

In recent years, UTPB has created an Academic Success Center headed by Dr. William Harlow. Athletes utilize these services currently and new athletes, including football players will be expected to as well. In advance of the 2014-15 academic year, athletics will work with the Academic Success Center and its staff to determine an optimal plan to meet the needs of all of our student athletes.

Based on demand, collaboration will take place between the Academic Success Center Personnel and athletics:

- Tutors will be hired.
- Supplemental Instruction students will be hired
- Additional academic counseling will be hired

Academic intervention strategies will be developed and/or utilized in support of students and athletes as needed. AVID is an example of such an intervention program.

Affordability.

- With growth in the student population, designated tuition income will increase. A significant portion of designated tuition is used for general student scholarships such as the Freshman Grant, SPUR, and Transfer Merit. These opportunities are available to all students.
- With twenty-four athletic scholarships allocated for the football team, the cost of a college education will be made more affordable for many of the 120 participants directly or indirectly involved in the program.
- The proposed repurposing of an existing fee to support expansion of our athletic program through football and golf, the second least expensive public institution in Texas to attend by over \$3,000.
- Football players and other students will be attracted to UTPB in order to take advantage of the \$10,000 degree programs making their educations more affordable.

Student Engagement/Enhancement of the Student Experience.

- Football will enhance the student experience by providing an additional opportunity for students to enjoy University life. Through attendance at games, opportunities to make and strengthen friendships will be enhanced. Social organizations such as fraternities and sororities will increase in numbers beyond those that presently exist.
- Positive memories of the athletes and students who choose to attend games will build a stronger and more positive affiliation with the University that may lead to enhance giving as they mature personally and professionally. Alumni Affairs is charged with capitalizing on this outcome.
- Football will enhance opportunities for student engagement in a variety of ways:
 - Pre-game functions and activities
 - Half-time functions and activities
 - Post-game activities and functions

- Promotional activities
- Homecoming activities will be better received and easier to conduct in the fall as opposed to the winter when they are held currently
- Fraternity and sorority activities will be conducted in conjunction with football games and homecoming
- The creation of a marching band will provide support for the music program at UTPB. Further, the creation of a marching band will allow UTPB to more effectively recruit students participating in the strong music programs throughout the Permian Basin.
 - The existence of a marching band will make our music program more attractive to some potential students and will provide a source of activity/recreation for those who choose to play in the band but not major in music.
 - A marching band will yield a larger number of musicians who will participate in our pep band making the environment for our indoor home events (volleyball and basketball) more exciting to attend. This makes the experience better for students, faculty, staff, and community members.
- Student Services are expected to expand due to growth in the general student body. With growth comes income through the collection of fees that may be used to support expansion. Examples of Student Services currently provided that will be expanded include:
 - Mental Health Counseling
 - Health
 - Intramurals
 - Student Life
 - Academic Counseling
 - Tutoring
 - Career Services
 - Community Outreach/Service

Specific Strategies

Strategy 1: Secure external funding to start-up of the football program and support its operation for four years.

Community financial support of the proposed football team will be vital to its success. Given this reality, it is not unreasonable to look to the community for financing necessary to start-up the football program and cover its costs during its formative years. This has been the administration's stance whenever discussions concerning the addition of football to the athletic program have been held with community members.

The cost of start-up and four seasons of play (six year total) is \$9.5 million. The total is inclusive of all anticipated football-related costs including scholarship support, and facility construction/improvement.

A group of University supporters has already started to seek commitments from business leaders in the Permian Basin to contribute to the \$9.5 million goal. At this time, commitments totaling \$3 million have been secured in the effort to bring football to the University.

Given the price of oil and the unprecedented amount of drilling and associated support activities associated with the current oil and gas boom, the time is right to seek funding for the realization of the Football Initiative.

The goal is to have seventy-five percent (\$7.12 million) of the requisite \$9.5 million raised by December 31, 2013. A spreadsheet showing the startup costs and costs associated with the first four seasons of play are presented in Appendix L.

Risks:

If approval to proceed with the Football Initiative is granted, planning for facilities and hiring will need to begin immediately with the goal of fielding a team in fall of 2015.

The committee would have until December 31st of 2013 to achieve the fundraising goal of seventy-five percent (\$7.12 million) of the required \$9.5 million.

Though some costs would be incurred in the fall of 2013 in preparation for the addition of football, if the fundraising goal of \$7.12 million were not met by December 31, 2013, there would be no significant financial loss to the University and a team will not materialize.

Strategy 2: Construct practice facilities, locker areas, training room space, and office spaces required for the daily operations of the football team

The addition of a football team would require facility renovation and additional construction. Specifically, the following will be needed:

1. ***Practice field space*** - A grass practice area will be built adjacent to the student recreation field. Most college football teams in the area including Angelo State and Abilene Christian practice on grass in spite of the fact that the teams play games on artificial turf regularly.

2. **Field House** – To be Constructed

- a. *Locker room space* - A locker room will be a part of the field house.
- b. *A weight room* – The existing weight room is inadequate. A larger and better-equipped weight room will be located in field house.
- c. *Athletic training facilities* – Expanded and enhanced athletic training facilities will be located in the field house. The current training room facilities and equipment are inadequate to support the volume of treatments required by a football team.
- d. *Office space for coaches and staff* – There is little space in the gymnasium for the construction of office space. Initially, temporary office areas could be placed into the decommissioned racquetball court while the field house is being constructed. The renovated racquetball court could be used by intramurals and athletics for other purposes once the field house is completed. The space could have a second story made through the addition of a ceiling/floor and redirection of one of the two vents to the lower floor.
 - i. Temporary space in gymnasium
 - ii. Permanent space to be located in field house and Gymnasium
- e. *Storage space for equipment and supplies* – Athletics will need additional storage space with the addition of football. Storage space would be included in the field house.

Risk:

As programming and design of the facilities has not been professionally conducted, there may be an inadequate amount of money budgeted for the construction and renovation of the requisite facilities. Further, cost overruns have proven to be common in recent University construction projects.

Detailed diagrams and/or bids for construction have not been developed. Until the feasibility study is reviewed and approved, no institutional expenditures will be made.

The field house will be modest in terms of its amenities and size compared to those of many collegiate facilities. A similar facility was built at Permian High School for \$1.3 million.

Strategy 3: Secure a site to utilize for the hosting of home football contests

Home football games will be played at Ratliff Stadium in Odessa, TX. The facility is owned and operated by the Ector County Independent School District. Information concerning Ratliff Stadium is presented in Appendix H. An email confirming costs and availability appears in Appendix M.

Stadium rental will consist of charges of \$1,500 per event. Other costs associated with the use of the facility and personnel required will bring up the cost of staging each home event to \$11,687.

As high school games are played on Friday evenings, Saturday collegiate games would not create conflicts in scheduling for the use of the facility.

Ratliff Stadium can accommodate up to 20,000 spectators and has ample concession, restroom, and locker facilities for the needs of the University's football team. Realistically, regular attendance approaching 5,000 should be expected for most home events. Angelo State University and Abilene

Christian play their home games off campus in high school stadiums. We believe that our attendance figures will not deviate significantly from theirs.

Ratliff Stadium will meet the needs of the program superbly. Detailed information on Ratliff stadium is presented in Appendix H.

Risk:

There is no risk as an agreement has been reached and no stadium construction is associated with this Business Plan.

Strategy 4: Identify a conference in which the football team will play

In the 2009 -10 academic year, the University sought membership in the Lone Star Conference. The administration was told by the commissioner and by the head of the President's group that if the University sponsored a football team the conference would welcome UTPB as a member. Without a football team, they were not interested in extending an offer for membership.

In academic year 2011-12 and 12-13, the Lone Star Conference lost several member institutions to other conferences. In academic year 2012-13 the Lone Star Conference actively sought new members whether they supported football or not. UTPB was one of the institutions that the Lone Star Conference courted.

In 2013-14, the Lone Star will lose two more members making the addition of new members necessary for the conference's vitality and, perhaps its viability.

In a telephone call on 3/20/13 the Lone Star Commissioner, Stan Waggoner, assured the University's Athletic Director, Steve Aicinena, that if UTPB were to sponsor football they would be welcomed into the conference.

A football team would compete within the Lone Star Conference. The University may become an associate member of the Lone Star Conference and just play football in the Lone Star. However, it may prove to be more advantageous for the University to become a full member of the Lone Star Conference in all sports. At this time it would be impossible to make an informed decision as to which option would be best as the conference landscape has been and is changing within NCAA Division II and the NAIA.

Currently the University is a member of the Heartland Conference. Member institutions include:

- Dallas Baptist (Texas)
- Lubbock Christian (Texas)
- Oklahoma Panhandle State (Oklahoma)
- Oklahoma Christian (Oklahoma)
- Rogers State (Oklahoma)
- McMurry University (Texas)
- Texas A&M International (Texas)
- St. Edwards University (Texas)
- St. Mary's University (Texas)

- University of Arkansas Fort Smith (Arkansas)
- Newman University (Kansas)

The Lone Star Conference in 2013-14 will include the following institutions. Those sponsoring football are designated by (FB):

- Angelo State University (FB)
- West Texas A&M University (FB)
- Tarleton State University (FB)
- Midwestern State University (FB)
- Eastern New Mexico State University (FB)
- Texas A&M Commerce (FB)
- Texas A&M Kingsville (FB)
- Texas Women's University
- Cameron University
- McMurry University (FB – associate member)

The Lone Star Conference could accommodate up to eleven football playing institutions.

Further, it is possible that the Lone Star and our current conference (Heartland) will merge within the next year or two. Currently, talks are being held between the members of the two conferences concerning a possible merger in the near future.

Notes Concerning Conference Affiliation:

We would be unable to predict precisely what athletic conference UTPB will be in in 2015. We will be affiliated with the conference that best meets our institutional needs. As stated earlier, there is a possibility that the Heartland and Lone Star Conferences will merge in the near future. If not, we believe there will be movement of some institutions from one conference to another. We are, however, confident that the changes will benefit UTPB in terms of cost and in the lessening of class time missed for participation in competitions.

A chart showing mileage between institutions and potential conference schedules as well as a listing of Institutions and sports offered are presented in Appendix N. More home contests and lower average mileage for travel to conference contests would be the benefit of a merger. These two factors make the prospect of a merger desirable. A merger would make the conference the largest Division II conference in the country.

The Lone Star Conference institutions are generally speaking larger than UTPB currently is. However, if our growth targets are met, we will be larger than several of them. They are also better known in athletic circles. Alignment with Lone Star institutions will have a positive effect upon our recruiting efforts in all sports.

Should the two conferences become one, the “buy in fee” would be waived. Further, membership dues are expected to be in the neighborhood of \$10,000 per year, a small amount more than our current membership fee.

Note Concerning Staff:

The staffing for the football program, non-football coaching positions, administration, and support staff is more conservative than most other Division II institutions. The addition of the staff proposed will allow all of our sports teams to be more competitive on a consistent basis. In Appendix O, staffing for selected athletic departments is presented.

Risk:

At the present time there is no significant risk of the University not finding a home for the proposed football team.

Strategy 5: Utilize the combination of a fundraising campaign, expected enrollment growth, subsidies from auxiliary enterprise net income, and (if approved), the repurposing of an existing student-approved fee to support the costs of the program.

Following the start-up and first four years of play (six year period) operating revenue in the amount of \$2,476,482 per year will be required to continue football operations and associated athletic department activities. \$2,476,482 a year will be supplied through the following:

1. A combination of the following revenue and support strategies:
 - a. Increases in student SCH generation based on enrollment generate \$240,000 above current income and departmental expenditures based upon 2019-20 projections, estimated at a 50% increase, half of our enrollment goal by 2020.
 - b. If approved, the repurposing of the current Student Union Fee will provide more than \$1.9Million in revenue available to support the Football Program from FY14 through the first four years of the program (to 2019) and \$430,500 in FY20 based on projections.
 - c. The proposed existing fee to be repurposed is \$35 for each long semester. This would NOT increase the cost of a year's studies for a student attending both long semesters, as the fee amount would not change; only its purpose would change.
 - d. If the repurposing takes effect, the fees supporting UTPB athletics would cost a student taking 15 credit hours \$215 a semester. For comparison, the student athletic fee at UT San Antonio will be \$240 a semester in fall of 2013. (<http://utsa.edu/fiscalservices/tuition.html>).
 - e. It is our understanding that the steps to achieving the repurposing of an existing fee are:
 - i. Permission to proceed from UT System Office of the Executive Vice Chancellor for Academic Affairs
 - ii. Successful student referendum ; and
 - iii. Approval by the UT System Board of Regents

- f. A subsidy from the UTPB Student Housing Auxiliary. Expected enrollment growth and the construction of an additional 597 beds on campus - through three projects already approved by the regents planned for occupancy in August 2013 (99 beds), 2014 (198 beds) and 2015 (300 beds and a new dining hall) – will substantially increase the University’s auxiliary enterprise operating results. Based on the housing business plans already approved Housing will generate a net income approaching \$4Million in FY20. This estimate is based on 90% occupancy for the academic year. The subsidy from auxiliaries would vary by year, but in 2019-20 would be \$920,982 with repurposed fee income and \$1.35Million without repurposed fee income. Combined auxiliaries are projected to generate approximately \$5Million in net income during that year (see Appendix K).
- g. If the proposed fee repurposing is approved, the use of Housing Auxiliary net assets will not be required until early in FY21.
- h. If the fee repurposing does not take place, Housing Auxiliary net asset subsidies will total less than \$150,000 through FY19. Even with a substantial reliance on Housing funds beginning in FY20, the total support required through FY20 amounts to less than 10.6% of projected increase in Housing net assets during the years from FY14 through FY20. The University expects to have the necessary auxiliary enterprise net assets to support the football program – and is committed to using them, as necessary, to provide that support.

These income projections are based upon a fifty percent increase in current semester credit hour generation due to projected growth. Please see Appendix C for additional detail.

2. Gate Receipts and Premium Season Ticket Sales

- a. Income from general ticket sales will be \$120,000.
- b. Premium season ticket sales shall generate \$250,000
 - i. 500 season tickets @ \$500 each = \$250,000
- c. Please see Anticipated Attendance, Income and Comparisons in Appendix J for specific details concerning general and premium ticket sales income.
- d. We believe the income estimates to be reasonable as premium season tickets will be highly valued. The demand for football is not satiated in Odessa. High school season tickets have a waiting list and in fact, they are passed on from generation to generation. UTPB football will provide another means to meet the community demand for football.

3. Enrollments

The following chart details our enrollment projections. While UTPB lost credit hours over the biennium ended August 2013, it increased headcount, primarily through online instruction. This was accomplished using three modalities of online: UTPB courses and programs at full tuition including a distance education fee; UTPB Academic Partnership courses and programs at a per course tuition of \$723; and dual credit courses at substantially discounted rates.

The residential enrollment headcount is growing also with the construction of more student housing. If all planned housing construction occurs, UTPB will double capacity in

four years. Why should UTPB reasonably expect to grow resident students? There are three reasons:

- a. Attractor academic programs, including mechanical and petroleum engineering and nursing. Preliminary data for Fall 13 shows 358 engineers, an increase of 85 (31%).
- b. The continuation of affordable tuition, good housing, and quality academic programs.
- c. A comprehensive athletic program that provides students the opportunity to continue to practice the athletic skills and habits they have developed.

It is probable that failure to approve football will impair this strategy, since UTPB is the only public institution west of I-35 that does not play football.

Full Time Enrollment Projections for Academic Years 2013 - 2020

<u>Student Credit Hours</u>	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Base (SCH)	80,000	80,000	84,000	90,500	97,000	102,500	108,000	113,500
Increase (SCH)	0	4,000	6,500	6,500	5,500	5,500	5,500	6,500
Total (SCH)	80,000	84,000	90,500	97,000	102,500	108,000	113,500	120,000

2 Semester Head Count

Base Head Count	8,200	8,200	8,610	9,276	9,943	10,506	11,070	11,634
Increase	0	410	666	667	563	564	564	666
Total Head Count	8,200	8,610	9,276	9,943	10,506	11,070	11,634	12,300

Available New Fee Income

								7 Years
SCH growth at \$12	\$ 24,000	\$ 39,000	\$ 39,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 39,000	\$ 240,000
Repurposed fee @ \$35	\$ 150,675	\$ 324,660	\$ 348,005	\$ 367,710	\$ 387,450	\$ 407,190	\$ 430,500	\$ 2,416,190
								\$ 2,656,190

Both SCH and Headcount assumed to grow by 50% over 7 years, with slight "blip" in 14-15 and 15-16 as football starts. Repurposed fee is \$35 per semester based on headcount. Available for repurpose beginning 2nd half of 13-14 and beyond.

Note Concerning the Proposed Use of Student Fees:

Currently, the published cost of attending UT Permian Basin is \$16,172. It is the lowest in the state of Texas for any four year college with the exceptions of Prairie View A&M. For comparison, the cost of attending other UT Institutions was published as follows:

- UT Arlington \$22,508
- UT Brownsville \$22,503
- UT Dallas \$26,566
- UT El Paso \$24,090
- UT San Antonio \$24,101
- UT Tyler \$22,396
- UT Pan American \$19,692

Below are the costs associated with attending public non-UT institutions in the area:

• Angelo State	\$19,931
• Midwestern State	\$19,842
• Sul Ross	\$22,443
• Tarleton State	\$19,786
• West Texas A&M	\$19,321

Source: College for All Texans

<http://www.collegeforalltexans.com/apps/collegecosts.cfm>

If the fee repurposing proposal is approved, the student annual cost would NOT be increased. UTPB would still be the second least expensive four-year college in the state by \$3,149!

If students fail to choose UTPB because it does not offer programs, we fail to meet our potential as a University. It is our belief that many do not recognize UTPB as a legitimate University because it does not support a football team. Students choose other institutions to attend as a consequence. We are committed to see UT Permian Basin grow. In doing so, the institution will be able to better serve residents of the Permian Basin and the State of Texas. Football is a key component in the University's growth.

The current UTPB athletic fee is \$12 per credit and our student population is small. Compared to other NCAA Division II institutions, we support the average number of sports (13) and include an average number of participants (250) on a budget that places us in the bottom 25% of non-football playing schools. There is no fat to trim in the current athletic budget that can be reallocated to a football program. We do much with little.

In fact, the University of Texas at the Permian Basin was ranked a national leader in getting anticipated productivity from the dollars it expended on four of its seven team sports in the 2013 Annual Financial Report produced by **The Cost of College Sports**.

Eight primary team sports were examined in each of the NCAA's 24 Division II conferences, equating to 192 teams in each sport being scrutinized for their spending efficiency over a four-year time period.

Only 25 teams, representing 18 conferences, were ranked as their conference's lowest spender while at the same time being its most efficient performer (as measured by regular season and conference tournament victories). UTPB's **women's basketball team** and **women's soccer team** met this criteria.

UTPB's **Men's Basketball** and **Men's Soccer** teams were the lowest spenders and the second most efficient in the Heartland Conference over the past 4 year period.

The 2013 Cost of College Sports Financial Report is a testament to the fiscal efficiency with which the UTPB athletic program has been managed.

We have conducted four referendums concerning athletic fees. The first was a proposed \$2 fee to start our program. The second was to raise the fee to \$5 in order to start basketball and women's soccer. The third was to raise the fee to \$7 in order to start baseball and cross country programs. The fourth increased the fee to \$12 primarily to enhance the existing program as we moved to NCAA Division II. Tennis was also added to the athletic offerings. No Athletic fee increase proposal has ever been defeated.

The question of greatest importance concerning any potential fee repurposing is: Would the students be supportive of the fee being used to support football at UTPB?

If students value football enough, they will vote to repurpose the student union fee suggested in this proposal. Men, women, athletes and non-athletes in the Student Activity Center and in classes have been asked the following questions in the stated order:

1. Do you believe UTPB should have a football team?
 - 90% of responses have been yes.
2. Would you be willing to increase the athletic fee an additional \$10 per credit to pay for it?
 - 80% of the responses have been yes.
 - Please note that this business plan only suggests repurposing an existing fee.
3. Students remain supportive of football even with a fee increase – an alternative that is not included in this Business Plan.

This revised proposal proposes to seek student permission to repurpose an existing fee – which would result in no additional cost to students. However, \$70 more per student per year would be used to support football if the repurposing is approved.

It should be reiterated here that there are three primary reasons for adding a football team:

1. Students wish to have a team.
2. The community wishes to have a team.
3. The addition of a team will benefit the University through increased attendance, the enhancement of student life, and the enhancement of the University's reputation with potential students.

4. Annual Fundraising Campaign

- a. An annual fundraising goal of \$250,000 in external donations and signage sales/sponsorships will be conducted by the Development Office to support the athletic department's activities.

- b. An Athletics Development Officer will be hired and paid through the budget associated with this proposal/business plan.

5. Use of University Auxiliary Income

- a. In the 2013-14 the financial plan calls for the University to cover a total shortfall of \$67,500 through the use of auxiliaries. This coverage is required only if the repurposing of the Student Union fee to support athletics is not approved.
- b. It is not anticipated that significant auxiliary funds will need to be used in support of the football team again until academic year 2020.
- c. University auxiliaries presently have an unencumbered balance of \$3.0 million and they will provide a reliable source of funding as our housing enterprise expands over the next few years.
 - i. 198 additional beds will be available by fall of 2014 and an additional 300 beds are planned for in fall of 2015.
- d. Estimated auxiliary income (provided by the Vice President of Business Affairs) for the next 7 years is presented below.

UTPB Projected Auxiliary Operations Results							
(\$ Millions)							
		Housing Operating Net Income	Debt Service	Net Income	Bookstore	Food Service	Combined Total
FY	2014	\$3.706	-\$2.445	\$1.261	0.525	-0.24	\$ 1.546
FY	2015	5.319	-3.785	1.534	0.55	-0.1	\$ 1.984
FY	2016	7.677	-5.449	2.228	0.575	0	\$ 2.803
FY	2017	8.090	-5.442	2.648	0.585	0	\$ 3.233
FY	2018	8.535	-5.427	3.108	0.6	0	\$ 3.708
FY	2019	9.395	-5.433	3.962	0.62	0	\$ 4.582
FY	2020	9.859	-5.420	4.439	0.65	0	\$ 5.089

Based on completion of Phases V and VI of Student Housing as Approved.
 Assumes Residence & Dining Hall is built for fall 2015 occupancy.
 Assumes bookstore contract renewal in FY15 has same basis for rent/royalties + 8%.
 Assumes food service at least breaks-even after opening of 300 bed dormitory (with no kitchens).

6. Guarantees

- a. Guarantees to support football team operations shall be generated in most years through the scheduling of a Division I opponent. Because the ability to do so is not certain and because the amount of income cannot be accurately predicted, guarantees have not been placed into the financial plan.
- b. Guarantees will generally generate \$25,000 - \$45,000. A comment from the West Texas A&M Athletic Director support this assumption:
 “Most BCS schools cannot or will not play you. An FBS school can play you, and you can expect anywhere from \$25k - \$50k guarantee. Guarantees

- from other non-conference Division II schools are about the same. For example, we pay \$25k-\$40k guarantee for top opponents in Division II.”
- c. In the budget proposal \$25,000 was used for guarantee income.

Risks:

The great risk is that adequate income from SCH generation will not be realized. In this business plan little additional auxiliary income is required to support athletic department activities prior to 2020. The institution has the ability to assist in covering shortfalls that may materialize through the use of auxiliary income. It should be noted that additional auxiliary income would be realized through the addition of new students enhancing the University’s ability to supplement the athletic budget.

Given that the projected enrollment of the University is anticipated to exceed 8,000 students by 2020, the semester credit hour base for the income estimates used in the business plan are conservative (increase in SCHs of 50%). Because fees are not collected evenly across all class delivery platforms, this conservative approach is reasonable. All 8,000+ students will not contribute equally to the athletic fee.

A summary of support needs in the event that SCHs grow by 60% and alternatively by 40%, is also presented in Appendix C. These alternative assumptions demonstrate that UTPB has the financial capability – as well as the executive management commitment – to utilize auxiliary net assets to support the football program.

The administration believes the estimates in terms of cost and incomes used in this business plan are reasonable.

Key Personnel:

The Athletic Director, Dr. Steve Aicinena, will be charged with executing the business plan. Others included in bringing the business plan to fruition include:

- Dr. W. David Watts (President)
- Ned Simmons (Compliance and Game Administration)
- Ryan Haage (Sports Information)
- Lee Anna Good (Director of Development)
- Jay Haney (Interim Physical Plant Director)
- Head Athletic Trainer (to be hired August, 2013)

Vitas for the individuals currently employed by the University are presented in Appendix P.

Additional administrative staff will be hired in the early stages of the football team’s development. They include:

- Assistant Athletic Director (Marketing and Community Relations)
- Assistant Athletic Director (Operations)
- Athletics Development Officer

Preliminary Timeline for Significant Events:

Solicitation and securing of start-up funds of \$9.5 Million	Immediately upon approval
Hire Athletics Development Officer	Immediately upon approval
Begin planning and design of field house	Immediately upon approval
Announce to General Public intent to start football team	Immediately upon approval
Secure \$7.12 million of \$9.5 million start up	December, 2013
Hire Athletics Administrative Assistant (Business Manager)	January, 2014
Hire Assistant AD (Marketing and Community Relations)	January, 2014
Begin renovation of locker room	January, 2014
Begin renovation of racquetball court	January, 2014
Begin construction of field house	January, 2014
Assistant Volleyball Coach begins work	January, 2014
Hire Head Football Coach	January 2014
Begin construction of practice fields	January, 2014
Recruiting for football begins	February, 2014
Assistant football coach (Offense) begins work	February, 2014
Assistant football coach (Defense) begins work	February, 2014
Search for assistant coaches begins (other sports)	February, 2014
Hire equipment manager	March, 2014
Search for athletic trainers	March, 2014
Hire assistant AD (operations)	May, 2014
Complete renovations of Locker Rooms and Racquetball Court	May, 2014
Athletic trainers begin work	August, 2014
3rd, 4th, and 5th assistant football coaches begin work	August, 2014
Non-football assistant coaches begin work	August, 2014
Begin fall practices (no games or scrimmages)	September, 2014
Search for golf coach	March, 2015
Spring football practice	March, 2015
Completion of field house	April, 2015
Golf coach begins work	August, 2015
Fall football practice begins	August, 2015
First football game	September, 2015

Note Concerning Timeline and Initial Program Quality:

No athletic team supported by The University of Texas of the Permian Basin has ever been highly successful during the first few years of its existence. Accordingly, football is not expected to be highly competitive in its first couple of years of existence.

Once a team is fielded, a development period of from two to three years is required before the team could be expected to finish within the top half of its conference.

Waiting extra years denies individuals an opportunity to participate and further, requires the University to spend hundreds of thousands of dollars while placing no product upon the field.

For example, NCAA Division I UT San Antonio went 4-6 in its first season of competition in spite of a long start-up period. One of their wins in 2011 (their first season) came against Bacone College, a historically underfunded NAIA school. A second win came against NCAA Division II Northeastern State University. They even lost on national television to Division III (non-scholarship) McMurry University. This is in spite of the fact that the head coach (Larry Coker) was hired in March of 2009. They had a period of 30 months after Coker's hire to place a competitive team on the field. UTSA was 8-4 in 2012. Two wins came against NCAA Division II teams.

Teams do not become competitive through waiting.

The current UTPB Football Business plan calls for a period of nineteen months from the head coach being hired until a team is placed on the field.

Please note that it is not expected that seventy high quality football players will be on campus in fall of 2014. Many who come with aspirations of making the first team that UTPB places on the field will not make the final roster in fall of 2015. Some will. Further, transfer students will participate in spring 2015 practices. Additional scholarship athletes will arrive in fall of 15 with the advent of the first season of play. The team would be expected to be competitive by fall of 2017.

Note Concerning Coaching Salaries:

The salary estimates were based upon 2012 salary data for Division II football coaches provided by the National Association of Collegiate Directors of Athletics and reflect the NCAA Division II averages. None of our coaches make the NCAA Division II average. We do have a good coaching staff and there is reason to believe that we can identify and hire good coaches with the pay that is budgeted.

This month, the opening for a men's basketball coach drew 90 applicants in 6 days; and we reached agreement with our #1 candidate at the salary figure we originally budgeted. Over 80 applied for our open women's position in summer of 2012. The competition for head coaching positions in Division II sports is great. Even with relatively low salaries, we identify and hire good head coaches. Our women's coach garnered a conference championship and earned a first round NCAA tournament victory in 2013 (his first year).

This spring (2013) we had 63 applications for our women's soccer position which was advertised at a salary of \$38,000 – \$42,000.

There are numerous individuals who will accept positions as head and assistant coaches at low salaries as a means to get into college coaching and/or to work their way up the coaching ladder. The pay proposed for the coaches is reasonable though below Division II averages.

Note Concerning Title IX Issues:

The Office of Civil Rights (OCR) states that institutions may meet the requirements of Title IX as they relate to athletic participation in any one of the following ways:

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

Source: July 11, 2003 Dear Colleague Letter

UT Permian Basin has always relied upon prong 2 as a means of adhering to Title IX requirements. Though we have added sports for men, at the same time we have added sports for women, thereby expanding the opportunities for the underrepresented gender to participate in sports. Most recently we added tennis for women in 2011-12.

There are no fixed intervals of time within which an institution must have added participation opportunities. Neither is a particular number of sports dispositive. Rather, the focus is on whether the program expansion was responsive to developing interests and abilities of the underrepresented sex. In addition, the institution must demonstrate a continuing (i.e., present) practice of program expansion as warranted by developing interests and abilities.

OCR will consider the following factors, among others, as evidence that may indicate a history of program expansion that is demonstrably responsive to the developing interests and abilities of the underrepresented sex:

- an institution's record of adding intercollegiate teams, or upgrading teams to intercollegiate status, for the underrepresented sex;
- an institution's record of increasing the numbers of participants in intercollegiate athletics who are members of the underrepresented sex; and
- an institution's affirmative responses to requests by students or others for addition or elevation of sports.

Source: January, 1996 Dear Colleague Letter

It is incumbent upon the institution to continue to expand opportunities for women at the current time and even if football is not brought to campus. The general guideline shared with the Athletic Director at Title IX compliance training seminars is that additional sports should be added every 5-6 years in order for an institution to be considered compliant through the use of prong 2.

There are no plans to reduce the number of men's sports that UTPB sponsors. As athletics is used to enhance enrollment, doing so would not be reasonable. Title IX does not call for an institution to reduce the number of men's sports in an effort to achieve equity in the program, only to expand opportunities for the women in our particular case. The OCR has made it clear that reducing the opportunity for men to participate by reducing established programs is NOT encouraged.

As can be seen in Appendix M-2, UTPB currently compares favorably to both the Heartland and the Lone Star Conference in terms of the number of women's sports it offers. Adding Golf and Track in the future would further enhance its standing in this regard.

Should UTPB add Golf and Track in the future, there will be no other NCAA Division II sports that are played regionally that can be added. Consequently we will have met prong three by accommodating the interests and abilities of the underrepresented gender.

Note Concerning Housing Occupancy/Availability:

UTPB now has approximately 715 beds in student housing. 198 additional beds are under construction at the present time. A 300 bed dormitory-type facility has been placed in the CIP and is projected for opening in 2015 based upon fall 2013 and 2014 occupancy.

Historically we have started construction on new housing as occupancy in existing housing approaches 100%. UTPB would welcome the need for construction of housing above that which is planned and under construction at the current time. We have successfully accommodated overflows in the past.

Certainly the addition of football will place a demand on housing, but football brings students. We welcome the challenge of meeting future housing demands.

Key Risks and Opportunity Analysis

Use of Student Fees:

There is a risk/possibility that students would not approve the proposed repurposing of an existing fee to support the financial model associated with the Football Initiative. The students have never defeated a fee increase associated with athletics and given the desire of the students to have a football team over the years; it seems unlikely that a referendum proposing a repurposing of an existing fee (resulting in no new costs to students) would be defeated. Widespread monitoring of student opinion suggests that a referendum in support of a fee to support of football would be passed by an overwhelming margin.

Should enrollment and fee income projections be less than anticipated, the University will cover shortfalls through auxiliary funds. The current unencumbered balance is \$3.0 million. Projections are for annual auxiliary income to be \$1.5 million in 2014 and \$5.1 million in 2020.

Insufficient Donor Support:

This business plan calls for seventy-five percent (\$7.12 million) of the \$9.5 million start-up cost to be raised by 12/31/2013. Given that concerted fundraising efforts have not yet been conducted, we are confident that the fundraising goal can be met by the target date. ***\$1 million of pledges in hand will be withdrawn if an agreement with System cannot be reached by December of 2013.***

This business plan calls for a fundraising goal of \$250,000 to be met each year through donations and sponsorships. A development officer will be hired whose sole responsibility will be to meet or exceed this goal each year. We believe the target can be met.

Premium season ticket sales will be an important component to the overall funding for the program. We believe that selling \$500 premium season tickets at \$500 each is a reasonable goal. Doing so will generate \$250,000.

University Auxiliaries shall be used to cover any shortfall in donor support or ticket sale income.

Construction Cost Overruns:

\$2.1 million has been budgeted for construction/capital expenditures.

At this time, the costs associated with the construction are simple estimates. The University will seek a donor or donors to pay for the construction of the field house. If we are successful in finding a donor to pay for the field house, some of the funds budgeted and to be raised for start-up and four years of play may be reallocated or used to cover overruns.

Exit Strategies

Should seventy-five percent (\$7.12 million) of the fundraising goal of \$9.5 million required for the two-year start-up and four seasons of play not be achieved, the University will not proceed with construction or hiring activity in January of 2014.

Auxiliary balances can help with any experienced shortfalls in income. An Auxiliary fund balance of \$1 million shall be maintained.

The final exit strategy is closure of the football program. Before proceeding to closure, we could explore operating as a Division III program.

APPENDICES

Appendix A

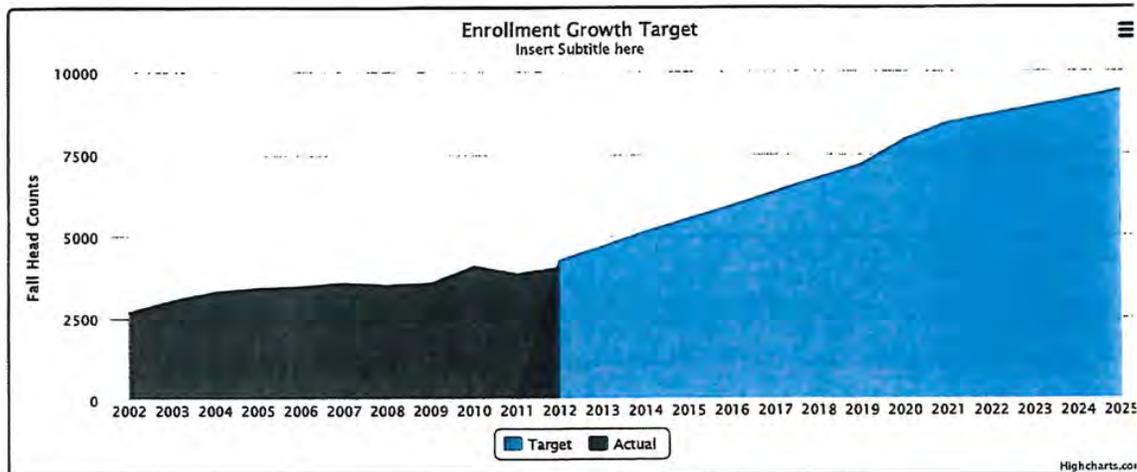
Projected Student Enrollment

LIVE

http://localhost/mercury/ENR_Growth.php



Enrollment Growth Targets



Year	Enrollment	Target	Performance
2003	3028	0	0
2004	3291	0	0
2005	3406	0	0
2006	3462	0	0
2007	3559	0	0
2008	3496	0	0
2009	3546	0	0
2010	4063	0	0
2011	3831	0	0
2012	4021	4246	0.95
2013		4661	
2014		5107	
2015		5502	
2016		5897	
2017		6321	
2018		6736	
2019		7151	
2020		7904	
2021		8406	
2022		8657	
2023		8908	
2024		9159	
2025		9410	

Appendix B

Resolutions of Support from the Odessa Chamber of Commerce

And the Ector County Independent School District

Resolution

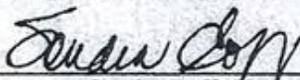
of the Odessa Chamber of Commerce in Support of the Feasibility Phase for a Division II Football Team at The University of Texas of the Permian Basin

- WHEREAS,** the University of Texas of the Permian Basin (UTPB) has grown into an acclaimed, comprehensive university offering 32 undergraduate and 19 graduate degrees in the heart of the Permian Basin; and
- WHEREAS,** UTPB is recognized in the Top Tier of western Masters universities by national publications such as *US News and World Report*; and
- WHEREAS,** UTPB seeks to solidify its role as a first choice destination for academic, artistic and athletic achievement; and
- WHEREAS,** a Division II football program at UTPB will allow area high school athletes to continue their passion for playing football while pursuing a college degree; and
- WHEREAS,** a football program enhances campus life and provides motivation and attractive incentives to seek higher education and expand long-term career choices; and
- WHEREAS,** ancillary activities such as marching band and student training create access to college level participation for thousands of high school graduates; and
- WHEREAS,** with an increased number of scholarships as part of the overall athletics program, students will find it even more affordable to get their four-year degree at UTPB; and
- WHEREAS,** UTPB, as with all publicly supported universities in Texas, cannot use state funds to support athletics; and

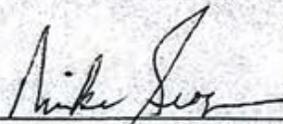
NOW THEREFORE, BE IT RESOLVED that the Odessa Chamber of Commerce, by action of its Board of Directors on March 27, 2013, does hereby support the feasibility phase of a Division II football program at UTPB.

BE IT FURTHER RESOLVED that official copies of this Resolution be prepared and presented to W. David Watts, UTPB President, and additional copies be distributed to the following entities with encouragement that they join the Odessa Chamber of Commerce in its support for UTPB Division II Football: Mayor David Turner of the City of Odessa; Frank Deaderick, UTPB Development Board Chairman; and the Ector County Independent School District Board of Trustees.

Signed on this the 27th day of March, 2013.



Sondra Eoff, Chair
Odessa Chamber of Commerce



ATTEST: Mike George, Secretary
Odessa Chamber of Commerce

**RESOLUTION OF THE BOARD OF TRUSTEES
OF THE
ECTOR COUNTY INDEPENDENT SCHOOL DISTRICT**

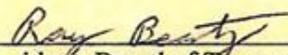
***In Support of the Feasibility Phase for a Division II Football Team at the University of Texas
of the Permian Basin***

- WHEREAS,** the University of Texas of the Permian Basin (UTPB) has grown into an acclaimed, comprehensive university offering 32 undergraduate and 19 graduate degrees in the heart of the Permian Basin; and
- WHEREAS,** UTPB is recognized in the Top Tier of western Masters universities by national publications such as *US News and World Report*; and
- WHEREAS,** UTPB seeks to solidify its role as a first choice destination for academic, artistic and athletic achievement; and
- WHEREAS,** a Division II football program at UTPB will allow area high school athletes to continue their passion for playing football while pursuing a college degree; and
- WHEREAS,** a football program enhances campus life and provides motivation and attractive incentives to seek higher education and expand long-term career choices; and
- WHEREAS,** ancillary activities such as marching band and student training create access to college level participation for thousands of high school graduates; and
- WHEREAS,** with an increased number of scholarships as part of the overall athletics program, students will find it even more affordable to get their four-year degree at UTPB; and
- WHEREAS,** UTPB, as with all publicly supported universities in Texas, cannot use state funds to support athletics; and

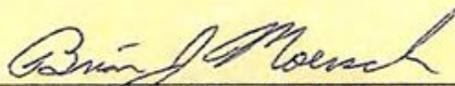
NOW THEREFORE, BE IT RESOLVED AS FOLLOWS that the Ector County Independent School District, by action of its Board of Trustees on July 30, 2013, does hereby support the feasibility phase of a Division II football program at UTPB.

BE IT FURTHER RESOLVED that an official copy of this Resolution be prepared and presented to W. David Watts, UTPB President.

Signed on this the 30th day of July, 2013.



President, Board of Trustees
Ector County Independent School District



ATTEST: Superintendent of Schools
Ector County Independent School District

Appendix C

Costs Associated With Football proposal

Summary of All Costs
of Adding Football
6 20 13

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
2018-19 All Costs to University	2,476,482						
Football Specific Costs/Year	1,562,916						
Scholarships	0	247,500	374,000	420,000	432,000	456,000	
Payroll	135,688	434,861	455,873	477,827	518,325	543,316	
Operations	329,400	256,800	490,725	504,700	519,000	533,600	
Football Facilities/Capital Cost	2,105,000	245,000	30,000	30,000	30,000	30,000	
	2,570,088	1,184,161	1,350,598	1,432,527	1,499,325	1,562,916	9,599,615 Football Total
Support Staff Required/Year	328,474						
Administrative Assistant (Business)	0	39,005	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant AD Operations	0	31,850	65,611	67,579	69,606	71,694	49,000 Full Time
Strength and Conditioning Coach	0	52,000	54,590	56,227	57,914	59,651	40,000 Full Time
Athletic Trainer	0	36,000	37,000	38,000	39,000	40,000	45,000 3/5 athletics
Athletic Trainer	0	0	37,000	38,000	39,000	40,000	45,000 3/5 athletics
Development Officer (athletics)	32,500	65,000	66,950	68,959	71,028	73,159	50,000 Full Time
	32,500	223,855	301,326	310,145	319,238	328,474	259,000 Support Staff Total
Other Departmental Additions/Year	585,092						
Assistant Volleyball	20,000	39,005	40,175	41,380	42,690	43,970	30,000 Full Time
Head Tennis	0	0	54,590	56,227	57,914	59,651	40,000 Full Time
Assistant Softball	0	0	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Basketball Men	0	0	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Basketball Women	0	0	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Baseball	0	0	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Men's Soccer	0	0	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Women's Soccer	0	0	40,175	41,380	42,690	43,970	30,000 Full Time
Head Golf Coach	0	40,000	54,590	56,227	57,914	59,651	40,000 Full Time
Golf Team Expenses	0	0	51,000	52,000	53,000	54,000	
Golf Team Scholarships (3 women 0 men)	0	0	51,000	52,000	53,000	54,000	
Non FB Recruiting Increases	0	0	50,000	50,000	50,000	50,000	
	20,000	79,005	542,405	556,114	570,658	585,092	2,353,274 Other Total

21

Income Required And Funding By Year **50% SCH Growth and 50% Head Count Growth**

	Play Begins									
	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20		
Income Required by Year										
Football Specific Cost		2,570,088	1,184,161	1,350,598	1,432,527	1,499,325	1,562,916	1,562,916		
Support Staff		32,500	223,855	301,326	310,045	319,238	328,474	328,474		
Other Department Additions		20,000	79,005	542,405	556,114	570,658	585,092	585,092		
Totals		2,622,588	1,487,021	2,194,329	2,298,686	2,389,221	2,476,482	2,476,482		
Start up Funding		-2,507,088	-1,220,161	-1,335,589	-1,416,527	-1,482,325	-1,544,916	0		
Funding Needed		115,500	266,860	858,740	882,159	906,896	931,566	2,476,482		
Student Fee Income										
SCH	80,000	84,000	90,500	97,000	102,500	108,000	113,500	120,000		
Headcount	8,200	8,610	9,276	9,943	10,506	11,070	11,634	12,300		
Athletic Fees*	960,000	1,008,000	1,086,000	1,164,000	1,230,000	1,296,000	1,362,000	1,440,000		
Fees Available to be Repurposed **	0	150,675	324,660	348,005	367,710	387,450	407,190	430,500		
Fee Totals	960,000	1,158,675	1,410,660	1,512,005	1,597,710	1,683,450	1,769,190	1,870,500		
Current	-960,000	-960,000	-960,000	-960,000	-960,000	-960,000	-960,000	-960,000		
New Student Fee Income	0	198,675	450,660	552,005	637,710	723,450	809,190	910,500		
* Athletic fees remain unchanged at \$12 per SCH										
** Assumes Student Union Fee at \$35 per semester is available for repurposing January 2014 (middle of fiscal year)										
Reserve Balance over Time										
Funding Needed		-115,500	-266,860	-858,740	-882,159	-906,896	-931,566	-2,476,482		
Income		198,675	450,660	552,005	637,710	723,450	809,190	910,500		
Income		0	125,000	250,000	250,000	250,000	250,000	250,000		
Income		0	0	120,000	120,000	120,000	120,000	120,000		
Income		0	0	250,000	250,000	250,000	250,000	250,000		
Income		0	0	25,000	25,000	25,000	25,000	25,000		
Income		83,175	308,800	338,265	400,551	461,554	522,624	-920,982		
Remainder										
Previous Balance + Year's Remainder		83,175	391,975	730,240	1,080,791	1,482,345	1,934,969	938,987		
Current Program Increases		0	0	-50,000	-60,000	-70,000	-75,000	0		
Unmet Need		0	0	0	0	0	0	0		
Balance		83,175	391,975	680,240	1,020,791	1,412,345	1,859,969	938,987		

In 2019-20 the athletic reserve will be used to cover income shortfalls. Athletic reserves at 8/31/20 will cover full need in FY2021 before auxiliary reserve support is required.

C-2

Income Required and Funding by Year – Further Analysis

Using the format shown on the prior page, analysis was performed assuming the following scenarios:

- **SCHs and Headcount increase of 60% over the 7 years from 13-14 through 19-20**
- **SCHs and Headcount increase of 40% over the 7 years from 13-14 through 19-20**

Then results with and without the repurposing of the Student Union Fee was also performed for assumed growth of SCHs and Headcount at 40%; 50% and 60%.

The outcomes were then compared to the projected financial position of the Student Housing Auxiliary enterprise – which is expected to cover losses of the Athletic Program during the early years of Football.

To be conservative, it was assumed that the Student Housing Auxiliary achieves outcomes that are not higher than 90% of what has been projected and approved in the Business Plans associated with each of its planned housing construction projects.

Results of analysis of these 6 scenarios is summarized on the following page

Highlights are:

- **If fee repurposing is approved, the Athletic program will have a net surplus at the end of the 19-20 fiscal year – regardless of whether 40%, 50 % or 60% growth in SCHs and Headcount is actually achieved.**
- **If fee repurposing is not approved, the Athletic Program will require support from the Housing Auxiliary during the 7 years. However, the level of support required will not significantly impair the financial strength of the Housing Auxiliary.**

SUMMARY of THREE GROWTH SCENARIOS

with and without Fee Repurposing

7 Yr. SCH and Headcount Growth	13-14	14-15	15-16	16-17	17-18	18-19	19-20	7 Yr. Total	7 Yr. Total Subsidy as % of Housing Income	Months of 2020 Loss in Athletic Reserves at 8/31/20
Yearly Athletic Program Outcome without repurposing of Fee	60% (43,500)	38,140 (15,860)	24,260 (59,740)	62,841 (27,159)	100,104 (43,896)	142,434 (25,566)	(1,255,482) (1,351,482)	\$ (931,203) \$ (1,477,203)	6.65% 10.55%	
	40% (67,500)	(27,860)	(83,740)	(63,159)	(43,896)		(1,447,482)	\$ (1,759,203)	12.56%	
90% of Approved Student Housing Business Plan Annual Net Income	1,129,700	1,135,100	1,381,000	2,005,500	2,384,000	2,796,800	3,173,600	\$ 14,005,700		
Available Repurposed Fee Income	60% 154,263	340,813	373,100	394,625	416,150	437,675	459,200	\$ 2,575,825		
	50% 150,675	324,669	347,988	367,719	387,450	407,181	430,500	\$ 2,416,181		
	40% 150,675	321,081	340,813	356,956	373,100	387,450	401,800	\$ 2,331,875		
Yearly Athletic Program Outcome after Fee Repurposing	60% 110,763	378,953	397,360	457,466	516,254	580,109	(796,282)	\$ 1,644,622	0.00%	24.78
	50% 83,175	308,809	288,248	340,560	391,554	447,615	(920,982)	\$ 938,978	0.00%	12.23
	40% 83,175	293,221	257,073	293,797	329,204	361,884	(1,045,682)	\$ 572,672	0.00%	6.57

C-4

Football Specific Costs
Fall 2015 start date
Edited 6 15 13

Football Specific Costs

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Salary Inflation	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Op Cost Inflation	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Athletes/Students		70	120	120	120	120
Athletics Scholarships		15	22	24	24	24
Residents		30	90	90	90	95
Football Scholarship Costs		16,500	17,000	17,500	18,000	19,000
		247,500	374,000	420,000	432,000	456,000
						1,929,500
Payroll						
Head coach	68,640	109,200	114,660	120,333	126,349	132,666
1st Assistant	24,774	78,828	82,769	86,907	99,943	104,940
2nd Assistant	24,774	78,828	82,769	86,907	99,943	104,940
3rd Assistant	-	52,000	54,600	57,300	60,200	63,200
4th Assistant	-	45,500	47,800	50,200	52,700	55,300
5th Asst	-	31,500	33,100	34,800	36,500	38,300
Equipment Manager	17,500	39,005	40,175	41,380	42,690	43,970
Total Payroll	135,688	434,861	455,873	477,827	518,325	543,316
						2,565,890
Operational Costs						
Team equipment	200,000	75,000	63,930	65,800	67,800	69,800
Team travel	-	-	179,760	185,200	190,800	196,500
Home Events	-	-	58,435	60,200	62,000	63,900
Utilities	6,000	20,000	21,000	22,000	23,000	24,000
Phones	12,400	4,800	4,800	4,800	4,800	4,800
Recruiting	60,000	40,000	40,000	40,000	40,000	40,000
Office Supplies/Computing	30,000	8,000	10,000	10,000	10,000	10,000
Game Tape	3,000	3,000	3,000	3,000	3,000	3,000
Training supplies	5,000	12,000	12,400	12,800	13,200	13,600
Field maintenance	13,000	14,000	15,000	16,000	17,000	18,000
Athlete Insurance	-	80,000	82,400	84,900	87,400	90,000
Total Operational Costs	329,400	256,800	490,725	504,700	519,000	533,600
						2,634,225
Start-Up-Capital Costs						
Facility Construction	1,800,000	-	-	-	-	-
Field equipment	100,000	75,000	10,000	10,000	10,000	10,000
Free weights	125,000	90,000	-	-	-	-
Contingency	80,000	80,000	20,000	20,000	20,000	20,000
Total Capital Start-up	2,105,000	245,000	30,000	30,000	30,000	30,000
						2,470,000
						9,599,615

Start up and 4 Seasons of Play

C-5

Departmental Support of Football
6/15/13

Departmental Support of Football	13-14	14-15	15-16	16-17	17-18	18-19	Support Staff Total
Support Staff Required/Year	328,474						
Administrative Assistant (Business)	-	39,005	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant AD Operations	-	31,850	65,611	67,579	69,606	71,694	49,000 Full Time
Strength and Conditioning Coach	-	52,000	54,590	56,227	57,914	59,651	40,000 Full Time
Athletic Trainer	-	36,000	37,000	38,000	39,000	40,000	45,000 3/5 athletics
Athletic Trainer	-	-	37,000	38,000	39,000	40,000	45,000 3/5 athletics
Development Officer (athletics)	32,500	65,000	66,950	68,959	71,028	73,159	50,000 Full Time
	32,800	223,855	301,326	310,146	319,238	328,474	1,515,538 Support Staff Total
Other Departmental Additions/Year	603,092						
Assistant Volleyball	20,000	39,005	40,175	41,380	42,690	43,970	30,000 Full Time
Head Tennis	-	-	54,590	56,227	57,914	59,651	40,000 Full Time
Assistant Softball	-	-	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Basketball Men	-	-	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Basketball Women	-	-	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Baseball	-	-	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Men's Soccer	-	-	40,175	41,380	42,690	43,970	30,000 Full Time
Assistant Women's Soccer	-	-	40,175	41,380	42,690	43,970	30,000 Full Time
Head Golf Coach	-	40,000	54,590	56,227	57,914	59,651	40,000 Full Time
Golf Team Expenses	-	-	51,000	52,000	53,000	54,000	
Golf Team Scholarships (3 women 0 men)	-	-	51,000	52,000	53,000	54,000	
Non FB Recruiting Increases	-	-	50,000	50,000	50,000	50,000	
	20,000	79,005	542,405	556,114	570,658	585,092	2,353,274 Other Total
			Play Begins				
Support Staff Totals	32,500	233,885	301,326	310,145	319,238	328,474	1,525,568
Other Departmental Additions	20,000	79,005	542,405	556,114	570,658	585,092	2,353,274
Total Current Proposal	52,500	312,890	843,731	866,259	889,896	913,566	3,878,842
Original Support Staff Total	64,350	316,255	424,159	436,882	450,056	463,556	2,155,258
Original Other Departmental Additions	20,000	494,035	560,405	574,114	588,685	603,092	2,840,331
	84,350	810,290	984,564	1,010,996	1,038,741	1,066,648	4,995,589

\$1,076,747 Total Saved
\$153,082 less operating Cost/YR

C-6

**Home Football Game Expenses
6/11/13**

Home Event Expenses	Cost
Ratliff Stadium Rental	1500
Maintenance (Custodial)	600
Security	350
Supervisor	50
Asst Supervisor	40
PA Announcer	40
Press Box	35
Press Box ASST	32
Scoreboard	40
Scoreboard Asst	40
Timer	40
Ticket Sellers (2)	68
Ticket Takers (2)	64
Ramps (4)	128
Down Box (3)	90
Parking Attendants (4)	120
Scoreboard Filmer	75
Daktronics & Computer	75
Ticket Printing	300
Hospitality	2000
Officials	3000
Promotions/Mics.	3000
TOTAL	11687
5 games	\$58,435

C-7

Football Travel
6/11/13

Football Travel Expenses

Travel Party	Total	70
Players		54
Coach/Staff		16

Rooms	2.5 players to a room	22			
	Head	1			
	Others	7			
	Drivers	2			
	Total	32 X \$90		\$2,880	
		2 Nights		\$5,760 X 6 trips	\$34,560

Food	70 travel x \$20/Day	\$1,400			
		3 days		\$4,200 X 6 trips	\$25,200

Buses	2 Charter buses				
	\$5 per mile			\$5 x 2 x 2000 x 6	\$120,000
	2000 miles per trip				

Total \$179,760

C-8

Football Equipment Order
6 11 13

**UT Permian Basin
FOOTBALL PLAYER EQUIPMENT EXPENDITURES**

QTY	DESCRIPTION	UNIT PRICE	TOTAL	PER/YR EXPENDITURE		
115	RIDDELL REV	\$170.00	\$19,550.00	18	\$170.00	\$3,060.00
50	RIDDELL POV	\$250.00	\$12,500.00	12	\$250.00	\$3,000.00
65	RIDDELL ULT	\$130.00	\$8,450.00	6	\$130.00	\$780.00
115	HIP/THIGH/KN	\$25.00	\$2,875.00	36	\$25.00	\$900.00
100	GAME JERSE	\$70.00	\$7,000.00	30	\$70.00	\$2,100.00
100	GAME JERSE	\$70.00	\$7,000.00	30	\$70.00	\$2,100.00
100	GAME PANTS	\$55.00	\$5,500.00	30	\$55.00	\$1,650.00
100	GAME PANTS	\$55.00	\$5,500.00	30	\$55.00	\$1,650.00
115	PRACTICE JE	\$20.00	\$2,300.00	24	\$20.00	\$480.00
115	PRACTICE PA	\$12.00	\$1,380.00	24	\$12.00	\$288.00
115	GAME SHOES	\$65.00	\$7,475.00	36	\$65.00	\$2,340.00
115	GAME SHOES	\$65.00	\$7,475.00	36	\$65.00	\$2,340.00
230	PRACTICE SH	\$25.00	\$5,750.00	48	\$25.00	\$1,200.00
300	PRACTICE TS	\$5.00	\$1,500.00	200	\$5.00	\$1,000.00
300	PRACTICE SH	\$12.00	\$3,600.00	200	\$12.00	\$2,400.00
115	COMPRESSIO	\$30.00	\$3,450.00	48	\$30.00	\$1,440.00
150	COMPRESSIO	\$20.00	\$3,000.00	48	\$20.00	\$960.00
150	RECEIVERS/L	\$35.00	\$5,250.00	48	\$35.00	\$1,680.00
200	BELTS	\$4.00	\$800.00	48	\$4.00	\$192.00
100	GAME FOOTE	\$45.00	\$4,500.00	75	\$45.00	\$3,375.00
100	PLAYER BAGS	\$30.00	\$3,000.00	24	\$30.00	\$720.00
150	LAUNDRY BA	\$10.00	\$1,500.00	36	\$10.00	\$360.00
4	HELMET/SHO	\$250.00	\$1,000.00	0	\$250.00	\$0.00
75	TEAM TRAVE	\$80.00	\$6,000.00	24	\$80.00	\$1,920.00
65	SIDELINE CAR	\$60.00	\$3,900.00	0	\$60.00	\$0.00
150	PLAYER PRA	\$35.00	\$5,250.00	36	\$35.00	\$1,260.00
115	TEAM TRAVE	\$30.00	\$3,450.00	115	\$30.00	\$3,450.00
1	VARIOUS HEL	\$5,000.00	\$5,000.00	1	\$5,000.00	\$5,000.00
	PARTS, FACEMASKS, CHINS		\$0.00		\$0.00	\$0.00
4	BENCHES	\$390.00	\$1,560.00	0	\$390.00	\$0.00
2	KICKING NET	\$180.00	\$360.00	0	\$180.00	\$0.00
2	ROPES	\$175.00	\$350.00	1	\$175.00	\$175.00
3	GOAL POSTS	\$2,000.00	\$6,000.00	0	\$2,000.00	\$0.00
2	SLEDS	\$5,500.00	\$11,000.00	0	\$5,500.00	\$0.00
24	DUMMIES	\$70.00	\$1,680.00	8	\$70.00	\$560.00
1	VIDEO EQUIP	\$30,000.00	\$30,000.00	1	\$2,400.00	\$2,400.00
1	HEAT PRESS	\$1,500.00	\$1,500.00	0	\$1,500.00	\$0.00
2	SIDELINE MA	\$280.00	\$560.00	0	\$280.00	\$0.00
2	DOWNBOX A	\$475.00	\$950.00	1	\$475.00	\$475.00
4	GOAL POST F	\$180.00	\$720.00	0	\$180.00	\$0.00
2	WEIGHTED A	\$40.00	\$80.00	0	\$40.00	\$0.00
1	OKLAHOMA C	\$1,500.00	\$1,500.00	0	\$1,500.00	\$0.00
1	POWERBLAS	\$2,400.00	\$2,400.00	0	\$2,400.00	\$0.00
12	COACHES SH	\$100.00	\$1,200.00	12	\$100.00	\$1,200.00
12	COACHES GA	\$180.00	\$2,160.00	12	\$180.00	\$2,160.00
12	COACHES WA	\$200.00	\$2,400.00	12	\$200.00	\$2,400.00
48	COACHES HA	\$12.00	\$576.00	48	\$12.00	\$576.00
			\$208,951.00			\$55,591.00

Total Estimated With Inflation of (\$240,294

63,930

C-9

Anticipated Attendance, Income and Comparisons

Below the attendance figures for selected institutions are presented in Section A. In Section B are presented the anticipated home attendance figures and expected income for UTPB home seasons (4 home games).

Section A:

2012 Football Average Home Attendance Figures for Select Institutions

Below are the 2012 average home attendance figures for Regional NCAA Division II Universities. The 2012 record for each team is presented in parentheses.

West Texas A&M (12-3)	
Average Home Attendance	10,378
Angelo State University (5-6)	
Average Home Attendance	6263
Tarleton State (6-4)	
Average Home Attendance	5449
Midwestern State University (9-2)	
Average Home Attendance	6541
Abilene Christian (7-4)	
Average Home Attendance	6615

Section B:

UTPB Football Anticipated Attendance and Income

The anticipated home attendance for UTPB games is 5,000 spectators. Given that Odessa and Midland have a population exceeding 240,000 at the current time, the figures would seem to be conservative. The population far exceeds that of San Angelo, Abilene, Wichita Falls, or Stephenville. It is most like that of West Texas A&M that draws greatly from Amarillo.

	Game	Season (4 Games)
Total Attendance	5000	20,000
Total Paid Attendance at \$10	2000	\$80,000
Total Paid Attendance at \$5	2000	\$40,000
Total Students /Pass List (no charge)	1000	0
Anticipated Income		\$120,000

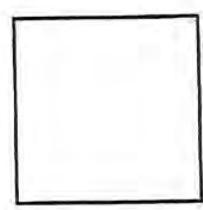
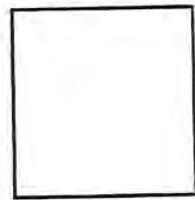
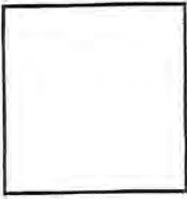
Football Premium Season Ticket Income

Sale of 500 Premium Season Tickets at \$500 will generate \$250,000 annually.

Appendix D

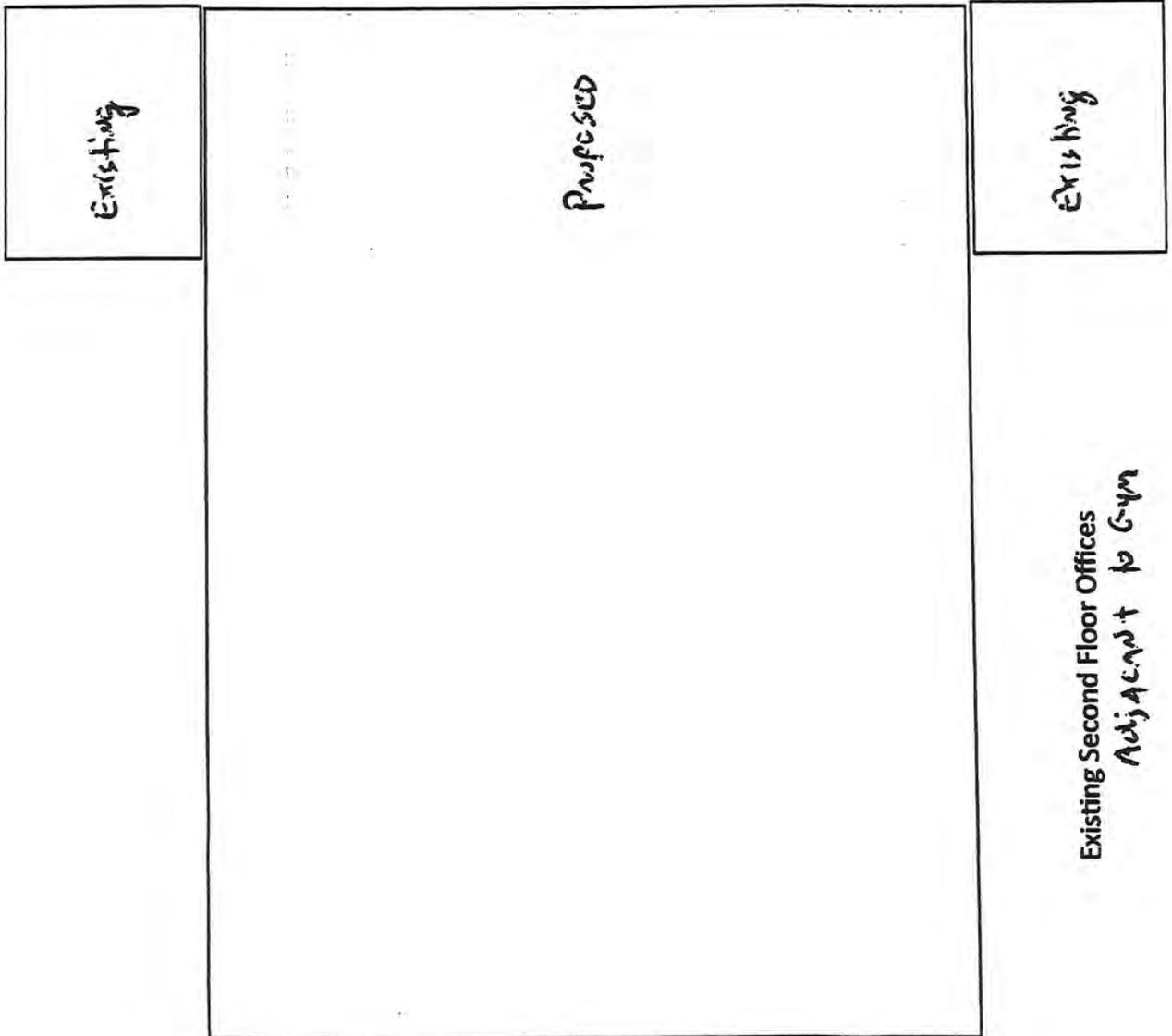
Required Renovations to Existing Facilities

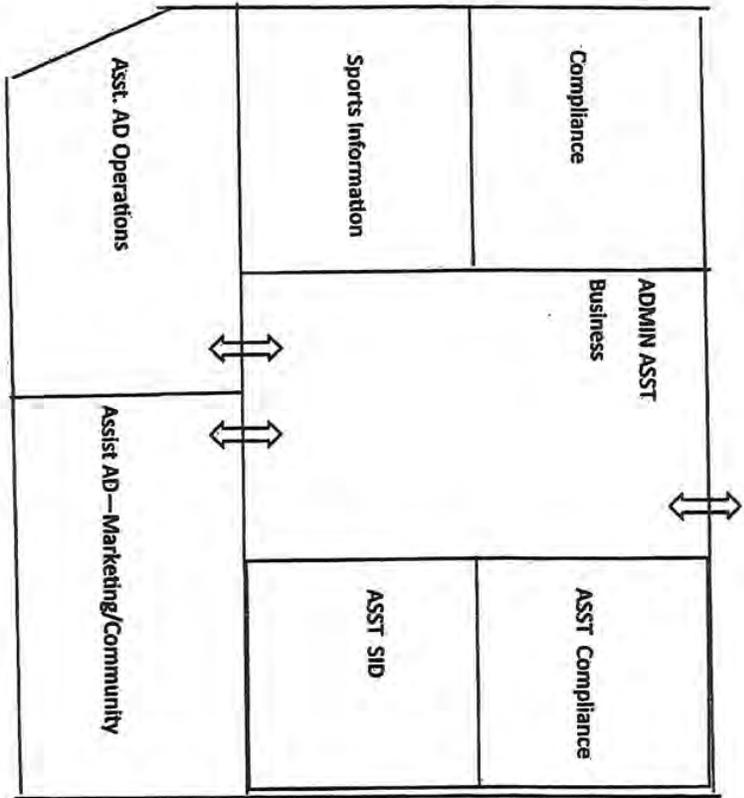
D



First Floor of Gym Existing Offices
All Existing

D





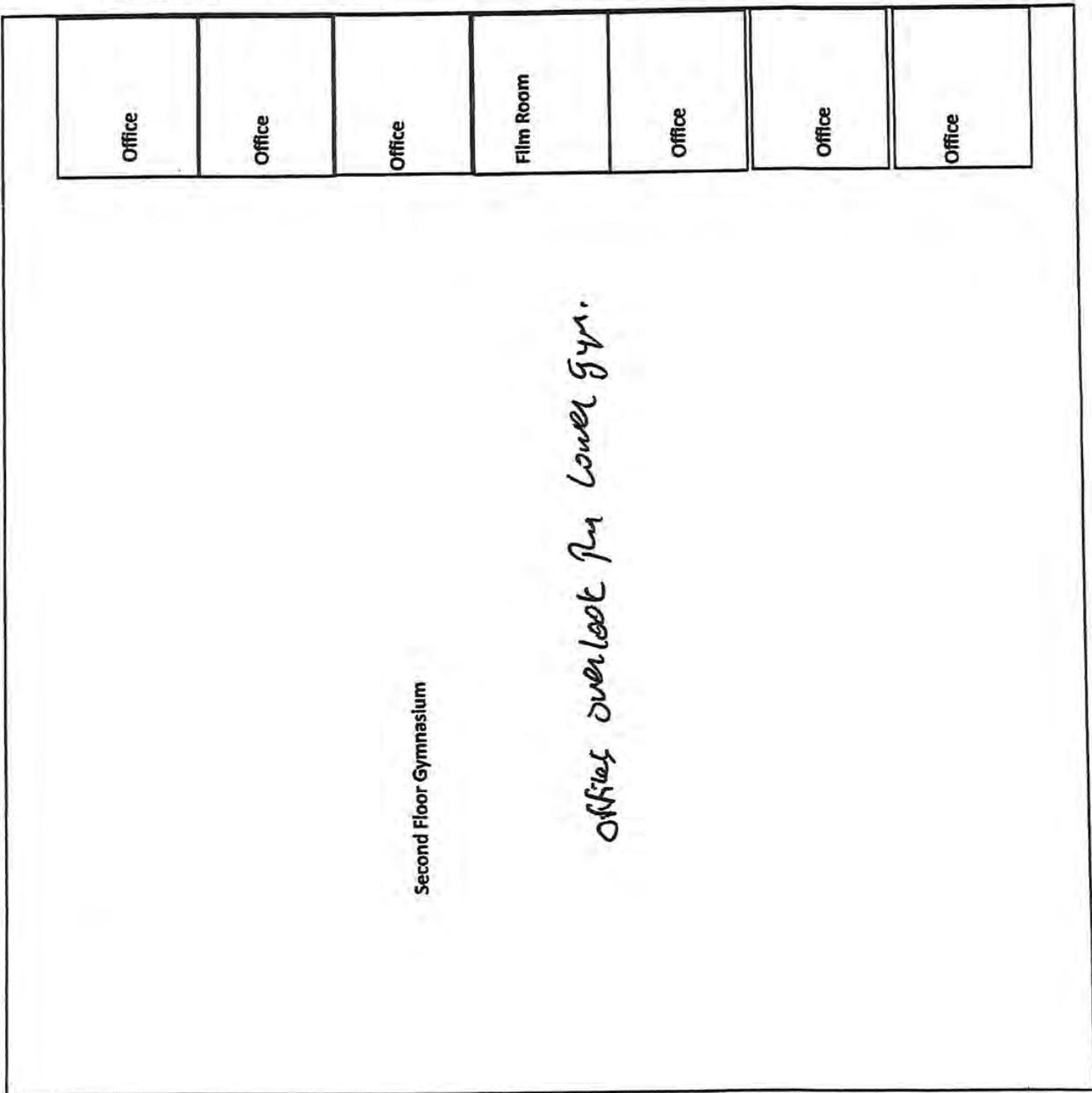
Remodel of Current Athletics Office Suite

A

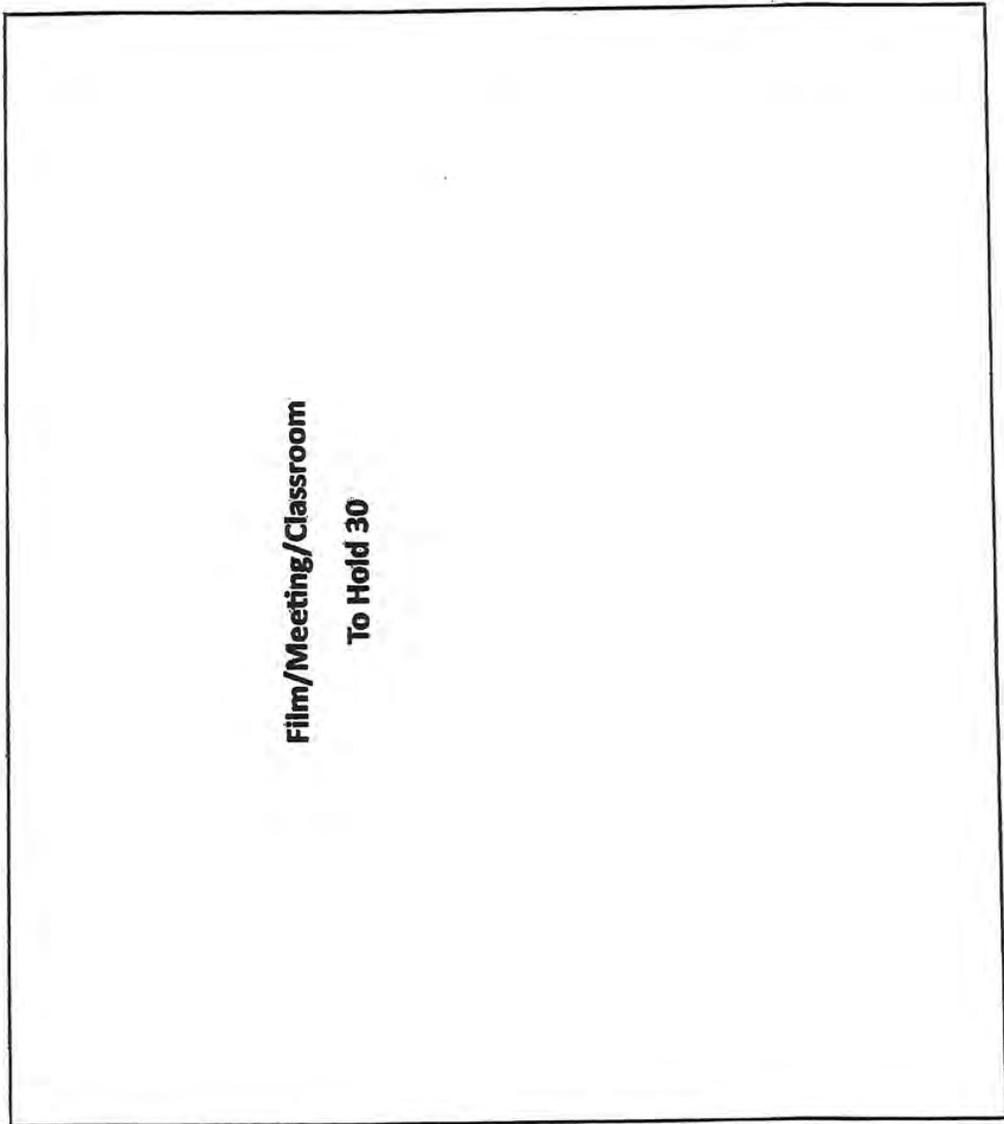
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Lower
Gym

PROPOSED OFFICES



D

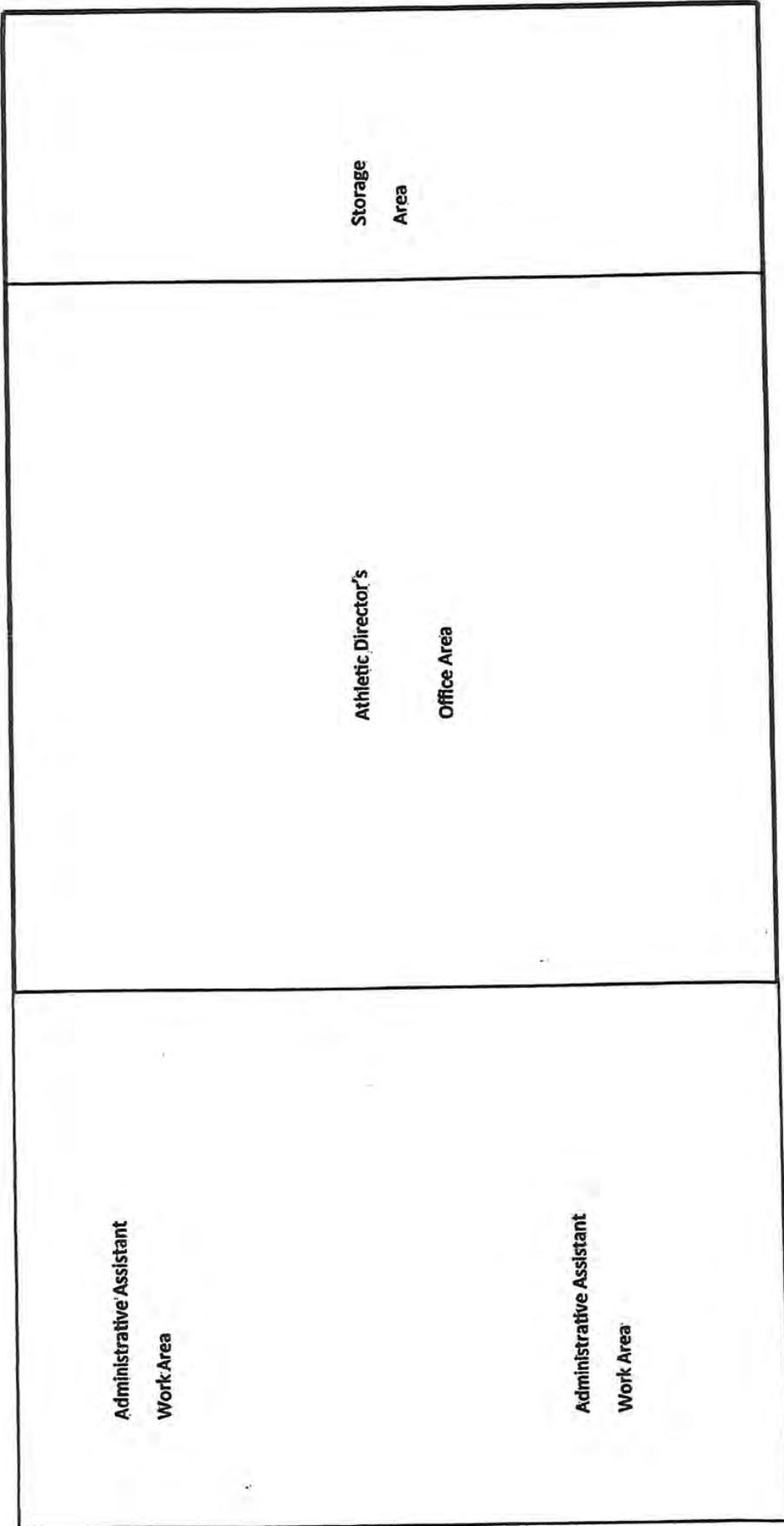


Film/Meeting/Classroom

To Hold 30

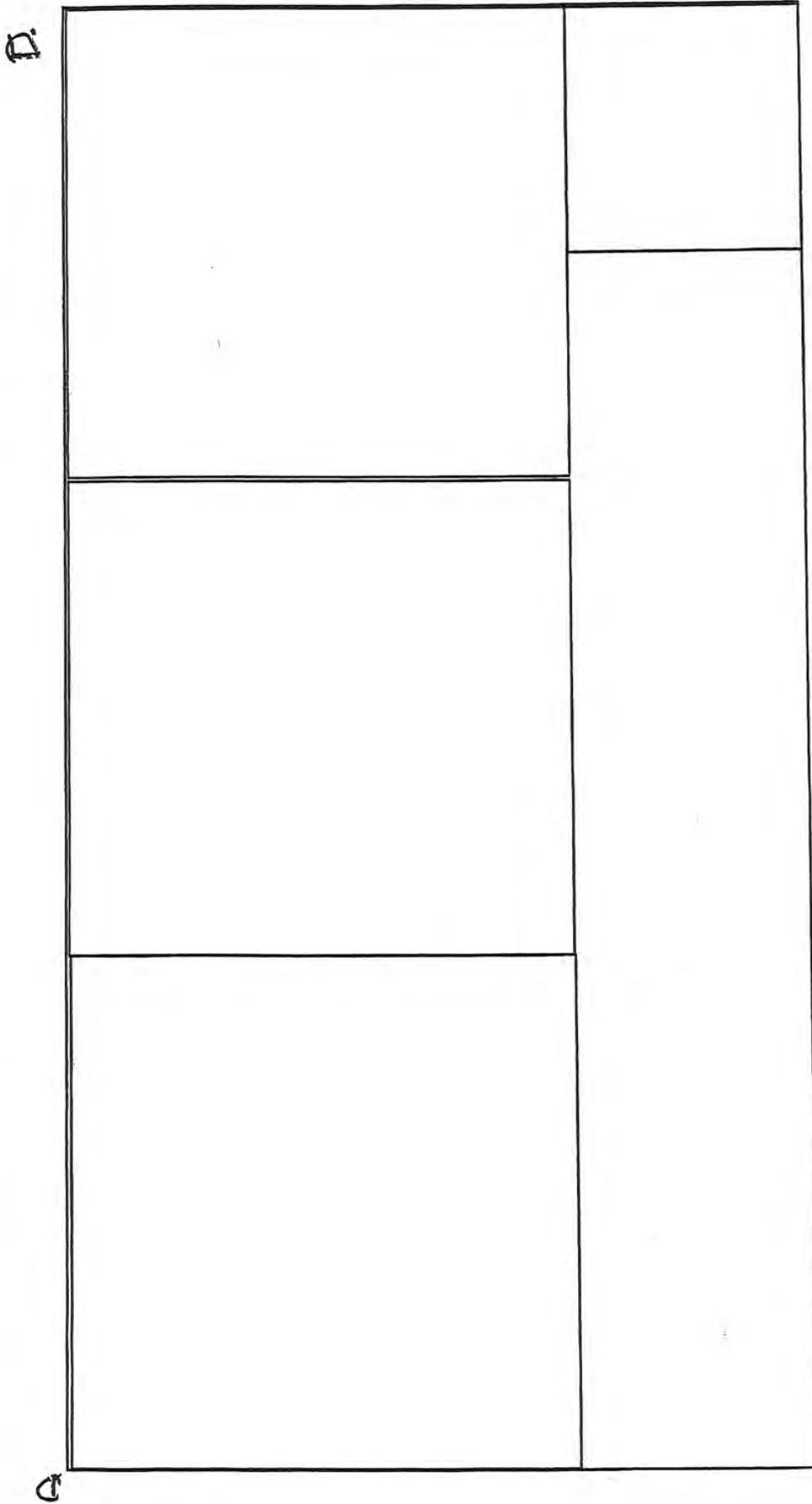
Current Classroom Gym 203

D

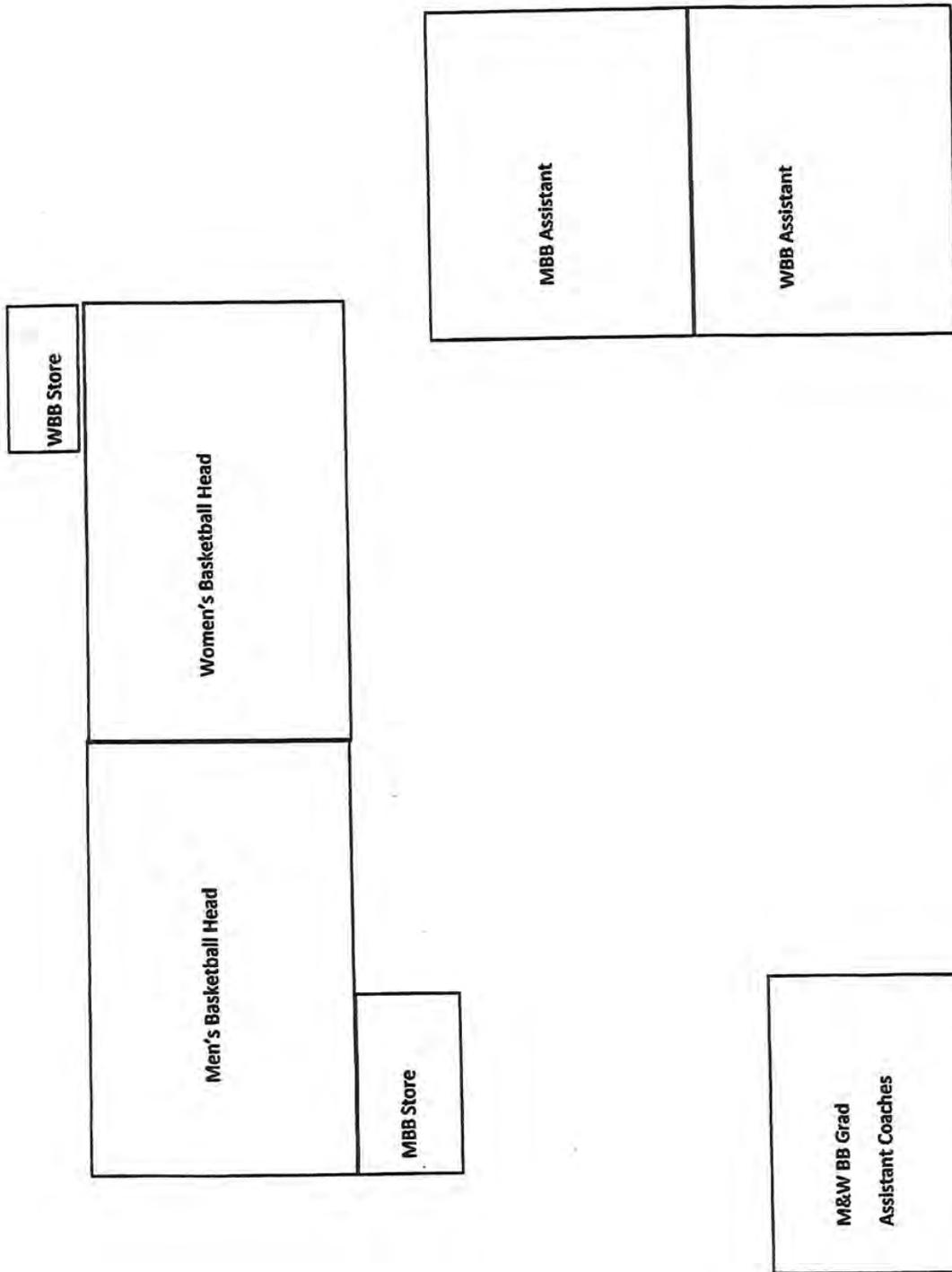


Q

Converted Racquetball Court 1st Level



D



Third Floor Offices
All offices currently exist

Appendix E

Proposed Practice Area

Proposed Practice Area

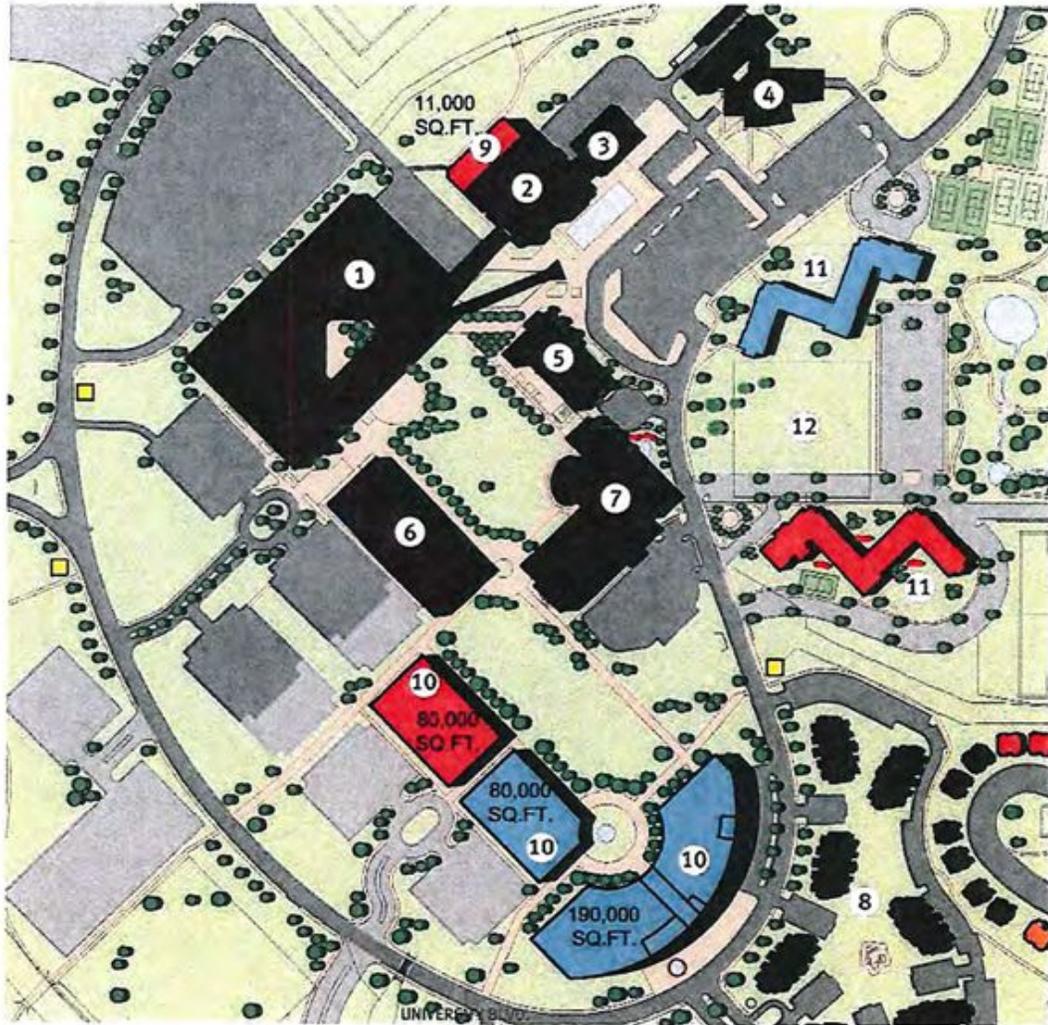


The starred area between items 17 and 19 is where the football practice area will be placed. It is adjacent to the current Student Recreational Field.

Appendix F

Proposed Field House Location

Proposed Field House



Item 9 indicates a possible site for the Field House

Source: 2012 Master Plan

Appendix G

Field House Content

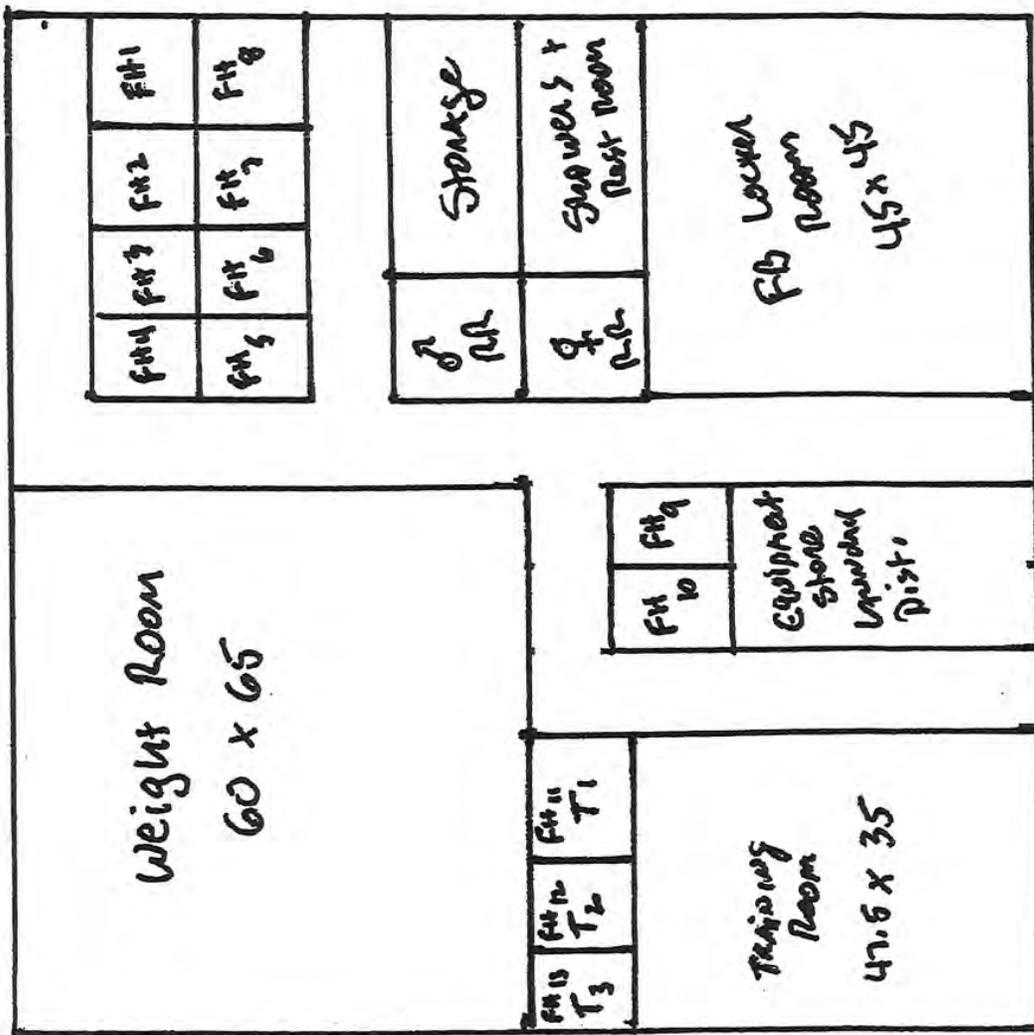
6

Proposed Field House

Structure is 120 x 120
14,400 sq. Ft.

□ = 5 sq. Ft.

7



Appendix H

Ratliff Stadium Information



RATLIFF STADIUM

ODESSA, TEXAS



Ratliff Stadium

1862 E Yukon Rd, Odessa, TX 79765

Ratliff Stadium is one of the premier high school stadiums in the country. It has been ranked as one of the **Top 10 high school venues** by USA Today [October 2001]. According to some Ratliff Stadium is “The epicenter of High School football.” It is the only High School football stadium listed in “**ESPN’s 100 most important sports venues**” and Maxpreps lists Ratliff Stadium among the “**10 stadiums you must see before you die [August 2012]**”.

In addition to football, soccer, softball and tennis the stadium complex is host to the annual West Texas Relays, other area track and field events, marching band contests, and graduation ceremonies. Recent upgrades to Ratliff Stadium include the installation of a state of the art sound system and scoreboard with video replay capabilities, replacement of the original Astroturf with the latest Matrix Artificial Turf [2012], improvements to handicapped seating in accordance with the Americans with Disabilities Act, and the addition of an elevator to the two level press box.

Ratliff Stadium is the home field for the Odessa High School Bronchos and the Permian High School Panthers. The stadium has been host to many high profile games. The stadium has seen crowds of 25,000 when the standing room sections are made available.

H

RATLIFF FACTS

- Built:** 1982
- Cost:** 5.6 million
- Capacity:** 17,931 not including standing room sections
184 handicapped and mobility impaired spaces and seats
- Parking:** 4700+ parking spaces including numerous handicap
- Scoreboards:** Two
- Video:** Integrated Dactronics video, graphic and replay capable
- Sound:** State of the art sound system CD and cassette capable
- Press Box:** Elevator accessible
Press area located on first floor
Scout area located on first floor
Home and Visitors Coaches booths located on 2nd floor
Home and Visitor Radio booths located on 2nd floor
Video balcony located on 3rd floor
Snacks and refreshments provided
- Playing Surface:** Field turf with exceptional drainage
- Locker Rooms:** Home and Visitor locker rooms and restrooms
Home and Visitor coaches' room
Home and Visitor training areas
Officials locker room located in separate building
- Concession Stands:** Numerous Concession stands on each side of stadium
- Directions:**

From the East via I-20: On the East side of Odessa take Exit 121 onto the service road. At the traffic signal turn right onto Loop 338 and travel North 5.1 miles to Yukon Road. Turn left on Yukon Road and go 1.0 miles west to the Stadium Entrance on the right.

From Midland via Highway 191: Exit 191 at the Loop 338 sign on the East side of Odessa and proceed to the traffic signal. Turn right on Loop 338 and travel North 2.8 miles to Yukon Road, Turn left on Yukon Road and go 1.0 miles west to the Stadium Entrance on the right.

From the North via Highway 385: As you approach Odessa from the North you will see Schlemeyer Airport on the left. Proceed to the next traffic signal. At the traffic signal turn left onto Yukon Road and travel 1.8 miles East to the stadium entrance on the left.

From the West via I-20: Exit I-20 at the 113 Exit and continue a short way to Loop 338 to the North. Turn Left onto Loop 338 and travel 6.6 miles to Yukon Road. Turn right onto Yukon Road and travel 3.8 miles East to the stadium entrance on the left.

From the South via Highway 385: As you enter Odessa from the South Highway 385 becomes coincidental with Grant Street and later with Andrews Highway. Continue North through these name changes to the North side of Odessa to Yukon Road. Turn right onto Yukon Road and travel 1.8 miles east to the stadium entrance on the left. Be aware that this route goes through downtown Odessa and delays due to traffic are to be expected!

GPS Locators: N 31° 55' 10.2"
W 102° 21' 55.3"

H

WHEELCHAIR AND MOBILITY IMPAIRED TICKET POLICIES FOR RATLIFF STADIUM

Single-Game Tickets:

Subject to availability of accessible seating, E.C.I.S.D. will offer for sale single-game tickets for wheelchair or mobility impaired seats and companion seats to the same extent single-game tickets are offered to customers without disabilities.

Season Tickets:

If wheelchair accessible or mobility impaired seating is needed, a person must come by the Athletic Office prior to the game to exchange their season tickets for a wheelchair or mobility impaired tickets and companion tickets. These tickets are subject to availability.

Season ticket sales for current wheelchair or mobility impaired users and their companions can be renewed in the same manner as customers without disabilities, except as noted in this policy. Wheelchair or mobility impaired users and their companions shall be afforded a choice of seating locations from among the available locations. The regular ticket price will be applicable to the purchase of these seats.

Exchanges:

If wheelchair accessible or mobility impaired seating is needed, a person must come by the Athletic Office or ticket booth prior to the game to exchange their tickets for a wheelchair or mobility impaired ticket and companion ticket. These tickets are subject to availability.

SECTIONS WITH ACCESSABILITY

Home Side

SECTION B, SECTION C, SECTION E, SECTION G, SECTION H

Visitor Side

If wheelchair accessible or mobility impaired seating is needed, a person must come by the ticket booth to purchase a ticket for a wheelchair or mobility impaired ramp pass and a companion seat ramp pass. These tickets are subject to availability.

OHS-PHS Game [Split Stadium Games]

SECTION S, SECTION T, SECTION V, SECTION X, SECTION Y



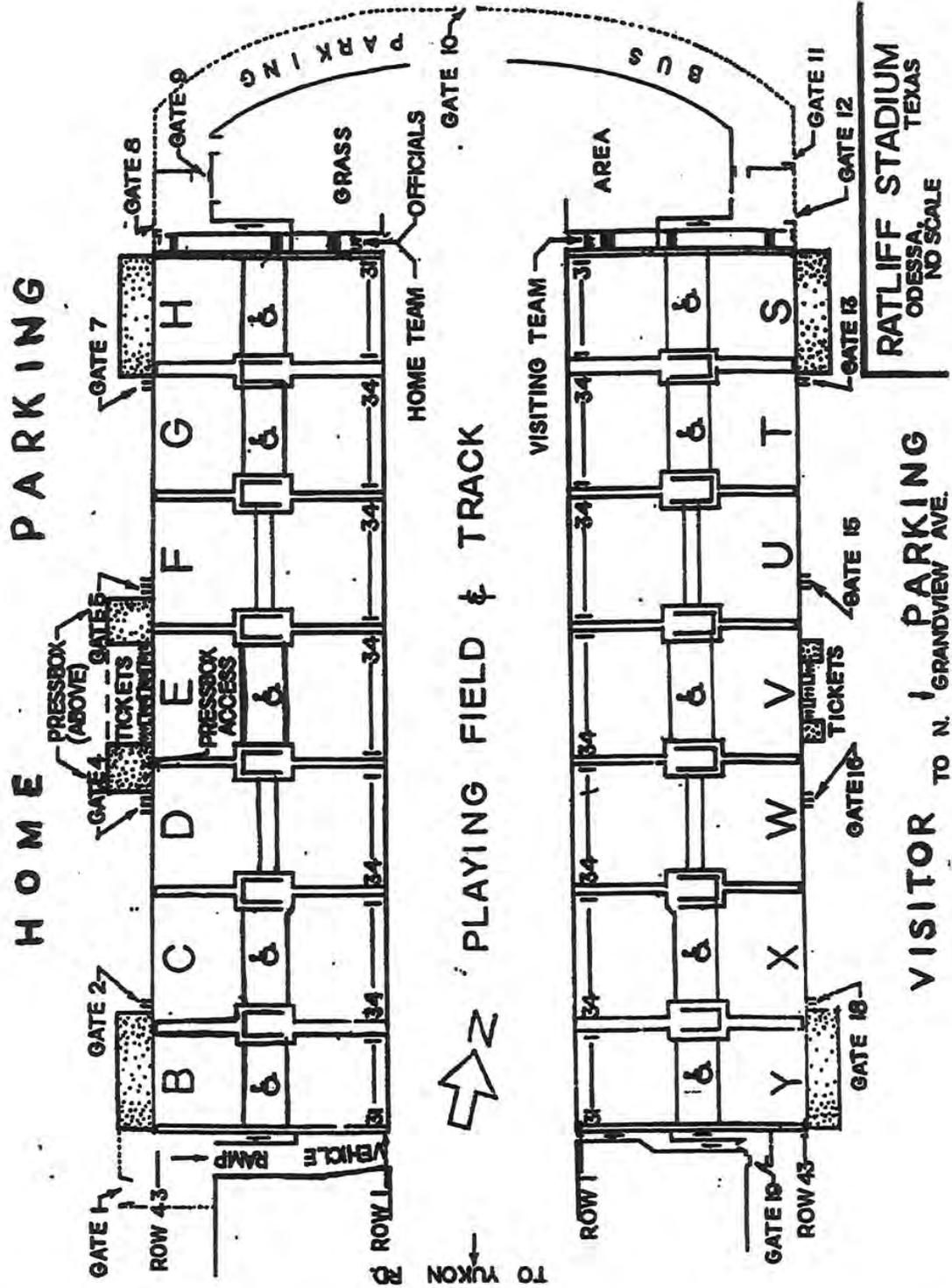
RATLIFF SEATING

- | | |
|--------------------------------|---------------------------|
| • Home Team Band: | SECTION X [Lower Half] |
| • Home Team HS Student Seating | SECTION X, Y [Upper Half] |
| • Home Spirit Groups | SECTION Y [Lower Half] |
| • Home JHS Section | SECTION B |
| • Home Elementary Section | SECTION H |
| • Visiting Band | SECTION T [Lower Half] |
| • Visiting Student Section | SECTION T, S [Upper Half] |
| • Home Spirit Groups | SECTION S [Lower Half] |

OHS – PERMIAN GAME

- | | |
|--------------------------------|---------------------------|
| • Home Team Band: | SECTION C [Lower Half] |
| • Home Team HS Student Seating | SECTION B, C [Upper Half] |
| • Home Spirit Groups | SECTION B [Lower Half] |
| • Home JHS Section | SECTION H [Upper Half] |
| • Home Elementary Section | SECTION H [Lower Half] |
| • Visiting Band | SECTION X [Lower Half] |
| • Visiting Student Section | SECTION X, Y [Upper Half] |
| • Home Spirit Groups | SECTION Y [Lower Half] |

Home Team enters Gate 8
Visiting Team enters Gate 12



H

A



RATLIFF STADIUM

Purpose

E.C.I.S.D. recognizes the needs of persons with disabilities, as defined by the Americans with Disabilities Act (ADA) of 1990 and continues to make every effort to comply with ADA accessibility mandates.

In 2008 ECISD added a significant number of wheelchair and companion seating for our fans with mobility impairments, along with improvements in the accessibility of concessions, and ticket booths.

E.C.I.S.D. strives to accommodate the individual needs of guests with disabilities and has adopted the following ticket policies.

Seats Reserved Exclusively for Individuals Who Use Mobility Equipment and their Companions:

Use of this seating is limited to individuals who have mobility equipment and their companions. No season ticket or individual game ticket will be sold or exchanged to customers without disabilities (other than non-disabled companions of wheelchair users) in any wheelchair or mobility impaired location or companion seat. Persons who purchase (season or individual) or exchange tickets in the wheelchair or mobility impaired and companion seats will be subject to verification of need for a wheelchair accessible or mobility impaired seating location.

WHEELCHAIR POLICIES

Wheelchair seating is reserved for the exclusive use of wheelchair users and their guests and the purchase or use of these seating locations by non-wheelchair users is strictly prohibited and can result in ejection and/or forfeiture of ticket price.

Wheelchair users:

Wheelchair users can purchase one wheelchair and one companion seat per game consistent with the normal ticket policies. Wheelchair users will be entitled to the same access to the ticket sales process as customers without disabilities. All tickets are subject to availability.

MOBILITY IMPAIRED

Patrons who are not confined to wheelchairs and are mobility impaired are accommodated individually in areas with easy access as availability permits.

Mobility impaired seating is reserved for the exclusive use of mobility impaired users and their companion and the purchase or use of these seating locations by non mobility impaired users is strictly prohibited and can result in ejection and/or forfeiture of ticket price.

H

STADIUM POLICIES AND REGULATIONS

1. The Ratliff Stadium Complex shall not be used to advertise, promote, sell tickets, or collect funds for any purpose without prior approval of the Athletic Department.
2. Only authorized persons are permitted on or near the playing field; those in possession of a sideline pass, students in uniform and their sponsors. Spectators are not allowed on the playing field before during or after the game. No students or adults shall be permitted on the playing field prior to, during, or after the game except those in uniform, engaged in the game and half-time activities.
3. Only authorized persons; those in possession of a press box pass are permitted in the press box.
4. The elevator is for press box access only.
5. Air horns (any device that uses air to make a noise that would be a disruption to fellow spectators or to the athletes on the playing field), sirens, whistles and any artificial noise maker are not permitted in the stadium.
6. No live mascots will be permitted.
7. No Confetti will be permitted.
8. No balloons will be permitted.
9. Durable signs of a positive nature may be displayed at District football games with approval of the game administrator. No Paper signs.
10. Climbing or jumping over rails or walls is prohibited.
11. Portable seating and or furniture is prohibited.
12. Motorized vehicles are prohibited.
13. No food or drink is allowed; this applies to all support groups as well, no food may be brought into Ratliff Stadium. No sunflower seeds are allowed.
14. Ice chests other than those for the teams are prohibited.
15. Use of tobacco is prohibited.
16. Victory Bells and other large props should have placement approved by the stadium manager.
17. Props for support groups or band must not mark the track or the field some must rest on a protective base.
18. Dressing Rooms will be opened 2.5 hours prior to game time
19. The half-time interval will be 28 minutes (UIL rule).
20. Bands and pep squads must divide the time equally for half-time performance time. Each band has 13 minutes to enter, perform, and leave the field. The clock will start as soon as the field is cleared of the football teams. The timer will not wait until the band is ready to begin. The time for the second band and drill team will begin as soon as the band steps on the field or automatically one minute after the first band leaves the field. Band directors and drill teams will be warned if the maximum time limit is violated.
21. Visitors will be held responsible for any damages.

COMMUNITY RELATIONS
 NONSCHOOL USE OF SCHOOL FACILITIES

GKD
 (EXHIBIT A)

H

ECTOR COUNTY INDEPENDENT SCHOOL DISTRICT

Odessa, Texas

BUILDING USE FEE SCHEDULE

In accordance with the Ector County Independent School District School Board Policy GKD(LOCAL) and Administrative Regulation GKD(REGULATION), the following schedule of building use fees will apply for reimbursement of actual utilities cost.

BUILDING	USE FEE		HOURS MINIMUM
	PER HOUR	PER DAY	
Ratliff Stadium			
ECISD/LEA USE	\$ 120	\$ 960	\$ 500
COMMERCIAL USE		1,500	1,000
Softball Complex		\$ 200	\$ 100
Tennis Complex		\$ 200	\$ 100
Lighted Athletic Practice Fields		\$ 300	\$ 150
Auditoriums			
ECISD / LEA USE	\$ 50		\$ 150
COMMERCIAL USE	100		300
Classrooms			
ECISD / LEA USE	\$ 20		\$ 60
COMMERCIAL USE	50		150
Swimming Pools			
ECISD / LEA USE	\$ 20		
COMMERCIAL USE	100		
Cafeteria / Gymnasium			
ELEMENTARY			
ECISD / LEA USE	\$ 50	\$ 400	\$ 150
COMMERCIAL USE	100	800	300
JUNIOR / SENIOR			
ECISD / LEA USE	\$ 50	\$ 400	\$ 150
COMMERCIAL USE	200	800	300

Maintenance and Custodial cost will be charged one hour before and after rental time @ \$30.00 per hour per custodian.
 Security will be charged @ \$35.00 per hour per officer.
 Custodial charges for Ratliff Stadium will be charged a minimum of 10 hours.
 Time Keeper(s), Scorer(s), Ticket Seller(s), Ticket Taker(s), other required staff not included: must be negotiated.
 Commercial use of Ratliff : 4 hour minimum. (1 day=8 hours)
 All commercial non LEA must provide a liability insurance policy in the amount of \$1,000,000.
 PTA / PTO exempt.

GKD
 (EXHIBIT A)

APPROVED: 5/07/08

Appendix I

Email of Agreement with ECISD Athletic Director

Email Correspondence with ECISD Athletic Director, Todd Vesley

On the following pages you will find an email exchange between ECISD Athletic Director, Todd Vesley and UTPB Athletic Director, Steve Aicinena concerning the use of Ratliff Stadium for home football games.

The email exchange establishes that:

1. The facility can be rented
2. Saturday UTPB games will not interfere with the use of the facility by the high schools
3. Rental would be \$1,500 a game
4. Associated costs for use of the facility will cost approximately \$1,887
5. UTPB would not have the right to sell concessions or profit from their sales.

I

"Vesely, Todd" <Todd.Vesely@ectorcountyisd.org> April 1, 2013 1:46 PM
To: "aicinena_s@utpb.edu"
<aicinena_s@utpb.edu>
RE: Ratliff Rental

1 Attachment, 42 KB

I hope this helps ...

Todd Vesely

Executive Director of Athletics
Ector County Independent School District
802 N. Sam Houston
Odessa, Texas 79761
Email: todd.vesely@ectorcountyisd.org
Office 432-456-9059
Fax: 432-456-9058

From: aicinena_s@utpb.edu
To: twv61@hotmail.com
Subject: Ratliff Rental
Date: Tue, 19 Mar 2013 15:13:39 -0500

Todd,

We are looking into adding football as a sport at UTPB. At this time I do not know where we would play.

Would ECISD be willing to let us use Ratliff for home events? As a general rule, games would be on Saturdays. **YES**

What would be the cost (all inclusive) for rental?

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ECISD/LEA USE	\$960.00
COMMERCIAL USE	\$1500.00
Maintenance and Custodial	\$600.00 [2 custodians x 10 hours]
Security	\$350.00 [2 officers x 5 hours]
Time Keeper(s), Scorer(s), Ticket Seller(s), Ticket Taker(s)	

Supervisor	\$50 per game
Assistant Supervisor	\$40 per game
Public Address Announcer	\$40 per game
Press box	\$35 per game
Press box Assistant	\$32 per game
Scoreboard	\$40 per game x2
Timer	\$40 per game

NUMBER DEPENDENT ON SIZE OF THE GAME [estimates in brackets]

Ticket Sellers	\$34 per game x2
Gates (Ticket Takers)	\$32 per game x2
Ramps	\$32 per game x4
Down box	\$30 per game x3
Parking	\$30 per game x4

OPTIONAL

Filming for Daktronics Board	\$75 per game
Daktronics and Computer	\$75 per game

Maintenance and Custodial cost will be charged one hour before and after rental time @ \$30.00 per hour per custodian. Custodial charges for Ratliff Stadium will be charged a minimum of 10 hours.

Security will be charged @ \$35.00 per hour per officer.

Time Keeper(s), Scorer(s), Ticket Seller(s), Ticket Taker(s), other required staff not included: must be negotiated.

I

I assume you would have specific people to run the scoreboard, video replay, announcing, et.) Please include what is included in the rental fee. My desire is to have all costs included in the estimate.

I know you have security for your events. Could you include security in the estimate as well?

Would we be able to sell concessions or does the Lion's Club do all concession sales? Would we get a percentage of the concession sales if they sell at the event?

Concessions would remain with the Lions Club ... You would not

Thanks for your assistance!

Steve Aicinena
UTPB
Athletic Director
Head Volleyball Coach
Professor of KINE
Cell: 432-553-5662

[GKD Afacilit...docx \(42 KB\)](#)

Appendix J

Anticipated Attendance, Income and Comparisons

Anticipated Attendance, Income and Comparisons

Below the attendance figures for selected institutions are presented in Section A. In Section B are presented the anticipated home attendance figures and expected income for UTPB home seasons (4 home games).

Section A:

2012 Football Average Home Attendance Figures for Select Institutions

Below are the 2012 average home attendance figures for Regional NCAA Division II Universities. The 2012 record for each team is presented in parentheses.

West Texas A&M (12-3)	
Average Home Attendance	10,378
Angelo State University (5-6)	
Average Home Attendance	6263
Tarleton State (6-4)	
Average Home Attendance	5449
Midwestern State University (9-2)	
Average Home Attendance	6541
Abilene Christian (7-4)	
Average Home Attendance	6615

Section B:

UTPB Football Anticipated Attendance and Income

The anticipated home attendance for UTPB games is 5,000 spectators. Given that Odessa and Midland have a population exceeding 240,000 at the current time, the figures would seem to be conservative. The population far exceeds that of San Angelo, Abilene, Wichita Falls, or Stephenville. It is most like that of West Texas A&M that draws greatly from Amarillo.

	Game	Season (4 Games)
Total Attendance	5000	20,000
Total Paid Attendance at \$10	2000	\$80,000
Total Paid Attendance at \$5	2000	\$40,000
Total Students/Pass List (no charge)	1000	0
Anticipated Income		\$120,000

Football Premium Season Ticket Income

Sale of 500 Premium Season Tickets at \$500 will generate \$250,000 annually.

Appendix K

UTPB Projected Auxiliary Operations Results

UTPB Projected Auxiliary Operations Results (\$ Millions)						
	Housing Operating Net Income	Debt Service	Net Income	Bookstore	Food Service	Combined Total
FY 2014	\$3.706	-\$2.445	\$1.261	0.525	-0.24	\$ 1.546
FY 2015	5.319	-3.785	1.534	0.55	-0.1	\$ 1.984
FY 2016	7.677	-5.449	2.228	0.575	0	\$ 2.803
FY 2017	8.090	-5.442	2.648	0.585	0	\$ 3.233
FY 2018	8.535	-5.427	3.108	0.6	0	\$ 3.708
FY 2019	9.395	-5.433	3.962	0.62	0	\$ 4.582
FY 2020	9.859	-5.420	4.439	0.65	0	\$ 5.089

Based on completion of Phases V and VI of Student Housing as Approved.
 Assumes Residence & Dining Hall is built for fall 2015 occupancy.
 Assumes bookstore contract renewal in FY15 has same basis for rent/royalties + 8%.
 Assumes food service at least breaks-even after opening of 300 bed dormitory (with no kitchens).

K-1

Appendix L

Summary of All Costs of Adding Football

L

Summary of All Costs
of Adding Football
8 06 13

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
2018-19 All Costs to University	2,476,482					
Football Specific Costs/Year	1,582,916					
Scholarships	0	247,500	374,000	420,000	432,000	456,000
Payroll	135,688	434,861	455,873	477,827	518,325	543,316
Operations	329,400	256,800	490,725	504,700	519,000	533,600
Football Facilities/Capital Cost	2,105,000	245,000	30,000	30,000	30,000	30,000
	2,570,088	1,184,161	1,380,598	1,432,527	1,499,325	1,582,916
						9,599,615 Football Total
Support Staff Required/Year	328,474					
Administrative Assistant (Business)	0	39,005	40,175	41,380	42,690	43,970
Assistant AD Operations	0	31,850	65,611	67,579	69,606	71,694
Strength and Conditioning Coach	0	52,000	54,590	56,227	57,914	59,651
Athletic Trainer	0	36,000	37,000	38,000	39,000	40,000
Athletic Trainer	0	0	37,000	38,000	39,000	40,000
Development Officer (athletics)	32,500	65,000	66,950	68,959	71,028	73,159
	32,500	223,855	301,326	310,145	319,238	328,474
						259,000 Support Staff Total
Other Departmental Additions/Year	585,092					
Assistant Volleyball	20,000	39,005	40,175	41,380	42,690	43,970
Head Tennis	0	0	54,590	56,227	57,914	59,651
Assistant Softball	0	0	40,175	41,380	42,690	43,970
Assistant Basketball Men	0	0	40,175	41,380	42,690	43,970
Assistant Basketball Women	0	0	40,175	41,380	42,690	43,970
Assistant Baseball	0	0	40,175	41,380	42,690	43,970
Assistant Men's Soccer	0	0	40,175	41,380	42,690	43,970
Assistant Women's Soccer	0	0	40,175	41,380	42,690	43,970
Head Golf Coach	0	40,000	54,590	56,227	57,914	59,651
Golf Team Expenses	0	0	51,000	52,000	53,000	54,000
Golf Team Scholarships (3 women 0 men)	0	0	51,000	52,000	53,000	54,000
Non FB Recruiting Increases	0	0	50,000	50,000	50,000	50,000
	20,000	79,005	542,405	556,114	570,658	585,092
						2,353,274 Other Total

Appendix M

**Lone Star/Heartland Conference Mileage and
Sports Sponsorship Information**

M

Example: Basketball Schedule Travel Comparison

For the purpose of drawing comparisons between the Heartland's current travel model and the opportunities presented in a merger, below are calculations that show differences between the 2013-14 Heartland Conference Basketball Schedule and two hypothetical schedules that serve as examples of what might be used if the conferences merged. Because the Heartland schedule calls for men's teams to play 18 games and women's teams to play 20 games, there are two hypothetical schedules in order to provide a direct comparison for both genders. The men's teams make 5 road trips in both the Heartland and Hypothetical 18-game schedules, whereas the women's teams make 6 road trips in both the Heartland and Hypothetical 22-game schedules.

	2013-14 HC Basketball Schedule						Hypothetical 18-Game Schedule						Hypothetical 22-Game Schedule					
	Men play 18 games, Women play 20 games			Both genders play 18 games			Both genders play 18 games			Both genders play 22 games								
	Home Games	Road Trips	Avg. miles	Home Games	Road Trips	Avg. miles	Home Games	Road Trips	Avg. miles	Home Games	Road Trips	Avg. miles	Home Games	Road Trips	Avg. miles			
UAES (W)	10	6	5,524	9	5	3,325	9	5	665.0	11	6	4,446	11	6	741			
UAES (M)	9	5	4,677	9	5	3,387	9	5	677.4	11	6	4,508	11	6	751.3			
RSU (W)	10	6	5,080	9	5	3,073	9	5	614.6	11	6	4,101	11	6	683.5			
RSU (M)	9	5	4,350	9	5	3,116	9	5	623.2	11	6	4,144	11	6	690.7			
OPSU (W)	10	6	5,526	9	5	4,168	9	5	833.6	11	6	5,059	11	6	843.2			
OPSU (M)	9	5	5,192	9	5	4,248	9	5	849.6	11	6	5,139	11	6	856.5			
NU (W)	10	6	5,502	9	5	3,411	9	5	682.2	11	6	4,582	11	6	749.8			
NU (M)	9	5	4,673	9	5	3,494	9	5	698.8	11	6	4,582	11	6	763.7			
OCU (W)	10	6	4,312	9	5	2,521	9	5	504.2	11	6	3,482	11	6	580.3			
OCU (M)	9	5	3,477	9	5	2,601	9	5	520.2	11	6	3,562	11	6	593.7			
SMU (W)	10	6	5,443	9	5	3,116	9	5	623.2	11	6	3,847	11	6	641.2			
SMU (M)	9	5	3,985	9	5	3,116	9	5	786.4	11	6	3,847	11	6	641.2			
TAMUJ (W)	10	6	5,874	9	5	3,932	9	5	786.4	11	6	5,144	11	6	857.3			
TAMUJ (M)	9	5	5,075	9	5	3,932	9	5	786.4	11	6	5,144	11	6	857.3			
LCU (W)	10	6	4,984	9	5	3,100	9	5	620.0	11	6	3,938	11	6	656.3			
LCU (M)	9	5	4,056	9	5	3,100	9	5	620.0	11	6	4,031	11	6	671.8			
UTPB (W)	10	6	5,412	9	5	3,015	9	5	603.0	11	6	4,004	11	6	667.3			
UTPB (M)	9	5	4,206	9	5	3,015	9	5	603.0	11	6	4,037	11	6	672.8			
SEU (W)	10	6	5,088	9	5	3,210	9	5	642.0	11	6	3,841	11	6	640.2			
SEU (M)	9	5	4,286	9	5	3,210	9	5	642.0	11	6	3,841	11	6	640.2			
McM (W)	10	6	4,436	9	5	2,784	9	5	556.8	11	6	3,791	11	6	631.8			
McM (M)	9	5	3,824	9	5	2,784	9	5	556.8	11	6	3,791	11	6	631.8			
DBU (M)	9	5	3,697	9	5	2,997	9	5	599.4	11	6	3,563	11	6	593.8			

Heartland (HC)/Lone Star(LS) Sports Sponsorship Totals

Schools	FB	VB	MSOC	WSOC	MCC	WCC	MBB	WBB	BASE	SOFT	MGLF	WGLF	MTEN	WTEN	MOTF	WOTF	MITF	WITF	Total	Wmn
Angelo St. LS	x	x		x	x	x	x	x	x	x		x			x	x		x	13	8
Ark. Fort Smith HC		x			x	x	x	x	x		x	x	x						10	5
Cameron (OK) LS		x			x		x	x	x	x	x	x	x				10			5
Dallas Baptist HC		x	x	x	x	x	x				x	x	x	x	x	x	x	x	14	7
Eastern N.M. LS	x	x	x	x	x	x	x	x	x	x					x	x			12	6
Lubbock Chrstn HC		x	x	x	x	x	x	x	x	x	x	x							11	6
McMurry HC	x	x	x	x	x	x	x	x	x		x	x	x	x	x		x	x	17	8
Midwestern St. LS	x	x	x	x		x	x	x		x	x	x	x	x				x	14	9
Newman (KS) HC		x	x	x	x	x	x	x	x	x	x	x	x	x					13	7
OK Christian HC			x	x	x	x	x	x	x	x					x	x			11	5
OK Panhandle HC	x	x			x	x	x	x	x	x	x	x							10	5
Rogers St. (OK) HC			x	x	x	x	x	x	x	x	x	x							10	5
St. Edward's HC		x	x	x			x	x	x	x	x	x	x	x					11	6
St. Mary's HC		x	x	x			x	x	x	x	x	x	x	x					11	6
Tarleton St. LS	x	x			x	x	x	x	x	x		x		x	x		'14	'14	14	7
A&M-Commerce LS	x	x		x	x	x	x	x		'15	x	x			x	x	'14	'14	13	6
A&M-internat'l HC		x	x	x	x	x	x	x	x	x	x	x							11	6
A&M-Kingsville LS	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	14	8
Texas Woman's LS		x		x				x		x									4	4
UT Perm. Basin HC		x	x	x	x	x	x	x	x	x			x	x					11	6
West Tex. A&M LS	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	16	8
	9	19	13	16	17	17	20	20	17	18	15	16	9	11	10	11	7	9		

Updated 8-5-13

NOTE: Both Tarleton and Texas A&M-Commerce will sponsor M&W Indoor Track & Field beginning 2013-14... Additionally, Texas A&M-Commerce will sponsor Softball beginning 2014-15.

As can be seen by analysis of the "Wmn" (women's sports) column; with 6 current women's sports UT Permian Basin compares favorably with the median number of women's sports in the Heartland Conference (6) and the Lone Star Conference (7).

Appendix N

Staff Composition of Selected Institutions

N

Staff Composition of Selected Institutions

	Midwestern	San Angelo	West Texas	Kingsville	McMurry
AD	x	X	x	x	x
Asst AD/Track Coach	x	X			x
Secretary	x	X	x		
Secretary		x			
Academic Coordinator		X			
Compliance Coordinator	x	X	X	x	x
Senior Associate AD SWA			x		
Asst AD Facilities/Events	x		X		x
Asst AD Facilities	x		x		
Asst AD Marketing	x		x		x
Director Athlete Services			x	x	
Operations			X		x
Business Manager	x		x	x	x
Advancement				x	
Javelina Club Coordinator				x	
Cordinator				x	
Ticket Coordinator				x	x
TOTAL	8	6	10	8	8
<hr/>					
SID	x	x	X	x	x
ASST SID	x	x	x		x
GA SID	x				
<hr/>					
Trainer	x	x	x	x	x
Asst Trainer	x	x	x		x
Asst Trainer	x	x	x		x
Asst Trainer	x		x		
Asst Trainer			x		
GA Trainer	x				
GA Trainer	x				
TOTAL	4	3	5	1	3

	Midwestern	San Angelo	West Texas	Kingsville	McMurry
Strength Coach	X	X	X	X	X
Asst Strength			X		
GA Strength	X	X		X	
GA Strength	X				
Football					
Head Football	X	X	X	X	X
Ft Asst	X	X	X	X	X
Ft Asst	X	X	X	X	X
Ft Asst	X	X	X	X	X
Ft Asst	X	X	X	X	X
Ft Asst	X	X	X	X	X
Ft Asst	X	X	X	X	X
Ft Asst	X	X	X	X	X
GA Running Back	X	X	X	X	X
GA Safety	X	X	X	X	X
GA	X	X	X	X	X
GA	X	X	X	X	X
	11	11	11	11	11
Baseball					
Baseball Head		x	x	x	x
Assistant		x	x	x	x
Assistant				x	x
Pitching ASST				x	
GA		x			
Volunteer Asst		x	x		
Volunteer Asst			x		
Cross Country					
Cross Country Head		x			
Cross Country Men's			x		x
Cross Country Women's			x		x
Assistant		x			

	Midwestern	San Angelo	West Texas	Kingsville	McMurry
Golf Head		x		x	
Men's Head			x		x
Women's Head			x		x
Asst		x		x	
Volunteer		x	x		
Volunteer			x		
Men's Basketball					
Head	x	x	x	x	x
Assistant	x	x	x	x	x
Asst	x				x
GA	x	x	x	x	
GA		x			
Volunteer			x		
Women's Soccer					
Head		x	x		x
Asst		x	x		
GA		x			
Volunteer		x			
Men's Soccer					
Head			x		x
Asst			x		
GA			x		
Softball					
Head		x	x	x	
Asst		x	x	x	
Asst			x		
Track					
Head	x	x	x	x	x
Track Head/Asst					
AD	x	x	x		
Asst		x	x	x	x
GA		x		x	
GA		x		x	

	Midwestern	San Angelo	West Texas	Kingsville	McMurry
Volleyball Head	X	x	x	x	
Asst	X	x	x	x	
GA	X	x	x	x	
Manager		x	x		
W Basketball Head	x	x	x	x	x
Asst	x	X	x	x	x
GA	X	x	x	x	
Student Asst	x		x	x	x
Student Asst			x		
Student Asst			x		
Women's Tennis Head				x	
Head M&W					x
Asst Tennis					x
GA Tennis					
Swimming Head					x

Appendix O

Vitae for Currently Employed Key Personnel

0

Steven Aicinena
The University of Texas of the Permian Basin
Office: (432) 552-2675
E-Mail: Aicinena_S@utpb.edu

Updated 6/15/13

CURRENT POSITIONS

The University of Texas of the Permian Basin (1988-present)
Professor of Kinesiology (Rank achieved in spring, 2001)
Athletic Director (1994- present)
Women's Volleyball Coach (1994-present)

EDUCATION

Doctor of Education (June, 1988)
University of Northern Colorado (Graduate Dean's Citation for Excellence)

Master of Arts in Physical Education (August, 1981)
Idaho State University

Bachelor of Arts in Physical Education (March, 1978)
University of California Davis

TEACHING EXPERIENCE

The University of Texas of the Permian Basin: Odessa, Texas (September, 1988 to Date)

I have taught the following courses:

KINE 6830	Analysis of Teaching and Coaching
KINE 6340	Sport and Society
KINE 6382	Administration of Physical Education and Athletics
KINE 6302	History and Philosophy of Sport
EDUC 6344	Advanced Educational Psychology
EDUC 4331	Theory and Practice of Teaching Physical Education
EDUC 4332	Curriculum in Physical Education
EDUC 3344	Educational Psychology
KINE 4302	History and Philosophy of Sport
KINE 4340	Sociology of Sport
KINE 3360	Coaching in Sport
KINE 3310	Motor Development
KINE 2370	Athletic Training
KINE 2385	Anatomy and Physiology for Kinesiology Majors
KINE 3340	Analysis of Human Movement

KINE 4310 Sports Skill Analysis

Crownpoint High School: Crownpoint, New Mexico (August, 1979 to May, 1986)

Physical Education, Earth Science and Biology Teacher, I taught students in grades 7-12. I also coached several sports (see Professional Coaching Experience below).

PUBLICATIONS

BOOK

Aicinena, S. (2002). *Through the Eyes of Parents, Children and a Coach: A fourteen-year participant-observer investigation of youth soccer.* University Press of America. ISBN 0-7618-2436-7

PEER-REVIEWED PUBLICATIONS

Aicinena, S. (2013). Chaos, Complexity, Luck and Coaching Success. *International Journal of Social Sciences and Education*. Vol.3 Issue 3, ISSN: 2223-4934 E and 2227-393X Print.
<http://www.ijssse.com/sites/default/files/issues/2013/v3i3/Abstract-2.pdf>

Aicinena, S. (2012). Bubba goes to a tennis tournament. *International Journal of Humanities and Social Science*, 2(1), 289-295.

Aicinena, S. (2011). When pride goes wrong. *The Sport Journal*. Volume 14.
<http://www.thesportjournal.org/article/when-pride-goes-wrong>

Aicinena, S. (2010). Sport as war or a means to peace: Thomas Hobbes' laws of nature. *International Journal of Business and Social Science*, 1(1), 15-25.

Aicinena, S. (2007). Moral Imperatives and Modern Sport. *Journal of Education and Human Development*. 1(1)
<http://www.scientificjournals.org/journals2007/articles/1045.htm>

Aicinena, S. (2006). Natural Law, The Ten Commandments and Modern Sport. *International Council for Health, Physical Education, Recreation Sport and Dance Journal*, XLII(2), 25 -34.

Aicinena, S. (2000). Teacher cognition during monitoring behavior: A case study. *Physical Educator*, 57(1), 27-34.

Aicinena, S. (1997). Respect: The missing component of modern athletic competition. *The Physical Educator*, 54, 160 - 164.

- Aicinena, S., Smith, M.D., & Steffen, J.P. (1994). A comparison of the behaviors of pupils in curricular physical education and extra-curricular sports practices. *International Journal of Physical Education*, XXXI, 3, 15-23.
- Smith, M.D, Aicinena, S., & Steffen, J.P. (1994). Physical education teachers' behavior as related to pupils' psychosocial development in curricular and extracurricular settings. *Perceptual and Motor Skills*, 78, 1087-1095.
- Aicinena, S., Steffen, J.P., & Smith, M.D. (1992). A comparison of the behaviors of physical education teachers in curricular and extra-curricular settings. *Physical Education Review*, 15(2), 148-156.
- Aicinena, S. (1992). Youth sport readiness: A predictive model for success. *The Physical Educator*, 49(2), 58-66.
- Aicinena, S. (1991). Formal class closure- An effective instructional tool. *The Journal of Physical Education, Recreation & Dance*, 63(3), 72-73.
- Aicinena, S. (1991). The teacher and student attitudes toward physical education. *The Physical Educator*, 48(1), 28-32.
- Aicinena, S. & Moore, J. (1991). An analysis of the 1990 coaching/teaching positions advertised by the Texas high school coaches association. *Texas Association HPERD Journal*, LIX (2), 44 - 47.
- Mueller, L., Aicinena, S. Corso, M. & Phillips, D. (1988). The effects of grade-induced stress on skill improvement in college bowling classes. *The Physical Educator*, 45(1), 30 - 33.

REVIEWED PUBLICATIONS

- Aicinena, S. (2013). Why the athletic director wept. *Academe*. 99 (1). January/February Issue. <http://www.aaup.org/article/why-athletic-director-wept>
- Aicinena, S. (2008). Trash Talking and Good Times on the Softball Field. Education Research Information Center (ERIC). Document# 502143.
- Aicinena, S. J. & Eldridge, J. (2006). The Sport Participation Model Questionnaire: A Tool for the Assessment of Sport Orientations. ERIC Clearinghouse on Teaching and Teacher Education. Document #ED491583.
- Aicinena, S.J. (1999). Five steps toward becoming a better teacher/coach. ERIC Clearinghouse on Teaching and Teacher Education. Document# ED426995.

Aicinena, S.J. (1999). One hundred and two days of SportsCenter: Messages of poor sportsmanship, violence and immorality. *ERIC Clearinghouse on Teaching and Teacher Education*. Document #ED426998.

Aicinena, S.J. (1999). ESPN's SportsCenter: Socialization of America's athletes, coaches and workers. *ERIC Clearinghouse on Teaching and Teacher Education*. Document #ED426997.

PUBLISHED ABSTRACTS (Peer Reviewed and Reviewed)

Aicinena, S. (2006). Moral Imperatives and Modern Sport. AAHPERD. Paper presented at AAHPERD, Salt Lake City, UT. April, 2006.

Aicinena, S.J. (1999). Teacher Cognition During Monitoring Behavior: A case Study. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Dallas, Texas.

Aicinena, S.J. (1999). ESPN's SportsCenter: Socialization of America's Athletes, Coaches and Workers. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Dallas, Texas.

Aicinena, S.J. (1991). Physical Fitness Development, Motor Skill Development and Their Affect on Student Attitude Toward Physical Education. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Corpus Christi, TX.

Aicinena, S.J. (1990). The Teacher and Student Attitudes Toward Physical Education. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Lubbock, TX.

Aicinena, S.J. & Steffen, J.P. (1989). A Comparison of the Behaviors of the Physical Education Teacher/Coach in Physical Education and Athletic Settings. American Alliance for Health, Physical Education, Recreation and Dance National Convention, Boston, MA.

Hulme, R., Barnett, D.W., Hale, L.S., Hale, D.F. & Aicinena, S.J. (1992). Comparative Perceived Exertion Responses to Exercise Using a Cross Country Ski and a Cycle Ergometer. *Medicine and Science in Sports and Exercise*, 24 (5).

RESEARCH PRESENTATIONS (Peer Reviewed)

Aicinena, S. (2006) Moral Imperatives and Modern Sport. AAHPERD. Paper presented at AAHPERD for the Philosophy Academy, Salt Lake City, UT. April, 28.

Aicinena, S.J. (March, 2003). Youth Soccer: An Autotelic or Instrumental Activity? Sources of Conflict and Implications for Community. Sports, Character and Responsible Citizenship Conference, South Bend, IN.

Aicinena, S.J. (December, 1999). Teacher Cognition During Monitoring Behavior: A Case Study. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Dallas, TX.

Aicinena, S.J. (December, 1999). ESPN's SportsCenter: Socialization of America's Athletes, Coaches and Workers. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Dallas, TX.

Aicinena, S.J. (December, 1991). Physical Fitness Development, Motor Skill Development and Their Affect on Student Attitude Toward Physical Education. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Corpus Christi, TX.

Aicinena, S.J. (November, 1990). The Teacher and Student Attitudes Toward Physical Education. Texas Association for Health, Physical Education, Recreation and Dance State Convention, Lubbock, TX.

Aicinena, S.J. & Steffen, J.P. (January, 1990). Physical Education Teacher/Coaches: A Comparison of Their Students' and Athletes' Behaviors. National Association for Physical Education in Higher Education Annual Convention, San Diego, CA.

Aicinena, S.J. & Steffen, J.P. (April, 1989). A Comparison of the Behaviors of the Physical Education Teacher/Coach in Physical Education and Athletic Settings. American Alliance for Health, Physical Education, Recreation and Dance National Convention, Boston, MA.

Aicinena, S.J. & Steffen, J.P. (January, 1989). An Analysis and Comparison of Teaching and Coaching Behaviors in Physical Education and Athletic Settings. National Association for Physical Education in Higher Education Annual Convention, San Antonio, TX.

Other Professional Presentations

Lisa Love, Steve Aicinena, Julie Hermann (2013). Why We Hire Who We Hire: Examining the Factors that Influence Coach Hiring Decisions. American Volleyball Coaches Association National Convention, Louisville, KY.

Hermann, J. & Love, L. (2012). Why we Hire Who We Hire. American Volleyball Coaches Association Convention, Louisville, KY.

GRANT

1999-2000

\$60,000 in grants from the University of Texas System for the development of two courses that were delivered as a part of the Web-Based Masters Program in Kinesiology.

COPYRIGHTED WEB-BASED COURSES

Aicinena, S.J. (2011). Administration of physical education and athletic programs

Aicinena, S.J. (2011). Sport and Society

Service

UNIVERSITY SERVICE

President's Administrative Council (2007 - Present)

University Advertising Committee (fall 2005 - spring 2007)

Head Women's Volleyball Coach (1994 - present)

Student Grievance Committee/Advocate (2001, 2002, 2006, 2007, 2008, 2009, 2010, 2011)

Freshman Advisor: (1992- 2006)

Student Advisor in Kinesiology (1988 - 2006)

ITDE Convention Hospitality Coordinator (2003)

Judge: Permian Basin Regional Science Fair (1991, 1992, 1993, 2003)

Bachelor's Degree in Liberal Studies Committee (1999-2000)

Promotion of Web-Based Master's Program (summer 2000, 2001, 2002)

Interdisciplinary Degree Studies Committee (1998-1999)

Faculty Senate:

Senator and Chair, Academic Affairs Committee (1990-92)

Senator 1993

Policy Matters Handled or Under Consideration as Chair:

1. Sabbatical Leave Policy
2. Academic Minors
3. Admissions Requirements for Freshmen
4. Policy on D Grades
5. Policy on Faculty Dating Students
6. Policy for Review of Freshman Admission

Faculty Secretary (1994 & 95)

Faculty Grievance Committee (1993, 2001)

Promotion and Tenure Committee

(Division of Behavioral Science 1993-96 - Chair 1996)

Teacher Education Council: (1988-95)

Kinesiology Club: Co-Sponsor (1988-96)

Scholarship and Financial Aid Committee:

(1991, 1992, Chair 1993, 2007, 2008, 2009, 2010)

Staff Awards Committee: (1992)

COMMUNITY SERVICE

Odessa Education Foundation

Assisted with Concerts (2008, 2009)

Assisted with Youth Volleyball Tournaments (1996 and each year to date)
The tournaments were sponsored by the Basin Volleyball Program and
Midland Volleyball Program.

Volleyball Camps (1997 - current)

I conducted two to four volleyball camps each summer that lasted one
week each for area athletes. I am not paid for this activity.

Director, ECISD Boys Soccer Tournament. Involved 16 teams.
(2002, 2003, 2004, 2005, 2006).

President, West Texas Premier Soccer League (1998 - 2000)

Board of Directors, West Texas Premier Soccer League (1996 - 2000)

Head Coach, Force United Soccer Club (1995 - 2000)

The team was highly competitive and we traveled around the state and the country to participate in matches and tournaments. The team was competitive at the state, national and international level having competed against and beaten teams from Guatemala, Mexico, Brazil, Colombia, England, Arizona, Minnesota, Colorado, Oklahoma, New Mexico and Texas.

Director, West Texas Blowout Soccer Tournament (1994, 95, 98 & 99)

The tournament involved over 130 teams and required a minimum of 200 hours of service on my part each year. The tournament has generated as much as \$11,000 for the soccer association and generated One Million Dollars for the local economy according to the Odessa Chamber of Commerce.

Volleyball Coaches' Workshop (1999, 2000)

The workshop was for the coaches involved in the Basin Volleyball Program.

Volleyball Clinic (1999)

The clinic was given free of charge to 30 girls involved in the Basin Volleyball Program.

Volunteer Coach (1989 - 2000)

Odessa Soccer Association (1988 - 2000). State U-10 Champions 1994
YMCA/Boys Club

(Basketball 1990, 1991, 1992, 1993, 1994, 1995)

Odessa Boys' and Girls' Club

(T-Ball, 1991, 1992; Basketball 1993, 1994)

Odessa Softball Association (1992, 93, 94, 95, 96, 97, 99)

Assistant Softball All-Star Coach (92, 93, 94)

Head All-Star Softball Coach (1995)

Sherwood Little League (1993, 1994)

American Heart Association (1988 - 1993)

Ector County Division Board member.

President 1991-92 (set local record for funds raised).

Development Chair 1990-92

Regional Volunteer of the Year (1992).

Ross Elementary School PTA (1991 - 1996)

President (1991-92)

Member: Strategic Planning Committee (1992-93)

Member: Campus Improvement Team (1991-93)

Classroom Volunteer (1992-94)

I read to children twice a month at Ross Elementary School

Odessa Softball Association Board Member (1993 - 1996)

Volunteer Recreation Director/Counselor (July 1990)

Camp Chimney Springs Elementary School Camp

Sunday School Teacher (1988 - 1998)

Cumberland Presbyterian Church

Christian Education Committee

Cumberland Presbyterian Church

Elder

Chair (1994 - 1998)

COMMUNITY PRESENTATIONS

Rotary and Lions' Club Speaker

(once a year at least to a group since 1995)

Odessa Chamber of Commerce Speaker (2007, 2009)

Featured Speaker:

Greenwood DARE graduation ceremony : (May, 2000)

Lee High School Volleyball Awards Dinner (November, 1999)

Odessa High School Soccer Banquet (March, 1999)

UTPB Athletics:

Odessa Rotary Club (2002, 2007)

Odessa Optimists (2001, 2006)

Downtown Lions Club (1999)

Warm-Up and Injuries (Pease Elementary, February, 1999)

In-Depth Media Interviews: Many over the years with:

Odessa American

Midland Reporter Telegram

Channel 2

Channel 7

Channel 9

The Value of Physical Education (Wink HS), Fall 1990

Health for Life (4 H Leadership Conference). Spring 1991.

Heart Health (Cub Scout Troop and Parents). Spring 1990

Seminar in Effective Coaching. Spring, 1989.

PROFESSIONAL SERVICE

Member of Texas ExCet Examination and Review Committee (1993-95)
Development and review of Physical Education ExCet Examination

TAHPERD Board of Directors (1992-93, 1993-1994)

TAHPERD Representative Assembly Delegate (1990, 91, 92, 93, 94, 95)

TAHPERD Regional Physical Education Workshop - Director (Summer, 1991)

PROFESSIONAL COACHING EXPERIENCE

Head Women's Volleyball Coach (August, 1994 - present)

The University of Texas of the Permian Basin

I am in charge of all aspects of the program.

300th Victory in 2011

Heartland Conference Champions 2007 & 2008

NCAA Tournament Participant 2008

Red River Athletic Conference Champions 1999

Red River Conference Coach of the Year 1999 and 2000

Assistant Women's Volleyball Coach (August, 1986 to June, 1988)

University of Northern Colorado

I assisted in all aspects of the program with the exception of the

budget. We participated in the NCAA playoffs at the end of both

seasons. Continental Divide conference champions in 1987.

We ended both seasons ranked in top 20 nationally.

Head Girls' Volleyball Coach (August, 1982 to May, 1986)

Crownpoint High School, Crownpoint, NM.

1985 "AA" State Volleyball Coach of the Year.

We participated in the State Tournament each year.

Our record at the varsity level over this period was 75-10 (.882).

The record for all teams I coached was 99-12 (.891).

Head Girls' Basketball Coach (November, 1982 to May, 1986)

Crown Point High School, Crownpoint, NM.

Qualified for State Tournament in 1984 and 1986.

Our varsity record over this time was 72-33 (.686).

The record for all teams, which I coached, was 117-50 (.701).

Head Girls' Track Coach (February, 1980 to May, 1982)

Crownpoint High School, Crownpoint, NM.
I was in charge of coaching all events.

Assistant Varsity Football Coach (August, 1979 to May, 1981)
Crownpoint High School, Crownpoint, NM.

Assistant Varsity Boys' Soccer Coach (Sept., 1977 to Nov., 1978)
Davis High School, Davis, CA.
We were the Delta League Champions in 1978.

Assistant Boys' Varsity Soccer Coach (Nov., 1973 to Feb., 1975)
John Glenn High School, Norwalk, CA.
We were the Suburban League Champions in 1975.

Certifications and Memberships

PAST CERTIFICATIONS

New Mexico Teaching Certificates
Physical Education K-12
Science

New Mexico Administrative (Principal's) Certificate
Elementary
Secondary

PROFESSIONAL ASSOCIATION MEMBERSHIPS (Not All Current)

- American Alliance for Health Physical Education, Recreation and Dance
- Texas Association for Health, Physical Education, Recreation and Dance
- United States Volleyball Coaches Association
- National Association of Collegiate Directors of Athletics (NACDA)

9125 LAMAR AVE ODESSA, TX 79765
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NEDRIE SIMMONS

OBJECTIVE

Director of Compliance

SUMMARY OF QUALIFICATIONS

- Great self-starter and extremely organized individual
- Extensive work in the Courthouse (Testifying, Filing, Researching)
- Excellent communication skills both verbal and written
- Exceptional attention to detail
- Ability to prioritize and manage numerous projects simultaneously
- Excellent customer service skills in person, over the phone and written

WORK OF EXPERIENCE

December 2011 – Present **University of Texas of the Permian Basin** **Odessa, TX**
Athletic Compliance Director/Game Administrator

- Oversees all aspects of student-athlete recruiting by the university, ensuring all rules and regulations set forth by the institution, the conference and the National Collegiate Athletic Association (NCAA) are followed.
- Monitors the recruiting process; determines eligibility of athletes; monitors academic performance to ensure continued eligibility; updates and revises the student-athlete compliance manual; and prepares and submits all NCAA paperwork
- Ensuring there is adequate amount of workers at all sporting events on campus.
- Handling gate receipts and making deposits for the Athletic Department through the Accounting Department.
- Turning in hourly wages for student workers and all other workers of sporting events to be compensated appropriately.

May 2008 – December 2011 **Children's Protective Service** **Odessa, TX**
Conservatorship Specialist III

- Provides on-going services to children in substitute care to meet specific needs by using appropriate resources to move toward reuniting family or making other permanent plans for care of children.
- Prepare Affidavits for the courts, Court Reports, and other Court Related Documents
- Initiates appropriate legal action and/or testify in court to achieve protection or permanent placement plans for children.
- Documents case records by completing forms, narratives, and reports to form a written record for each client.
- Develops and maintains effective working relationships between Child Protective Services staff and law enforcement officials, judicial officials, legal resources, medical professionals, and other community resources.
- Investigates reports of abuse/neglect to children to assess current of future risk to

children by interviewing parents, family members, and others; interviewing and examining children; assessing home environment; and gathering pertinent information from other sources.

- Performs other duties as assigned and required to maintain unit operations.
- Promotes and demonstrates appropriate respect for cultural diversity among co-workers and all work-related contacts.
- Attends work regularly in accordance with agency leave policy.

March 2008 – May 2008
Warehouse/Inventory

WWL Industries

Odessa, TX

- Communicate with operators from other shifts.
- Clean and maintain work area.
- Turn off and lock out equipment when not in use.
- Move waste from assembly line to dumpsters.
- Operate within standard operating procedures and Job Safety Analysis.
- Operate forklift, complete daily logs.
- Responsible for quality control. No damaged product is sent out. No damaged raw material is accepted in.
- Package finished product for shipping (shrink wrapping, boxing, labeling).
- Stage finished product for loading, load finished product onto trucks.

August 2007 - March 2008

Harlem Ambassadors

Fort Collins, CO

Professional Show Basketball Player/Ambassador

- Perform show basketball games to entertain audiences of many different ages.
- Help many different organizations raise money to help families, children, men and women in need of homes, food, and advice.
- School assemblies for elementary school, middle school, junior high school, and high school students.
- Advise students on how to become positive people, good students, and role models for others.

EDUCATION

August 2005- May 2007

University of Texas of the Permian Basin

Odessa, TX

- *Graduated with a GPA of 2.9, with a B.A. in Psychology, with a minor in Political Science.*
- A solid student/athlete, with the ambition to graduate in 4 years.
- Transferred from the University of Maine-Machias, attended August 2003- May 2005.
- After transferring, a large amount of credits were not accepted (29 in total), but was still able to graduate in 4 years through taking summer classes, and high volume of credit hours during each semester

September 1998 – June 2003

Jean Vanier Catholic High School

Scarborough, On, Canada

- *Graduated - OSSGD with a 3.5 GPA*

EXTRACURRICULAR ACTIVITIES

- Former member of the University of Texas of the Permian Basin Men's Basketball team.
- A professional basketball player, who played for the Harlem Ambassadors, and currently member of the West Texas Whirlwinds Basketball Team in the ABA.
- Volunteer assistant with the Men's and Women's Basketball Team at the University of Texas of the Permian Basin

REFERENCES

- Dr. Steve Aicinena- 432-553-5662 aicinena_s@utpb.edu UT-Permian Basin Athletic Director
- Narita Holmes – 432-552-2697 holmes_n@utpb.edu UT-Permian University Compliance
- Dr. Derek Catsam - 432-552-2311 catsam_d@utpb.edu History Associate Professor UT-Permian Basin
- Joanna Petrov - 432-889-7880 JPetrov@co.lubbock.tx.us Former Supervisor at Child Protective Services

Lee Anna Good
10 Cherrywood Circle
Odessa, Texas 79761
H: 432-366-3364 C: 432-934-6443
email: la.good@hotmail.com

Professional Profile

Fundraising, communications and marketing professional with more than 20 years of experience in capital campaign management, grant writing, internal and external communication, media relations, community outreach, advertising, project management and implementation, and public speaking. Motivated by opportunities to impact social change and advancement of the arts, education and cultural development. Team player with strong ability to work and succeed independently.

Professional Nonprofit Management Experience

Executive Director of Development

The University of Texas of the Permian Basin (*dba UTPB*), Odessa, Texas
2012-2013

- Design and implement strategies to meet UTPB's annual and long-term revenue goals relating to capital projects, alumni development, annual scholarship support, special projects and the establishment of endowment funds for professorships and scholarships.
- Generate face-to-face meetings with and proposals for major gift prospects. Cultivate relationships with ongoing, new and potential donors for higher education in the Permian Basin.
- Recruit and train development staff, including two development associates and an administrative assistant. Development staff is responsible for day to day fundraising operations and donor communication.
- Recruit and maintain ongoing communication with UTPB Development and Advisory Boards.
- Supervise private grant applications and fulfillment. Collaborate with Deans and Academic Chairs to identify funding opportunities and priorities.
- Maintain solid and accurate reporting structure with the University of Texas System Office of External Relations, including endowment reporting compliance and strategies for alignment with the Chancellor's goals for the UT System.
- Coordinate and execute special events in partnership with the President's office.
- Represent UTPB as a speaker for area workshops and meetings.

Director of Development

KPBT (dba Basin PBS), Odessa, Texas
2011-2012

- Designed and implemented strategies to meet Basin PBS's annual and long-term revenue goals relating to station memberships, corporate sponsorships and capital improvements.
- Researched, identified, wrote and managed grant proposals.
- Coordinated and executed special events.

- Represented Basin PBS as a speaker for area workshops and meetings.
- Developed and scheduled presentations for outside constituencies.

Director of Development

Permian Basin Rehabilitation Center, (*dba PBRC*), Odessa, Texas
2009-2011

- Designed and implemented strategies to meet the Rehab Center's annual and long-term revenue goals relating to patient assistance and facility improvements.
- Attracted and maintained a support base among individuals, foundations, corporations and additional sources.
- Researched, identified, wrote and managed grant proposals.
- Supervised design and production of correspondence, printed pieces, web communications, marketing and public relations materials.
- Coordinated and executed special events including PBRC/CBS 7 Telethon, Great American Steakout, open house, annual board meeting, Helping Hands campaign with area restaurants, schools and businesses. Increased Telethon revenue from \$350,000 in 2010 to \$600,000 in 2011.
- Represented PBRC as a speaker and/or participant with area service and social organizations.

Vice President

Forest Park Forever, St. Louis, Missouri

(Forest Park Forever is the private, nonprofit organization which works in a public/private partnership with the City of St. Louis. Forest Park Forever is dedicated to raising funds for the restoration and maintenance of a 1,370-acre urban central park.)

1998 - 2008

- Designed and implemented individual, corporate and foundation strategies to complete \$120 million public/private capital campaign for the restoration of Forest Park in St. Louis, Missouri.
- Researched and wrote grant proposals to both local and national foundations for the capital and endowment fund campaigns. Examples of successful applications included a \$1.5 million grant from the Kresge Foundation, \$500,000 in Missouri state tax credits, and a \$1 million grant from the Bernoudy Foundation.
- Conceptualized and developed a variety of campaign collateral materials; supervised graphic designers.
- Planned and implemented select special events including "Partners is Progress" corporate campaign which raised more than \$10 million in capital funds in response to a \$5 million challenge grant from The Danforth Foundation.
- Designed and implemented secondary campaigns such as the "Pennies for the Park" effort, which raised \$70,000 from school groups and other smaller community organizations.
- Managed local and national publicity; served as spokesperson for interviews; major story placements included an Associated Press feature that appeared in more than 50 daily newspapers across the country, "Gift of the Week" in the Wall Street Journal, and a national story on PBS.

- Developed special media projects including on-air radio membership drives, Midwest Emmy Award-winning prime-time television specials, public awareness and fundraising campaigns.
- Wrote and edited newsletters, annual reports, and interpretive signage and display materials.
- Collaborated with pro bono creative team, St. Louis-based Rodgers Townsend, in the development and placement of institutional and campaign advertising materials; worked with international public relations agency Fleishman-Hillard in the development of strategies, annual meeting videos and website.
- Cultivated approximately 60 board members to garner participation in fundraising and educational activities.
- Spoke to groups throughout the region regarding Forest Park Forever; participated as panelist for various symposia.
- Composed speeches, press releases, award nominations and other public documents.
- Supervised and designed major educational activities, including the Forest Park 'Voyage of Learning' Teachers Academy collaboration.
- Wrote and developed five audio walking tours of Forest Park for MP3 format.
- Served as partnership liaison for Forest Park Visitor and Education Center.

Capital Campaign Consultant

The Wyman Center, Eureka, Missouri

(Wyman Center is a nonprofit youth development organization)

2001

- Collaborated with executive director and senior staff to develop short-term strategies in preparation for \$10 million capital campaign; developed recommendations concerning board development and communication needs.

Public Relations Director

Publicity and Advertising Manager

Saint Louis Symphony Orchestra, St. Louis, Missouri

1989 – 1998

- Set goals for the orchestra's local, national, and international image and designed strategies to meet these goals.
- Managed publicity for the orchestra, conducting staff, Community Music School and major domestic and foreign tours.
- Coordinated production of local and national television events, including PBS/KETC national broadcast of Beethoven's Symphony #9 in conjunction with Hans Vonk's inaugural season, weekly "This Week at the Symphony" preview show with Leonard Slatkin, and network affiliate specials about the orchestra.
- Supervised community outreach efforts, including the collaborative *In Unison* partnership with African-American churches.
- Organized major events including press conferences, promotional and educational videos, annual *Symphony Week*, editorial board reviews, and musician appearances.

- Managed final year promotional activities for music director Leonard Slatkin and the introduction of a new music director, Hans Vonk.
- Worked with nationally recognized agency in the development and placement of print, radio, and television advertising for subscription, weekly concert and special event ticket sales; wrote copy for radio and print ads.
- Served as spokesperson and strategist for crisis management.
- Supervised the production of *Stagebill* program notes, quarterly newsletter, and all press releases and media packets.
- Initiated *50 Free* seats program, *Bring Your Can to the Symphony* food drive, and other community service efforts.

Additional Professional Experience

- **COURTHOUSE STEPS**, Performer and Lyricist, St. Louis, MO, 1997-present
- **Washington Performing Arts Society**, *Public Relations Assistant*, Washington, DC, 1989
- **Swaney Public Relations**, *Concert/Artist Publicist*, Bloomington, IN, 1988 - 1989
- **Austin Civic Orchestra**, *Asst. to General Manager*, Austin, TX, 1986 -1987
- **Powell Studio Productions**, *Production Assistant*, Austin, TX, 1986 - 1987
- **Westlake Independent School District**, *Student Music Teacher*, Austin, TX, 1985

Education

Indiana University, Bloomington, Indiana
M. A., Arts Administration

University of Texas, Austin, Texas
B.M., Music Education

Activities and Affiliations

- Odessa Chamber of Commerce, board member, 2011-present
- KXWT (West Texas Public Radio), Advisory Board Member, 2012-present
- Pilot Club of Odessa, President, 2013-2014
- Leadership Odessa, co-chair, 2011/2012
- West Texas Rural Philanthropy Days, 2011, workshop speaker
- UTPB Texas Leadership Conference, 2011, session speaker, *The Basics of Fundraising*
- UTPB Texas Leadership Conference, 2010, session speaker, *Grant Writing Success*
- Odessa East Rotary Club, member, 2008-present
- Leadership Odessa, class of 2010/2011
- Zeta Tau Alpha Alumni Association, secretary/treasurer, Odessa, TX chapter
- Volunteer consultant, COCA (Center of Creative Arts), St. Louis, MO
- Board member, The Wyman Center, Eureka, MO
- Chosen as "Distinguished former Odessan" by The Heritage Council, Odessa, TX
- Past Chairman of Communications, Contemporary Art Museum St. Louis
- Past board co-president, AIDS Foundation of St. Louis

- Leadership St. Louis, class of 1997-1998
- Funding panel, Early Childhood Development and Education, United Way of Greater St. Louis
- Guest instructor in nonprofit management: Washington University, Saint Louis University, and Webster University, St. Louis, MO
- Fellowship selection judge, CORO St. Louis
- Communications committee member, Jazz St. Louis
- Texas Exes, University of Texas, Life Member

References are available upon request.

Ryan Haage

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Experience

- Aug. 2012 - present** **University of Texas of the Permian Basin** **Odessa, TX**
Sports Information Director
- Primary contact for all 13 NCAA sports
 - Official statistics for soccer, volleyball, basketball, baseball, softball
 - Created game recaps and posted statistics on UTPBFalcons.com
 - Sent game recaps and statistics to opponents, Heartland Conference, and media
 - Nominated student-athletes for conference and national awards
 - Set up and ran live streaming video for volleyball and basketball
- Aug. 2010 - May 2012** **Murray State Athletics** **Murray, KY**
Sports Information Intern
- Primary contact for women's soccer, cross country and softball
 - Secondary contact for football and nationally-ranked men's basketball
 - Official statistics for football, men's and women's basketball, soccer and softball
 - Stat Crew caller for volleyball
 - Generated game notes, preview stories, game recaps and media guides for assigned sports
 - Shot, edited and posted post-game videos for assigned sports
 - Helped maintain Murray State athletics website
 - Created game recaps for road football games and assigned men's basketball games (2011-12)
 - Reported statistics to NCAA, Ohio Valley Conference, and media
 - Nominated student-athletes for conference and national awards
 - Organized student worker scheduling and assignments
 - Volunteered at NCAA Tournament Regional in Nashville, Tenn., assisting coaches and student athletics as the Interview Holding Room liaison before they appeared in the interview room
- July 2008 - May 2010** **Lakeland College** **Sheboygan, WI**
Assistant Sports Information Director
- Primary contact for women's soccer, football, women's basketball, men's tennis and softball
 - Designed and wrote content for football, volleyball, women's basketball and softball media guides
 - Created game recaps and news releases for assigned sports
 - Nominated student athletes for conference and national awards
 - Supervised student workers
- Aug. 2004 - May 2008** **Valparaiso University** **Valparaiso, IN**
Sports Information Student Worker
- Created content for men's and women's basketball media guides
 - Stat Crew caller for volleyball, football and men's and women's basketball
 - Organized athlete and staff files and performed requested office work
 - Set up media room and press row for men's and women's basketball

Education

- Kellett School** **Sheboygan, WI**
Lakeland College
Master of Business Administration, August 2010
- Valparaiso University** **Valparaiso, IN**
Bachelor of Science: Physical Education - Sports Management, May 2008
Minor: Liberal Arts