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Board Meeting: 11/17/2022
Austin, Texas

Rad Weaver, Chairman
Christina Melton Crain
R. Steven Hicks
Janiece Longoria
Nolan Perez
Stuart W. Stedman

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Adjourn	<i>3:30 p.m.</i>		

1. **U. T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, assigned for Committee consideration**

RECOMMENDATION

The proposed Consent Agenda items assigned to this Committee are [Items 11 - 29](#).

2a. U. T. Dallas: Discussion and appropriate action regarding proposed changes to admission criteria for the Master of Science and the Doctor in Philosophy in Biomedical Engineering degree programs

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission for the Master of Science and the Doctor of Philosophy in Biomedical Engineering degree programs at U. T. Dallas as described below.

BACKGROUND INFORMATION

U. T. Dallas requests approval to change the admission criteria for the Master of Science and the Doctor of Philosophy in Biomedical Engineering degree programs in the Department of Bioengineering within the Erik Jonsson School of Engineering and Computer Sciences as follows:

Description of Change

- Remove the Graduate Records Examination (GRE) requirement

Rationale for Change

The GRE currently does not provide additional valuable information for the admissions decision-making process. Recent studies have shown that GRE scores are not a reliable predictor of student success in graduate programs.

2b. U. T. El Paso: Discussion and appropriate action regarding proposed changes to admission criteria for the Doctor of Occupational Therapy degree program

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission for the Doctor of Occupational Therapy degree program at U. T. El Paso as described below.

BACKGROUND INFORMATION

U. T. El Paso requests approval to change the admission criteria for its Doctor of Occupational Therapy program within the College of Health Sciences as follows:

Description of Change

- Remove Graduate Records Examination (GRE) requirement for admission to the program.

Rationale for Change

The Occupational Therapy Doctoral Program at U. T. El Paso proposes to remove the GRE requirement from its doctoral admissions criteria as recommended by the recent Texas Higher Education Coordinating Board visit. Recent studies have shown that GRE scores are not a reliable predictor of student success in graduate programs. The use of GRE scores in admissions has been shown to reduce the diversity of applicants in various studies. Requiring the GRE also adds to the cost of application. Therefore, in alignment with the program's, college's and university's mission, the aim is to eliminate an admissions criterion that may decrease the number of diverse applicants to the program.

2c. U. T. El Paso: Discussion and appropriate action regarding proposed changes to admission criteria for the Doctor of Philosophy in Teaching, Learning and Culture degree program

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission for the Doctor of Philosophy in Teaching, Learning and Culture degree program at U. T. El Paso as described below.

BACKGROUND INFORMATION

U. T. El Paso requests approval to change the admission criteria for the Doctor of Philosophy (Ph.D.) in Teaching, Learning and Culture (TLC) degree program in the Teacher Education Department within the College of Education as follows:

Description of Change

- Remove the Graduate Records Examination (GRE) requirement

Rationale for Change

The GRE currently does not provide additional valuable information for the admissions decision-making process. The Educational Testing service data suggests that the GRE tends to show moderate correlations with first-year Grade Point Averages, but not with scholarly and professional competence, which are measured by other admissions criteria. The TLC Ph.D. program faculty evaluates the applicants using a holistic approach of multiple quality criteria.

2d. U. T. Tyler: Discussion and appropriate action regarding proposed changes to admission criteria for the Master of Business Administration degree program

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission for the Master of Business Administration degree program at U. T. Tyler as described below.

BACKGROUND INFORMATION

U. T. Tyler requests approval to change the admission criteria for the Master of Business Administration (MBA) Program within the Soules College of Business as follows:

Description of Change

- Removal of the two Letters of Recommendation requirement for admission to the MBA Program

Rationale for Change

MBA student recruitment is extremely competitive in the online environment. This change will expedite the response time for prospective student applications in determining admission decisions. The improved response will strengthen the program's recruitment of students.

3. U. T. Tyler: Approval to establish a Master of Science in Speech-Language Pathology degree program

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that authorization, pursuant to Regents' *Rules and Regulations*, Rule 40307, related to academic program approval standards, be granted to

- a. establish a Master of Science in Speech-Language Pathology degree program at U. T. Tyler; and
- b. submit the proposal to the Texas Higher Education Coordinating Board for review and appropriate action.

BACKGROUND INFORMATION

Program Description

U. T. Tyler proposes a Master of Science (M.S.) in Speech-Language Pathology (SLP) degree program, which is a residential, full-time degree program consisting of 54 graduate credit hours. Of these hours, 45 are classroom instruction and 9 are clinical practicum. Practicum will be completed at the program's speech-language hearing clinic and external internship sites. The work involves the completion of 375 hours in the diagnosis and treatment of communication and swallowing disorders under the supervision of a certificated clinician. The program will be completed during 5 consecutive semesters (fall, spring, summer, fall, spring) over a total duration of two years. The program provides participants with the classroom and clinical coursework required for pursuing national certification from the American School Health Association, state licensure as a speech-language pathologist, and state certification as teacher of the speech and hearing impaired.

Need and Student Demand

With a median salary of \$83,240 and 45,400 projected jobs nationally, the demand for this profession has been growing both rapidly and steadily over the past two decades. In 2022, *U.S. News & World Report* rated speech-language pathology as the 3rd best health care job and the 10th best in the United States. The field offers good upward mobility and flexibility, low stress, and a high level of work satisfaction. According to the U.S. Bureau of Labor Statistics, the projected national rate for job growth is 8% for all professions between 2020 and 2030. Employment of speech-language pathologists is projected to grow 29% percent from 2020 to 2030, much faster than the average for all occupations. U. T. Tyler plans to admit 16 students during Year 1, increasing to 25 new students by Year 5. Enrollment in SLP master's programs have steadily increased across the country, indicating high student demand nationally.

At the state level, Texas is the 2nd largest employer of speech-language pathologists, only second to California. The U.S. Department of Labor projected that between 2018 and 2028, employment in speech-language pathology will increase by 32% (from 14,890 jobs to 19,620 jobs), with a projected 1,390 new job openings per year. The State continues to face a great

shortage of speech pathologists. Texas Woman's University reports that there are more than 200,000 students in Texas public schools who require speech pathology services, and that 51% of schools face a shortage of speech-language pathologists. The shortage is no less in medical and private practice settings. On any given day, there are more than 30 employers in Tyler and surrounding communities seeking speech-language pathologists, with some offering sign-on bonuses.

Program Quality

The new SLP graduate program faculty will teach in both the undergraduate communication sciences and disorders program and the graduate SLP program. Consequently, the hiring plan for the new program will continue with and expand upon the undergraduate program hiring plan.

As of February 2022, the communication sciences and disorders program has one associate professor who teaches undergraduate courses and directs the undergraduate program. The program has hired a full-time, tenure-track assistant professor, who started in Fall 2022. A search for a third tenure-track position will be launched in 2023, in time for Fall 2024. The three full-time faculty and the addition of the adjunct faculty who will be hired as needed, will be sufficient to carry out the duties over the first two years of the SLP program. In the third year of the graduate program, a fourth full-time faculty member will be hired.

The two full-time faculty who are currently working in the program have comprehensive records as clinicians, instructors, and scholars. They have presented scholarly work and empirical research at major regional and national conferences. They have engaged undergraduate students in empirical research, and they will do so with future students in the new graduate program. The faculty have maintained licensure and national certification in the field and have maintained an excellent teaching record. The full-time faculty to be hired will be held to the same expectations and will be required to have similar competencies.

The new SLP M.S. program will seek programmatic accreditation with the Council on Academic Accreditation (CAA) in Audiology and Speech-Language Pathology. The CAA accreditation standards address six essential components to ensure students are prepared to function in the professional delivery areas. All CAA accreditation reports and institutional continuous improvement plans will be included in the annual program assessment plan and follow THECB guidelines for graduate program reviews.

When the proposed program becomes operational and the planned positions are filled, the program will have sufficient faculty, clinical supervisors, and administrative staff to meet the students' needs in instruction, clinical supervision, and advising. The students will complete clinical practicum experience at the program's planned Speech-Language-Hearing Clinic, where students will receive 100% supervision. Upon completion of this initial experience, students will be situated at external placement sites to complete the remaining clinical hours. The program will have the full range of clinical equipment, including state-of-the-art diagnostic instruments, an audiology testing booth, and treatment resources.

Revenue and Expenses

Expenses	5-Year Total
<i>Faculty & Clinical Supervisors</i>	
Salaries	\$2,350,736
Benefits	\$752,236
<i>Graduate Students</i>	
TA Salaries	\$50,000
<i>Staff & Administration</i>	
Administrative Staff Salaries	\$208,162
Staff Benefits	\$53,812
<i>Other Expenses</i>	
supplies and materials, library & instructional tech resources, travel, equipment, software, marketing/ recruiting, accreditation fees and additional one-time expenses including IT, lab and office start-up costs, and clinic renovation	\$596,950
Total Expenses	\$4,011,896
Revenue	5-Year Total
<i>From Student Enrollment</i>	
Formula Funding	\$2,664,660
Tuition and Fees	\$1,900,405
<i>From Other Revenue Sources</i>	
[Federal funding, estimated clinical revenue]	\$65,000
Total Revenue	\$4,630,065

Coordinating Board Criteria

The proposed program meets all applicable Coordinating Board criteria for new master's degree programs.

4. U. T. Rio Grande Valley: Discussion and appropriate action regarding a) increase of the Intercollegiate Athletics Fee as approved by student referendum supporting the expansion of spirit programs and b) the creation of a football program

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Business Affairs, and the institutional president that the U. T. System Board of Regents

- a. authorize the increase of the Intercollegiate Athletics Fee from \$15.00 per credit hour to \$26.25 per credit hour as approved by the Fall 2021 student referendum to support expansion of spirit programs; and
- b. authorize the creation of a football program at U. T. Rio Grande Valley.

BACKGROUND INFORMATION

A student referendum was held at U. T. Rio Grande Valley (UTRGV) over a three-day period, from November 8-10, 2021, to consider the addition and expansion of athletic programs. Included were the addition of football, women's swimming and diving, marching band, and expanded spirit programs. The referendum was supported by an increase in the Intercollegiate Athletics Fee from \$15.00 per credit hour to \$26.25 per credit hour. As the fee is capped at 12 credit hours, the maximum charge would be \$315.00 per semester.

The voter turnout totaled 5,784 students voting, or 17.86% of Fall enrollment, of which 60.46% voted in favor of the initiative and fee increase. To accommodate participation, voting was available in person and for 24 hours online.

If approved by the Board of Regents, the increase to the intercollegiate athletics fee will be reflected on students' billing statements starting with registration for Academic Year 2023 - 2024.

U. T. Rio Grande Valley's Campus Life Business Plan (set out on the following pages), includes and references a 2017 Football Feasibility Study. The establishment of a football team is viewed as foundational to the University's next phase of development, will help U. T. Rio Grande Valley retain the most talented students within the region, and will enhance the university experience for its students and community. Out of 25 Division I institutions in the state, U. T. Rio Grande Valley is one of three that does not offer football. As the Western Athletic Conference has now returned to sponsoring football at the Division I Football Championship Subdivision (FCS) level, creating a football program provides an opportunity for U. T. Rio Grande Valley to maintain its conference alliance and leverage the momentum of its student life experience transformation currently underway.

While the 2017 Football Feasibility Study showed that intercollegiate football was achievable, leadership concluded the timing was not right for implementation. As U. T. Rio Grande Valley has matured, met or exceeded all its initial goals, created significant financial stability, and put mechanisms in place to buffer students against the costs of the expansion of athletics, the University's leadership team has concluded that the timing is ideal to implement football. The level of excitement for a football team at U. T. Rio Grande Valley, both on campus and across the Rio Grande Valley, is high. The University has already raised approximately \$2 million for FCS football as evidence of local support.

As outlined in the Campus Life Business Plan, the strategy for creation of the football program begins in Fiscal Year (FY) 2023 with the hiring of a head football coach and two coordinators in preparation for the program's first competitive season in FY 2026. The remaining assistant coaches and support staff will be hired in FY 2024. Following the signing of the first recruiting class in FY 2024, the program will conduct a practice year in FY 2025. The expected roster for football in FY 2025 and FY 2026 is 60 and 90 student-athletes respectively.

Beginning with the program's first year of competition, UTRGV will be recognized as a full member of Division I FCS, eligible for NCAA postseason, and play a full Western Athletic Conference schedule.

UTRGV is committed to competing in an existing football stadium facility in the Rio Grande Valley. UTRGV football will play at least one contest each year in Brownsville at the 10,000 seat Sam's Memorial Stadium, just 2.5 miles from the UTRGV campus in Brownsville. For the remaining home contests, UTRGV is in early discussions with officials at H-E-B Park located 3.5 miles from UTRGV's Edinburg campus. The stadium seats 9,735 and is home to the RGV FC Toros (soccer). Football is expected to play five to six home games each year.

At a future meeting of the Board, UTRGV plans to seek approval for construction for an on-campus facility in Edinburg that would serve as the operations center for football along with several other sports programs. The Vaqueros Performance Center will feature a football locker room, coaches' offices, and meeting space. The 48,000 square foot facility will also include a weight room, academic learning center, and sports medicine facility that will be shared by several athletics programs including football. The facility will be constructed north of the UTRGV Baseball Stadium on Sugar Road and will include two football practice fields. The estimated cost for the Vaqueros Performance Center is \$30 million.

**The University of Texas Rio Grande Valley
Campus Life Business Plan
September 2022**

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I. **INSTITUTIONAL APPROVALS**

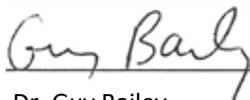
The University of Texas Rio Grande Valley (UTRGV) administration, officials, and students by referendum have reviewed and approved the following Campus Life Initiative Plan that will include the following strategies:

Strategy 1: Expand and update campus Athletics Facilities

Strategy 2: Create a Brownsville-based and Edinburg-based marching band and expand spirit programs on all campuses

Strategy 3: Add Football and Women's Swimming & Diving programs

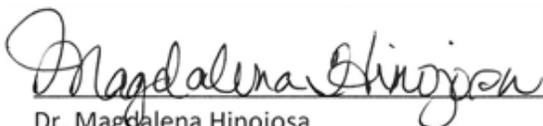
The Plan addresses the strategic, financial, and operational issues related to this campus life initiative. The signature of those below indicates their support for the project.



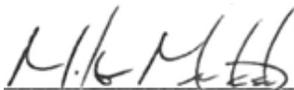
Dr. Guy Bailey
President



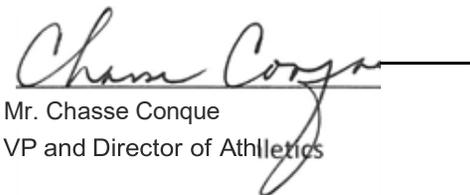
Dr. Janna Arney
Executive VP and Provost



Dr. Magdalena Hinojosa
Sr. VP for Strategic Enrollment and Student Affairs



Mr. Michael Mueller
Sr. VP for Finance and Planning



Mr. Chasse Conque
VP and Director of Athletics

II. INTRODUCTION

The University of Texas Rio Grande Valley is currently in the process of revising its strategic plan as it begins the seventh year of its existence and enters the second phase of its development.

During the first phase, UTRGV

- (1) developed a business model that (a) does not rely on student debt as a financing mechanism; (b) includes an approach offering predictability for tuition/fee increases; (c) incentivizes timely graduation as well as student access
- (2) developed a set of metrics for institutional evaluation that are now becoming widely adopted by various rankings agencies (e.g., minimal student debt, affordability, and economic mobility as well as traditional access and success measures)
- (3) made significant progress in improving student access, as enrollment numbers show, both to basic higher education (through financial support mechanisms) and to advanced education (through selective addition of doctoral/professional programs)
- (4) made significant progress in improving measures of student success such as graduation rates
 - Four-year graduation rate at the legacies: 12.4%/20.6%; at UTRGV: 30% (without summer degrees)
 - Six-year graduation rate at the legacies: 27.6%/38%; at UTRGV: 52% (without summer degrees)
 - We are on a fast-track to exceed the national averages of 33.3% and 57.6% with a total net academic cost of just over \$1,100 per year, something that allows us to graduate students with the second lowest average debt in the United States
- (5) created a solid financial and clinical foundation for the medical school that positions it for the future
- (6) established a development operation that has moved baseline philanthropy from about \$7 million a year at the two legacy institutions combined to over \$30 million a year at UTRGV
- (7) made significant progress in bridging internal conflict within the Rio Grande Valley by strategically distributing facilities across the Valley and developing a wide range of strategic partnerships with most of the larger cities
- (8) created sufficient debt capacity to allow for much of the facilities expansion that will be needed for the next phase of UTRGV's development.

The next phase in UTRGV's evolution will involve (a) full-scale development of the research enterprise; (b) rapid expansion of health-related programs as the School of Medicine gets final LCME accreditation and expands its class size, as the School of Podiatric Medicine comes on line in F22, and as the Doctorate in Physical Therapy receives approval from its accreditor; (c) rapid expansion of the clinical enterprise as the Cancer Infusion Center and Surgery Center are built and opened; (d) expanded initiatives (e.g., collegiate high schools) to strengthen our entering freshman classes and enhance preparation for higher education in the Rio Grande Valley; and (e) implementation of an extensive campus life initiative that will provide additional residential and recreational opportunities on campus to help make UTRGV a university of choice for students wanting a traditional college experience. The last of these is crucial to UTRGV's future. We believe that without the campus life initiative, substantial improvements in student success will be difficult. Not implementing this initiative will place UTRGV at a significant disadvantage in

recruiting the best students in the Valley as other universities expand their recruiting here in the face of declining numbers of high school graduates elsewhere. The campus life initiative is thus foundational to our new strategic plan and has broad support from our students, from the larger campus community, and from our external constituents as well.

Working with our student leadership, UTRGV developed a campus life initiative that will include expanded residential opportunities (which will likely be built through public-private partnerships), increased opportunities for students to participate in spirit programs and marching bands on both the Edinburg and Brownsville campuses, and expanded athletics programs, including football and women's swimming and diving.

During AY21-22, students voted for a fee increase to support this effort with the largest vote and by the largest margin in the history of our institution. We have also received Board of Regents approval to purchase land across from campus for expanded housing, have hired a band director, and have already raised about \$2 million for FCS football in advance of final approval for that effort and as evidence of the large local support. The level of excitement both on campus and across the Rio Grande Valley is quite high, and the university is both fully committed to the initiative and has the means to support it financially without any undue financial burden on our students.

UTRGV's administration unanimously and unequivocally endorses the campus life initiative and has developed an excellent plan for funding all the efforts outlined in this document. The plan does so by supplementing the student fee increase (which is equivalent to about half the approved increase in federal Pell Grants) both through private fund-raising and through assisting athletics in increasing sponsorships and ticket sales. At the same time, UTRGV's administration remains unequivocally committed to its current financial model and to our primary focus on student access and success, which has enabled us (1) to create an average total academic cost of attendance that is by far the lowest in the University of Texas System and the state; (2) to graduate students with by far the lowest debt load in Texas and the second lowest in the United States; and (3) to continue to add educational opportunities for our students not only at the undergraduate, but also at the graduate and professional level. The implementation of the student life initiative will change none of this. In fact, only 10%-12% of our students will see any fee increase at all, and as our efforts in enhancing our UTRGV Tuition advantage program demonstrates, our commitment to affordable, high-quality education is as strong as anyone's in the United States.

Finally, while the student life initiative is a crucial part of our future plans for academics and community engagement, the expansion of intercollegiate athletics (and in particular the addition of football) at UTRGV is also important as the university navigates the radically changing landscape of college sports. UTRGV/UTPA (its legacy institution) has been a member of Division 1 for 54 years, but for two-thirds of that time it competed as an independent with no conference affiliation. Competing as an independent is expensive, creates scheduling problems, and essentially eliminates the chance that student athletes can compete for NCAA championships. UTPA finally was able to join a disintegrating Western Athletics Conference (WAC) in 2013 and has worked hard with other basketball only members to rebuild and stabilize the conference since that time. That stability was finally created only through the addition of a football "wing" of the conference. Conferences that include non-football playing members are rapidly disappearing, and without football, universities have very limited options for conference affiliations.

Thus, while football is an important part of the larger student life initiative, it is also important in ensuring that intercollegiate athletics at UTRGV will have a strong future.

UTRGV conducted a football feasibility study in 2016-17 (included as an Appendix), and while that study showed that intercollegiate football was quite feasible at UTRGV, leadership concluded that the timing was not right for its implementation. As UTRGV has matured, met all its initial goals, created significant financial stability, and put mechanisms in place to buffer students against the costs of the expansion of athletics, the university's leadership team has concluded that the timing is ideal for the implementation of the student life initiative, including football. The initiative is foundational to our next phase of development.

III. STRATEGIC PRIORITIES AND INITIATIVES

UTRGV's strategic plan outlines five vertical priorities and two cross-cutting priorities, *People* and *Community Engagement and Integration*, that infuse multiple verticals. Our vertical priorities call for continued emphasis on academic and research excellence, leadership in health education and patient care, student access and success, and a vibrant campus experience. Integral to all our priorities is our dedication to serving our student body, which is majority Hispanic and first-generation, and our commitment to advancing the prosperity and well-being of the Rio Grande Valley.

Academic Excellence

As an institution advancing educational attainment across the Rio Grande Valley and beyond, UTRGV is deeply dedicated to ensuring and sustaining academic excellence. UTRGV seeks to achieve academic excellence and engage new and existing learners by offering high-quality and high-value academic offerings, promoting teaching excellence, and fostering career development and networking opportunities. As a Hispanic-serving institution with a student body that is more than 90% Hispanic and over 60% first-generation, UTRGV also recognizes the importance of its dual commitment to academic excellence and access and affordability.

Signature initiatives

- Enhance the quality, value, and reputation of existing academic programs by measuring programs against relevant external benchmarks and strategically developing new degree and non-degree programs independently and through partnerships with employers and the UT system
- Promote teaching excellence and innovation through the recruitment and retention of diverse faculty, access to training and support services for faculty, and investment in technology and infrastructure to enhance the quality and accessibility of online and hybrid program delivery
- Continue to support career readiness for all students through internship, practicum, and experiential learning programs, including the AHEC Scholars Program, and act as a portal for industry partners interested in employing UTRGV graduates
- Promote educational attainment among Hispanic and non-Hispanic students by providing a high-quality, bicultural educational experience and strengthening undergraduate to graduate degree pipelines through programs including the Joint Admission Medical Program (JAMP)

Student Access and Success

As an institution that serves a unique population of students including Hispanic and first-generation students, UTRGV is committed to promoting access and success by fostering academic readiness and increasing educational attainment in the Rio Grande Valley and beyond. UTRGV advances student access and success by cultivating an environment where prospective and current students are connected to a range of academic and student support services as well as diverse opportunities to lead, learn, and serve in the community. UTRGV also recognizes the importance of providing a high-quality educational and co-curricular experience at an affordable cost for students and their families.

Signature initiatives

- Promote academic readiness through Collegiate High Schools, dual-enrollment programs, and partnerships with local K-12 schools, support for bilingual education in the region, and community outreach
- Strengthen academic and financial supports for students through scholarship and tuition guarantee programs, including the Luminary Scholarship Program, work study and direct wage opportunities, and off-campus employment
- Leverage data-informed decision-making and collaboration across the UTRGV colleges/schools and the Office of Student Success to promote shared ownership of student success, predict student outcomes, and implement targeted interventions
- Expand and enhance programs to promote social mobility through increased student retention, reduced time-to-graduation, and minimal average student debt, including the UTRGV Tuition Advantage program

Campus Life (the focus of this business plan)

UTRGV recognizes the positive impact that a vibrant and active campus experience can have on student success, well-being, and belonging. UTRGV aims to further integrate residential life, athletics, arts & culture, and extra-curricular opportunities to transform the University into a destination campus and enhance the student and community experience. While many current students commute to UTRGV's campuses, the University recognizes the importance of expanding affordable on-campus housing and dining options for student populations who are seeking a residential experience.

Signature initiatives

- Expand and enhance the campus life experience including housing and dining services and athletics facilities
- Create a college-town atmosphere for students, faculty, and staff through on-campus events, arts & culture series, and partnerships with local businesses and community organizations
- Strengthen community on the campuses and increase student participation in affinity-based housing, extra-curricular opportunities, and student clubs and organizations
- Expand athletics and spirit programs, including Football, Women's Swimming and Diving, and Marching Band, and continue to strengthen the student-athlete and game-day experiences for faculty, staff, students, alumni, and community members

Research and Scholarship

While UTRGV has made significant progress in growing its research portfolio, from \$28.7M in research

expenditures in 2016 to \$54.3M in 2021, the University continues to build capacity and invest in infrastructure and support to expand its impact. Building from strength in areas such as medicine, sciences, and engineering, UTRGV seeks to expand its research footprint and recognizes that doing so will require continued investment in facilities and equipment, highly trained staff, and research support services. UTRGV also recognizes the importance of promoting creative works and experimentation in the arts and humanities. UTRGV will continue to build the foundation for achieving R1 and Texas Tier 1 status in the coming decades.

Signature initiatives

- Continue to grow UTRGV's research enterprise by investing in infrastructure, strengthening pre- and post-award support, and increasing strategic interdisciplinary and inter-campus research partnerships
- Recruit and retain research-active faculty by offering robust research support, professional development programs, and access to seed grants as well as other funding
- Advance scholarship in the arts and humanities and promote inquiry and experimentation across the creative disciplines through investment in studio space and access to graduate assistants
- Expand the University's impact in the Rio Grande Valley by building on strength in medical and social sciences research benefitting Hispanic communities and increasing community-engaged scholarship opportunities for faculty and students

Health Education and Patient Care

UTRGV is committed to utilizing a holistic and person-centered approach to health education and clinical care in order to meet regional healthcare needs, promote community well-being, increase health literacy, and enhance healthcare provider recruitment and retention. UTRGV plans to invest in infrastructure and capacity as a means to expand and enhance the University's health education, quality and accessibility of healthcare services, and patient experience. Building on the demonstrated leadership of UT Health RGV and of the colleges/schools of medicine, nursing, health professions, and social work during the COVID-19 pandemic, the University is poised to continue to address a range of healthcare needs and disparities in the Rio Grande Valley and beyond.

Signature initiatives

- Increase partnerships across the campuses and in the community to promote well-being, health literacy, and access in the Rio Grande Valley and to foster interprofessional healthcare education and clinical care, building on the AHEC model
- Continue to address regional healthcare needs by enhancing the quality of existing services (as measured by factors including patient and provider satisfaction) and increasing physical and mobile health locations
- Expand the academic, clinical, and research healthcare portfolio, including launching the UTRGV Cancer and Surgery Center and the Institute of Neuroscience and introducing new academic programs, including the Doctor of Podiatric Medicine and Doctor of Nursing Practice
- Continue to strengthen the pipeline of Hispanic and non-Hispanic medical professionals in the Rio Grande Valley through access programs including Luminary Scholars, Vaqueros MD and PACT, building on the success of producing highly qualified healthcare graduates over the last seven years

People

UTRGV is committed to investing in its people and their well-being and advancement and to cultivating an environment that supports diversity, equity, and inclusion for all. The University aims to strengthen trust and accountability and foster a collaborative community among administration, faculty, and staff. UTRGV recognizes that its people are a foundational element for the University and its success today and in the future and strives to further create a welcoming community where all can flourish.

Signature initiatives

- Promote faculty and staff retention and well-being and position UTRGV as an employer of choice by offering competitive pay, flexible work options, and access to wellness and recreation programs
- Advance diversity, equity, and inclusion, including promoting enhanced cultural awareness and increasing representation of under-represented minorities among UTRGV's faculty and staff
- Strengthen career progression and succession planning for faculty and staff by providing access to professional development opportunities, leadership competency training, and career pathways for non-tenured track faculty
- Continue to enhance the culture and climate at UTRGV by increasing collaboration among faculty and staff, promoting equity in shared governance, and taking decisive action in response to campus climate survey findings

Community Engagement and Integration

UTRGV is committed to cultivating an environment where diverse community members are invited to gather and collaborate to advance the institution and the Rio Grande Valley. UTRGV will continue to foster authentic, mutually beneficial relationships with community and international partners that promote exchanges of ideas and resources and drive economic impact. In addition to strengthening the student experience, these efforts will also help create a stronger connection with UTRGV alumni as nearly 80% of all UTRGV and legacy alumni continue to reside in the Rio Grande Valley. Athletics, and in particular football, has a significant role to play both in maintaining connections with UTRGV alumni and in enhancing our community relationships more generally. The impact of our expansion plans for athletics is already apparent in the strong philanthropic support for these efforts. Finally, the University also aims to expand community-engaged scholarship in collaboration with community leaders and organizations in the Rio Grande Valley to benefit Spanish-speaking and other populations.

Signature initiatives

- Strengthen University-community partnerships by continuing to foster authentic and two-way engagement with new and existing regional, national, and global community partners and with UTRGV and legacy alumni
- Integrate community engagement principles into research, teaching, and service activities by offering community service, experiential and service-learning opportunities, and targeted professional development for faculty, staff, and students
- Enhance workforce development efforts by positioning UTRGV as a portal for industry partners connecting them to exciting collaboration opportunities in education, student success, and research to address skills gaps and drive economic impact
- Develop a comprehensive measurement approach to efficiently and effectively track UTRGV's community impact

IV. CAMPUS LIFE: PLAN DETAIL

a. Project Description

We are seeking to retain the most talented students within the Rio Grande Valley and enhance the university experience for our students and community. This is inclusive of all students whether they are student athletes, students wishing to participate in marching band, or students wanting to seek out the student life experience at a campus with a robust community-engaged athletics program. UTRGV students and student athletes deserve to have the same opportunities as other universities in our state. The student programming detailed below will add nearly 500 new student opportunities which will further enhance the UTRGV experience.

UTRGV is currently one of only 3 out of 25 Division I institutions in the state which does not offer football. As the Western Athletic Conference has now returned to sponsoring football at the Division I FCS level, this is a great opportunity to maintain our conference alliance and leverage the momentum of our student life experience transformation currently underway.

The three strategies listed below are critical components of transforming the student life experience at UTRGV.

Strategy 1: Expand and update campus Athletics Facilities

Strategy 2: Create a Brownsville-based and Edinburg-based marching band and expand spirit programs on all campuses

Strategy 3: Add Football and Women's Swimming & Diving programs

Strategy 1: Expand and update campus Athletics Facilities

Over the next 36 months starting in FY 2022, UTRGV will make a significant enhancement to its athletics facilities of all our existing sports, giving us the opportunity to enhance both the student, student-athlete, and fan experience. This \$30 million investment is made possible by increased fundraising, ticket sales, sponsorships and other athletics revenue streams. This investment is independent of sport expansion and the student fee increase passed by the UTRGV student body.

One of our goals with these upgrades is to enhance campus life at UTRGV in addition to maintaining gender equity as a primary focus. The facility enhancements will elevate UTRGV Athletics and better position our programs within the Western Athletic Conference. Construction will address student-athlete welfare with the addition of permanent locker rooms for 12 of our 16 current programs that did not previously have suitable accommodations including women's and men's golf, women's and men's soccer, women's and men's tennis, women's and men's and track & field and cross country.

While sport expansion is focused on successfully adding two premier sports to UTRGV's portfolio, Strategy 1 aligns with the overall strategic initiative to enhance the student experience for students, student-athletes, and the entire university community. In order for UTRGV to maximize the desire to elevate athletics' position in the Division I landscape, all 18 programs must be placed in a position to experience championship level success.

Current and future facility projects include:

- New weight room for all student-athletes
- New and expanded office space for athletics staff and administration
- Press box addition to the UTRGV Soccer & Track & Field Complex
- Golf facility at Champion Lakes Golf Course in McAllen
- Soccer locker rooms and operations building
- Track & field/cross country locker rooms and operations building
- West campus sports medicine facility for soccer, track & field/cross country student-athletes
- Renovations to the interior and exterior of the UTRGV Fieldhouse including a 15,000 square foot addition to the current building housing fan amenities and hall of fame area
- Practice facility for basketball and volleyball
- Tennis locker room and operations building
- Deferred maintenance to the UTRGV Baseball Stadium

Strategy 2: Create a Brownsville-based and Edinburg-based marching band and expand spirit programs on all campuses

Extracurricular activities are key components of the student experience on a college campus and are known to have a positive impact on student success. Involved students have a sense of belonging and connection to their institution. They are more likely to persist and graduate as opposed to an uninvolved student. The addition of marching bands and expansion of spirit programs will create over 250 new opportunities for student involvement. Across Texas and the country, high school students engage in high quality marching band experiences and the quality of the marching band is a critical factor in a student's college decision regardless of major. In addition to its positive impact on recruitment, the marching band is a key component in creating a high-quality student life experience leading to higher rates of student retention. It is through the marching band that students find a community in a large university and through their instrument section have a smaller, tightly knit support group that provides peer support academically and personally. Because of the complex structure of the marching band, successful bands train future leaders who work their way through increasingly sophisticated leadership roles, leading to higher success of music educators and leaders in a large number of industries outside of music.

School spirit and pride will be enhanced on our Brownsville and Edinburg campuses with performances by our marching band and spirit program. In addition to collaborating with UTRGV athletics at athletic events during athletic seasons, the marching band can perform as a whole or in parts in high traffic locations and events throughout the Rio Grande Valley in order to create excitement about the creation of the marching band, the expansion of UTRGV athletics, and fostering a connection between the university, alumni, and residents of the Valley. Such events may include:

- Parades
- "Pub Crawls" in partnership with restaurants and food truck areas
- University events
- UTRGV external stakeholder events

This strategy begins in FY 2023 with \$75K in startup funds for marching bands and the expansion of spirit programs and the hiring of a Co-Director of Bands. In FY 2023, two spirit bands will be established based on the Edinburg and Brownsville campus, as well as a color guard and competitive drumline in Edinburg. A second Co-Director of Bands will be hired in FY 2024, along with a band staff that includes a full-time staff member, GTA positions, and undergraduate leadership. Full implementation of the spirit program expansion is expected in FY 2025 and the first year of marching band participation will begin in FY 2026.

Strategy 3: Add Football and Women's Swimming & Diving programs

Current State of Athletics

UTRGV Athletics currently sponsors 16 Division I programs (eight men and eight women) and has been a proud member of the Western Athletic Conference (WAC) since 2013. UTRGV and its legacy institution, UTPA, has enjoyed NCAA Division I status since 1968. The WAC is comprised of 11 institutions and has quickly become a strong mid-major league that has proven to be a geographical and competitive fit for UTRGV.

Academics

With over 260 student-athletes competing for the Vaqueros, UTRGV student-athletes currently maintain a cumulative GPA of 3.29 and a projected Graduation Success Rate (GSR) of 92%. Over the past three years, the department GPA has increased from 3.14 to where it stands today. UTRGV will qualify for the NCAA's academic performance funding in FY 2023 with a GSR above 90% and a Federal Graduation Rate of 65%,

Community

UTRGV Athletics ranked eighth in the country for community service amongst Division I institutions. The Vaqueros amassed 2,433 total community service hours in 2021-22. The spirit of giving back to the communities we serve has never been stronger; a key trait of helping UTRGV "Rally the Valley" and garner community support and engagement.

Support

FY 2022 was a record year for external revenue for UTRGV Athletics. Ticket revenues reached nearly \$300,000; \$100,000 more than the previous record set in FY19. Baseball attracted 37,220 fans over the course of the season, the most in over three decades, and set a new attendance record of 6,418 vs. UT Austin at UTRGV Stadium. Corporate sponsorships have nearly doubled since FY19 hitting an all-time high \$400,000 in FY 2022. Philanthropic support continues to strengthen. In FY19, Athletics raised \$339,000 and is expected to reach \$1.1M raised by the end of this fiscal year.

Competitive Success

UTRGV's commitment to enhancing facilities and investment in the student-athlete experience will certainly heighten across the board success of our programs. Over the past 18 months, UTRGV has hired three sitting Division I head coaches in the sports of women's soccer, men's basketball, and men's soccer. This is the first time UTRGV has been able to attract this type of attention from coaches across

the country and is a clear indicator of what is to come for UTRGV Athletics. Recent competitive highlights include:

- Baseball – Since 2019, three 30+ win seasons
- Women’s Basketball – 2019 WBI Appearance
- Men’s Basketball – 2018 CBI Appearance and 2019 CIT Appearance
- Track & Field – 2021 U.S. Olympic Trials semifinalist (Desirea Buerge)
- Men’s Soccer – First-ever Top 25 Appearance in 2021 finishing second in the WAC
- Volleyball – 2016 NCAA Tournament Appearance & 2021 NIVC Tournament Appearance

Western Athletic Conference

Conference stability in today’s college athletics landscape has never been more critical. Since fall 2019, UTRGV has become a leader in helping reshape the WAC. In 2023-24, the conference will feature 11 institutions with a strong Texas representation including UT Arlington, Stephen F. Austin, Tarleton State, Abilene Christian, and UTRGV. For the first time in decades, UTRGV is part of a strong and growing league that provides tremendous opportunities for NCAA postseason play. The WAC is now placing multiple teams in the NCAA Championships across several sports and the strength of basketball has improved drastically since the membership expansion in 2021.

The addition of football serves a great purpose for all existing 16 sports programs at UTRGV. The expansion further protects UTRGV’s position in the WAC and will enhance the university’s position when faced with future conference realignment for decades to come. Once football is added, UTRGV will mark the sixth Division I FCS football institution in the WAC. For the foreseeable future, the WAC and Atlantic Sun Conference have formed a scheduling and automatic qualifier alliance to ensure access to the FCS National Playoffs in the sport of football.

Leadership Team

Alignment between athletics leadership and the executive leadership at UTRGV has never been stronger. UTRGV Athletics senior administration is poised to take on the work required for sport expansion, facility construction, and the addition of approximately 130 new student-athletes.

Vice President and Director of Athletics, Chasse Conque, will soon begin his fourth year leading UTRGV and his ninth year overall leading a Division I athletics department. The senior administrative team is comprised of ten professionals that bring significant experience and diversity that will serve UTRGV well as the institution undertakes these initiatives. The senior administration includes Deputy AD/Senior Woman Administrator, Molly Castner, Deputy AD/Chief Revenue Officer, Vince Volpe, Sr. Associate AD for Business Operations, James Martinez, Sr. Associate AD for Facilities & Operations, John Evans, Sr. Associate AD for Communications, Jonah Goldberg, Sr. Associate AD for Compliance, Marques Dantzler, Associate AD for Marketing & Strategic Initiatives, Sara Hernandez, Associate AD for Sports Medicine, Steven Kraus, and Assistant AD for Corporate Partnerships & Ticketing, Seth Jones.

Future state: Addition of Women’s Swimming and Diving and Football

Through the addition of women’s swimming and diving and football, UTRGV will increase opportunities for student-athletes, while also providing programming to enhance campus life. Over the past several

decades, the Western Athletic Conference has benefited from strong swimming and diving, and in 2021 reinstated Division I FCS football. Football sponsorship returned to the conference following the addition of several new institutions that sponsor the sport. Today, the WAC now boasts five universities from the state of Texas and an overall conference membership of 11 institutions. UTRGV is the second longest tenured member in the league since joining in 2013.

Women's Swimming & Diving

This strategy begins in mid-FY 2023 with the hiring of a head coach. FY 2024 will mark the first competitive season for women's swimming & diving. The hiring of a head coach in FY 2023 and two assistant coaches later that year, will allow one-year for recruiting before competition begins in fall 2024. The expected roster for women's swimming & diving is approximately 35 student-athletes.

In partnership with the City of Pharr, UTRGV swimming & diving student-athletes will benefit from a newly constructed, state-of-the-art facility that opened its doors in February 2022. This facility will serve as the home for UTRGV and recently was just awarded the 2023 WAC Swimming & Diving Championships. UTRGV student-athletes will train and compete at this facility which is located seven miles from the UTRGV campus in Edinburg. The City of Pharr Natatorium will provide UTRGV student-athletes one of the finest collegiate facilities in the country.

Football

This strategy begins in FY 2023 with the hiring of a head football coach and two coordinators in preparation for the program's first competitive season in FY 2026. The remaining assistant coaches and support staff will be hired in FY 2024. Following the signing of the first recruiting class in FY 2024, the program will conduct a practice year in FY 2025. The expected roster for football in FY 2025 and FY 2026 is 60 and 90 student-athletes respectively.

Beginning with the program's first year of competition, UTRGV will be recognized as a full member of Division I FCS, eligible for NCAA postseason, and play a full Western Athletic Conference schedule.

UTRGV is committed to competing in an existing football stadium facility in the Rio Grande Valley. UTRGV football will play at least one contest each year in Brownsville at the 10,000 seat Sam's Memorial Stadium, just 2.5 miles from the UTRGV campus in Brownsville. For the remaining home contests, UTRGV is in early discussions with officials at H-E-B Park located 3.5 miles from UTRGV's Edinburg campus. The stadium seats 9,735 and is home to the RGV FC Toros (soccer). Football is expected to play five to six home games each year.

UTRGV plans to start construction for an on campus (Edinburg) facility that would serve as the operations center for football along with several other sports programs. The Vaqueros Performance Center will feature a football locker room, coaches' offices, and meeting space. The 48,000 square foot facility will also include a weight room, academic learning center, and sports medicine facility that will be shared by several athletics programs including football. The facility will be constructed north of the UTRGV Baseball Stadium on Sugar Road and will include two football practice fields. The estimated cost for the Vaqueros Performance Center is \$30M.

b. Investment & Funding

A student referendum was conducted in Fall 2021, which considered the expansion of spirit programs, addition of two marching bands, women's swimming and diving, and football. UTRGV students voted in favor of an \$11.25 per credit hour increase to the Intercollegiate Athletics Fee to support the efforts to enhance the student experience and campus life.

This was the first student referendum of its kind since the creation of UTRGV. The referendum was held over a three-day period, from November 8-10, 2021, and voter turnout was record-breaking with 5,784 students voting or 17.86% of Fall enrollment, of which a resounding 60.46% voted in favor. By comparison, the historical voter turnout for SGA elections held each Spring have a 3.97% average turnout. To accommodate participation, voting was available in person and 24-hour online. The positive response is attributed not only to the promised addition of women's swimming and diving, football, marching band, and expanded spirit programs, but also to the greater appreciation of the importance these investments hold for the future of UTRGV and its community.

In addition to our student support, the UTRGV Foundation has allocated \$1 million in support of enhancing student campus life, and already 17 local donors have pledged \$50k - \$100k each in support of sport expansion, with a goal to reach \$1 million by September. The excitement surrounding the transformation of UTRGV's student life experience is helping our recruitment of top student athletes which is generating record season ticket sales, corporate sponsorships, and philanthropic support. The "**Rally the Valley**" campaign is truly unifying our region, and we are committed to play games throughout the Rio Grande Valley.

Athletic revenues to support sport expansion are expected to continue to rise. The uptick in corporate partnerships, ticket sales, attendance, and philanthropy – all prior to the launch of a football program – are promising indicators of the support for UTRGV in the Rio Grande Valley.

While the student fee increase will assist in covering a good portion of the costs associated with sport expansion, the athletics department is committed to increasing revenue streams by \$1.4M by FY 2027, totaling \$2.6M. Increased revenues are projected in ticket sales, corporate partnerships, philanthropic support, away game guarantees and increased NCAA distributions for additional sport sponsorship.

c. Budget

	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Revenues:						
Athletic Department Generated	\$ -	\$ -	\$ -	\$ 910,000	\$ 1,400,000	\$ 1,400,000
NCAA/Conference Distributions	-	-	-	320,948	320,948	320,948
Intercollegiate Athletic Fee (Increase)	-	3,918,390	5,337,913	7,695,000	7,771,950	7,779,722
Direct Institutional Support	1,982,516	-	-	-	-	-
Total Revenue Change	\$ 1,982,516	\$ 3,918,390	\$ 5,337,913	\$ 8,925,948	\$ 9,492,898	\$ 9,500,670
Expenses:						
Football						
Salaries and Benefits	\$ 707,323	\$ 1,559,395	\$ 1,752,722	\$ 1,796,607	\$ 1,796,607	\$ 1,796,607
Student Aid	-	-	460,000	1,198,026	1,898,437	1,904,512
Operating Expenses	-	76,000	634,500	1,138,850	1,143,245	1,147,686
Travel	-	50,000	250,000	650,000	650,000	650,000
Total Football Expenses	\$ 707,323	\$ 1,685,395	\$ 3,097,222	\$ 4,783,484	\$ 5,488,289	\$ 5,498,805
Swimming and Diving						
Salaries and Benefits	\$ 21,613	\$ 138,320	\$ 170,846	\$ 170,846	\$ 170,846	\$ 170,846
Student Aid	-	150,000	309,000	332,000	332,000	332,000
Operating Expenses	3,500	31,000	151,000	156,000	156,000	156,000
Travel	2,500	20,000	100,000	110,000	110,000	110,000
Total Swimming and Diving Expenses	\$ 27,613	\$ 339,320	\$ 730,846	\$ 768,846	\$ 768,846	\$ 768,846
Other Operating Expenses						
Spirit and Marching Band	\$ 75,000	\$ 147,000	\$ 200,000	\$ 325,000	\$ 325,000	\$ 325,000
Facilities	-	-	2,100,000	2,100,000	2,100,000	2,100,000
Other Operating	-	-	501,713	624,259	624,259	624,259
Total, Operating Expenses	\$ 809,935	\$ 2,171,715	\$ 6,629,782	\$ 8,601,589	\$ 9,306,395	\$ 9,316,911
Estimated Operating Margin						
Net Surplus/(Deficit)	\$ 1,172,581	\$ 1,746,675	\$ (1,291,869)	\$ 324,359	\$ 186,503	\$ 183,759

Notes regarding the budget:

- The pro forma demonstrates the financial stability of the addition of football, women's swimming and diving, marching bands, and the expansion of the spirit program.
- All revenues and expenses shown in the pro forma are in addition to the athletic department's existing revenues and expenses.
- The pro forma was developed from the UTRGV football feasibility study and several NCAA institutional financial databases. The football feasibility study provided data and experience-based insights into the incremental revenues, expenses and one-time costs that can be expected with sport expansion.
- Operating expenses are based on data from WAC and FCS peer intuition comparisons. Expenses related to sports equipment, uniforms, supplies, medical expenses and insurance, student-athlete nutrition, and other miscellaneous expenses.
- Operating expenses also include \$500,000 for rental of an off-campus existing facility for home competitions.

- Student aid was based on fully funding maximum scholarships allowed by the NCAA for football (63) and women's swimming and diving (14).
- Salaries for coaches, administrative and support staff were based on WAC and FCS peer institutions. By FY 2026, 34 new full-time positions (coaches and staff) would be added to the athletics department to support the additional programs and student-athletes.
- Travel expenses recorded for the additional programs are based on peer institution comparisons and took into consideration the geographical location of UTRGV in south Texas. Travel includes team travel for competitions and recruiting travel for coaches and visiting prospective student-athletes.
- Debt service listed in the pro forma would cover the costs of the Vaqueros Performance Center, the primary football facility that would be shared by other UTRGV athletic programs.
- Revenues listed in the pro forma are based on realistic and conservative increases in student fee collection, ticket sales, fundraising, corporate partnerships, away game guarantees, and NCAA distributions.
- Direct Institutional Support will remain relatively unchanged with sport expansion

d. **Preliminary Timeline**

FY 2023

By April 2023, the head football coach is hired along with assistant coaches and coordinators, and the initial operating budgets are established as illustrated in the attachment. In late Spring, a women's swimming and diving head coach is hired. The university will explore Public Private Partnerships (P3s) for cost-saving opportunities in the development of new housing with a goal of completion of the new housing by Spring 2024.

FY 2024

The women's swimming and diving program hires an assistant coach and establishes a \$150K scholarship budget for the recruitment of student-athletes. Operating budgets are increased as salaries and other expenses are now incurred annually for the new athletic programs, marching bands, and spirit programs.

FY 2025

This marks the **first year of competition of women's swimming and diving** and is supported by increased scholarship and recruiting budgets to accommodate an anticipated 35 student-athletes. NCAA events for women's swimming and diving are scheduled to be held at the City of Pharr's new state-of-the-art natatorium.

Football conducts a practice year, and final hires are made that include graduate assistants, student workers, and a video coordinator. Budgets are increased to cover scholarships, equipment investments, and travel for recruitment of student-athletes.

Other increases include about 10 additional administrative support staff to include compliance, academics, marketing, sales, facilities, etc. Debt service to support the expansion of the athletics

programs begins after substantial completion of the \$30M Vaqueros Performance Center, the planning of which began in FY 2022.

FY 2026

Planned costs for competition are held down by leveraging opportunities to play home games at existing stadiums across the Rio Grande Valley. New revenue is received from ticket sales, sponsorships, and the NCAA. Scholarships are increased to accommodate approximately 90 student-athletes. Finally, about 4 administrative staff members needed to fully support over 400 student-athletes competing in 18 Division I level programs are hired.

V. KEY RISKS

Implementation of these programs and associated facility planning are currently on hold pending the Board of Regents approval of the athletics fee increase. It is critical that the fee increase be implemented this coming Fall as, due to the mandated participation in four-year guaranteed plans which UTRGV applies to both tuition and mandatory fees, it will take four years to fully phase in the additional revenue. In other words, only the incoming Fall class of 2022 will be impacted by this rate increase.

VI. ECONOMIC IMPACT

In 2018, the UTRGV Data and Information Services Center conducted an economics study to elevate the economic impact of Division I football to the Rio Grande Valley. In Fall 2021, the Data and Information Services Center reviewed the 2018 study and concluded the data remains accurate. Considering UTRGV's commitment to utilize existing competition facilities in the Rio Grande Valley and not construct an on-campus stadium, some of the figures provided are not relevant at this time.

VII. APPENDICES

- 1) 2017 Football Feasibility Study
- 2) 2018 Economic Impact Study
- 3) Vaqueros Performance Center Renderings
- 4) HEB Park one-pager (including other options in Pharr & McAllen)
- 5) Sams Memorial Stadium one-pager
- 6) Pharr Natatorium one-pager

2017 Football Feasibility Study

University of Texas Rio Grande Valley



Football Feasibility Study

August, 2017



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I. Executive Summary

This Executive Summary is provided as a guide to the information, research, analysis, and recommendations contained in this report. The CSS team was impressed with and thanks President Dr. Guy Bailey, Athletics Director Chris King, and their staffs for the professionalism, knowledge, transparency, and enthusiasm shown throughout this review. There is clearly widespread local eagerness and excitement about the emergence of the “new” university and its potential to transform the entire Rio Grande Valley. The prospect of adding football to the UTRGV athletics program has already resonated with students, faculty and staff, as well as the community at large.

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

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

There will also be obvious annual ongoing expenses. Those include compensation for coaches’ and additional support staff, grants-in-aid phased in over a period of years, stadium and facility maintenance, and annual operational costs that include team travel, recruiting, academic services, training and medical services, strength and conditioning services, etc. Best estimates are shown in the pro formas set forth herein for the addition of football (VII. Football Planning Considerations).

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

General Observations

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

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

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

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

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

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

II. Background and Scope of the Study

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

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

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

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

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

UTRGV Leadership

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

UTRGV Group Representatives

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

Community Leaders

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

History

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

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

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

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

III. NCAA Regulations

The following discusses NCAA regulations relevant to establishing a new football program at the Division I FCS level, reclassifying from Football Championship Subdivision (FCS) to Football Bowl Subdivision (FBS) and continuing participation requirements at both the FCS and FBS levels. Please note that until an institution obtains final approval for FBS participation (i.e., completes the reclassification process) it would participate at the FCS level.

Starting an NCAA Football Program

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

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

Transitioning to FBS

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

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

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

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

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

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

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

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

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

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

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

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

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

Maximum Aid and Annual Limit:

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

(NCAA Bylaw 15.5.6.1). FBS football is a head-count sport, while FCS football is considered an equivalency sport.

Limit on the Number of Coaches:

- FCS: There is a limit of 11 coaches of any type who may be employed by an institution in championship subdivision football (NCAA Bylaw 11.7.5).
- FBS: There is a limit of 1 head coach, 9 assistant coaches, and 4 graduate assistant coaches who may be employed by an institution in bowl subdivision football (NCAA Bylaw 11.7.4). In April 2017, the Division I Council moved to add a 10th assistant coach effective January 2018.

IV. Benchmarking

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

The following provides a listing of FCS and FBS conferences.

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

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

CSS compared institutions in a variety of areas, including general institutional information, athletics sport sponsorship/financial information, and compared the sport of football specifically at both FCS and FBS institutions. For purposes of this analysis, UTRGV is compared to all FCS institutions and Group of Five FBS institutions [American Athletic Conference (AAC), Mountain West Conference (MWC), Mid-American Conference (MAC), Conference-USA (CUSA), and the Sun Belt Conference (SBC)]. In addition, UTRGV is benchmarked against a group of peer institutions. These 14 institutions were identified as academic peer or aspirational peers within the institution’s Strategic Plan or through discussions with President Bailey. The final peer group as approved by Dr. Bailey is listed below. All of these institutions compete within the Football Bowl Subdivision.

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

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

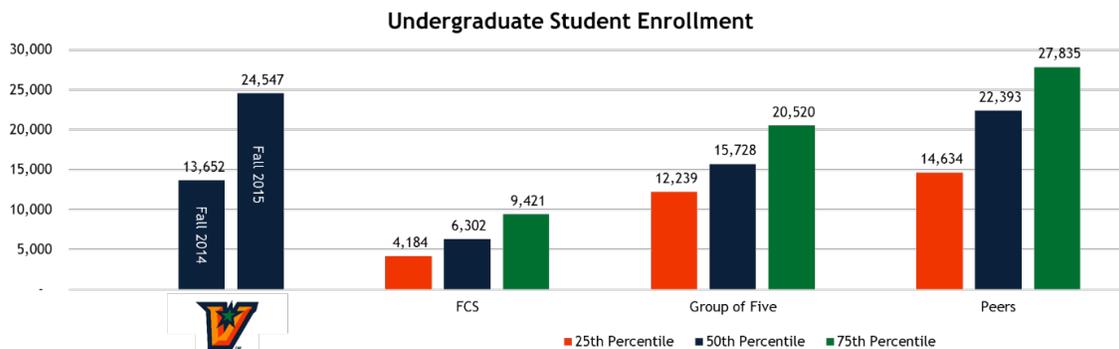
review and planning tool providing a research-based approach to financial reporting through uniform and common definitions, as well as opportunity for comparisons against peers.

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

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

Undergraduate Student Enrollment

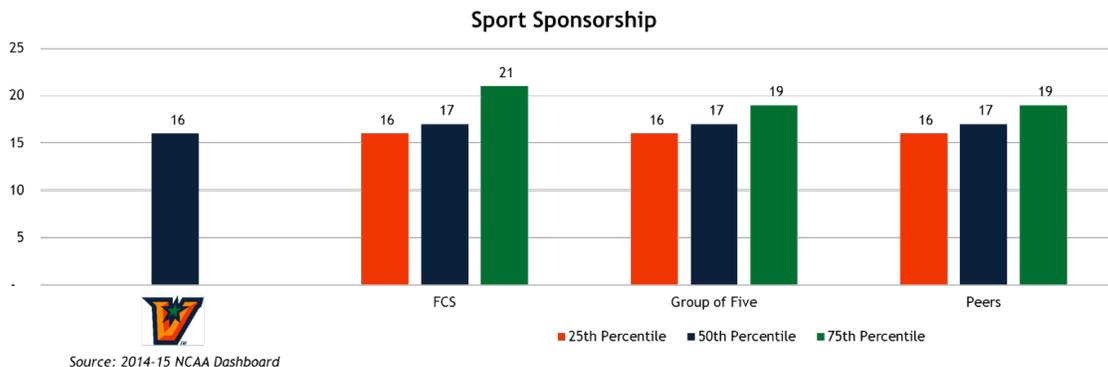
In the chart below UTRGV’s undergraduate student enrollment is compared to the respective benchmark groups. This includes male and female enrollment as of fall semester 2014. This undergraduate enrollment size of 13,652 was prior to the creation of the new UTRGV institution. CSS researched UTRGV enrollment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



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

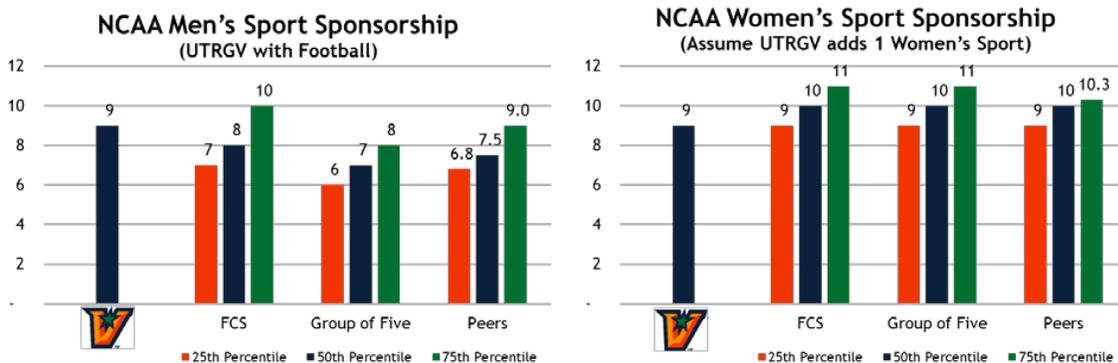
Sport Sponsorship

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



Source: 2014-15 NCAA Dashboard

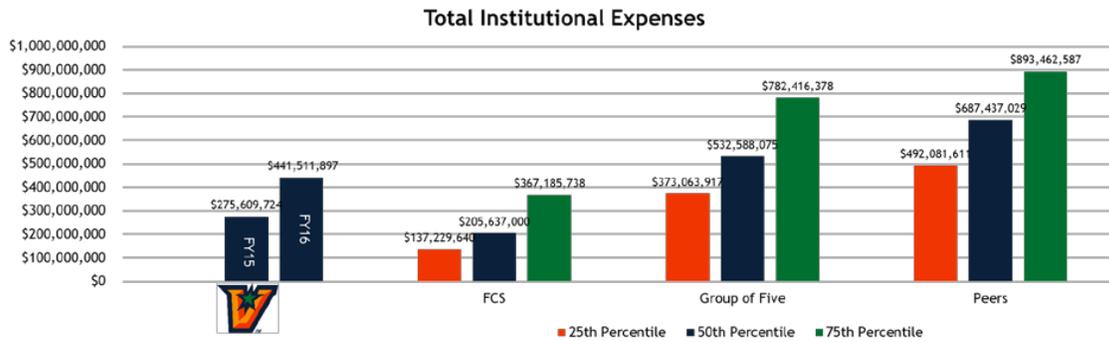
With the addition of football, based on current sports, UTRGV would of course increase to 9 men’s sports. This would rank at the 75th percentile for men’s sports for the Group of Five institutions and the identified institutional peers. At 9 men’s sports, this would be above the 50th percentile in FCS.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



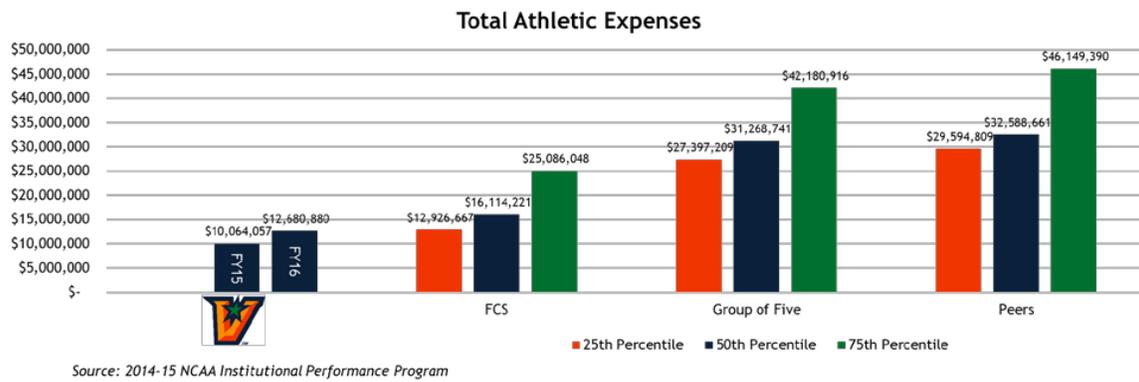
Source: 2014-15 NCAA Dashboard

Institution Expenditures and Allocation for Athletics

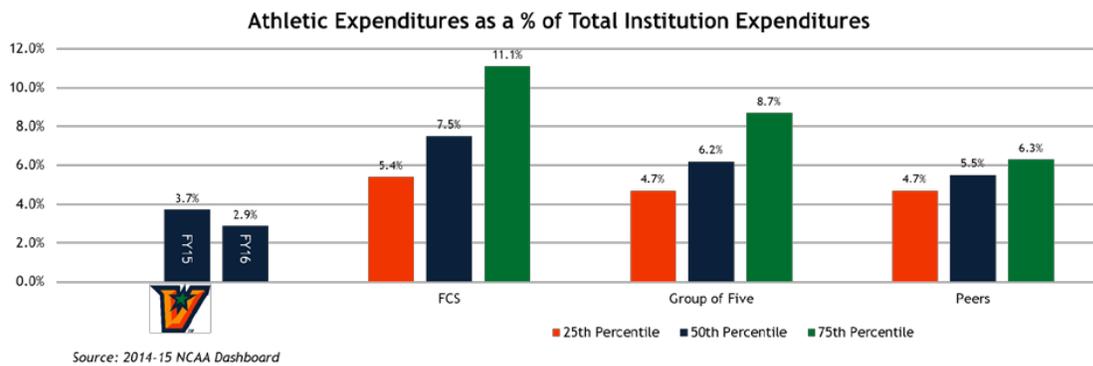
UTRGV had total institution expenditures of \$275M for FY15. This lies between the 50th and 75th percentile of FCS institutions, nearly \$100M below the 25th percentile of the FBS Group of Five, and more than \$200M below the Peer institutions. In comparison, UTRGV in FY16 totals \$441,511,897 which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



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



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



Athletics Revenue

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

A. Allocated Revenue

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

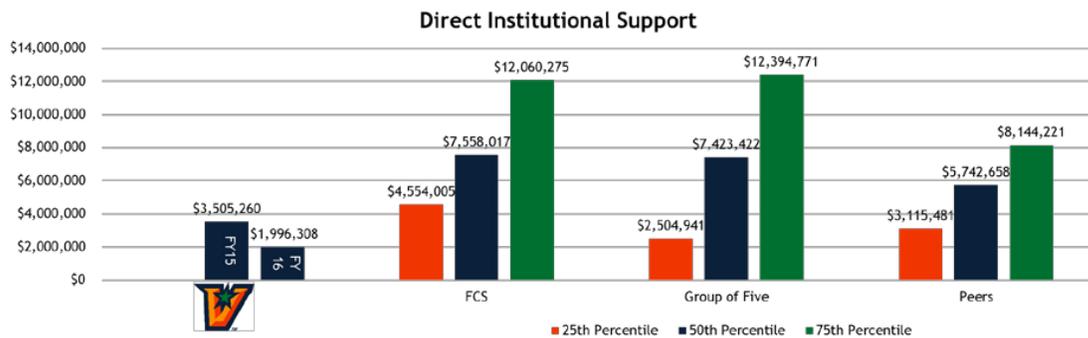
Allocated revenues include, but are not limited to:

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

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

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

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



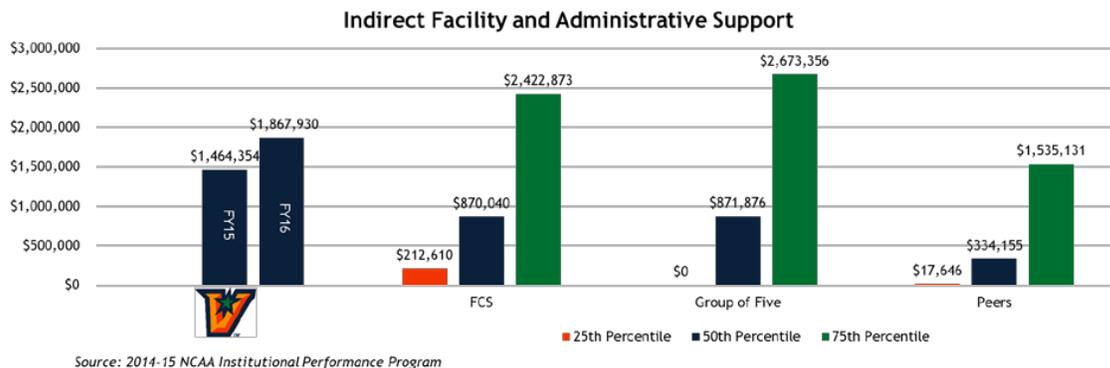
Source: 2014-15 NCAA Institutional Performance Program

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

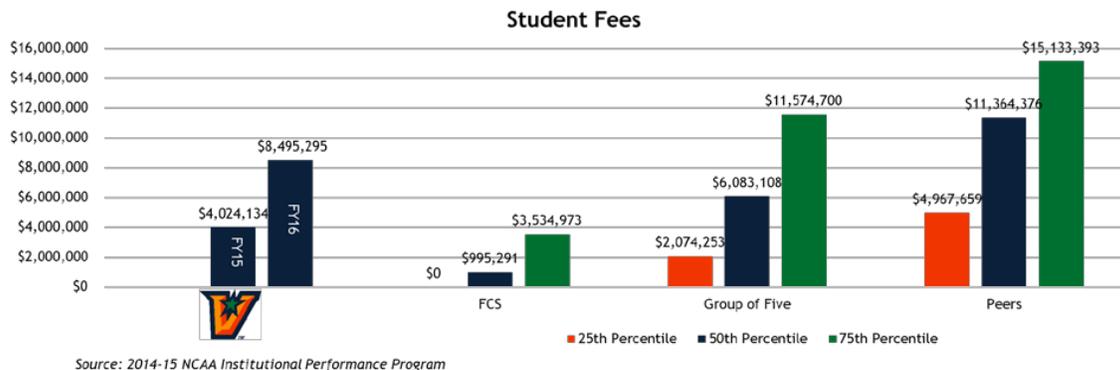
- Administrative services provided by the university to athletics but not charged such as HR, Accounting and IT
- Facilities maintenance
- Security

- Risk Management
- Utilities

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



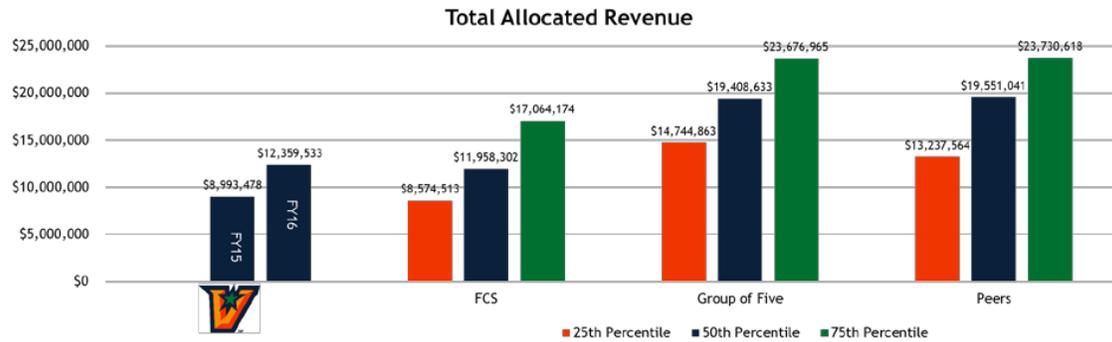
Student Fees. Student Fees include fees assessed and restricted for support of intercollegiate athletics. For FY15, the UTRGV total was \$4M, higher than the 75th percentile of FCS, but well below the 50th percentile for the group of five, and below the 25th percentile for the peer institution group.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



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

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

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



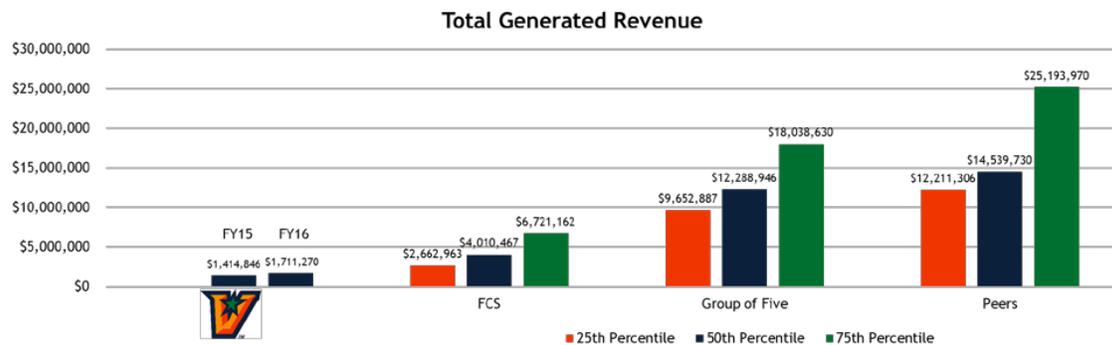
Source: 2014-15 NCAA Institutional Performance Program

B. Generated Revenue

Generated revenues are all revenues produced by athletics through sources that include, but are not limited to:

- Fundraising
- Ticket Sales
- Game guarantees
- Conference and NCAA Distributions
- Broadcast rights
- Royalties, Advertising, & Sponsorships
- Endowment and investments
- Third party revenue
- Camp income
- Other external revenue areas

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



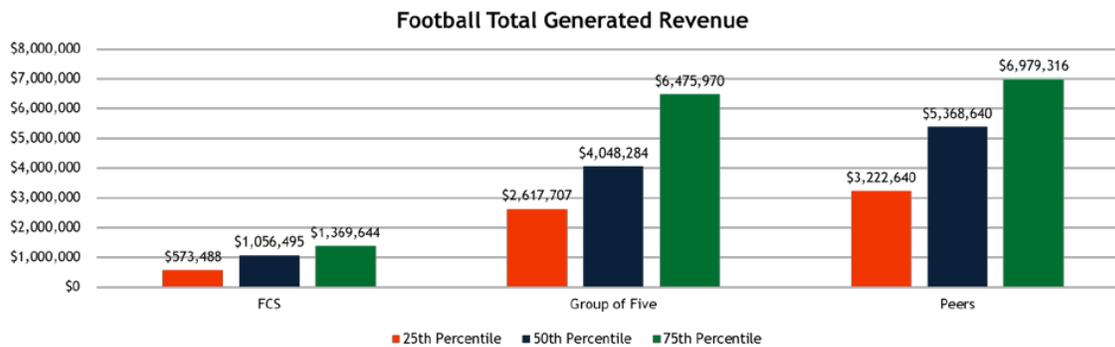
Source: 2014-15 NCAA Institutional Performance Program

Football

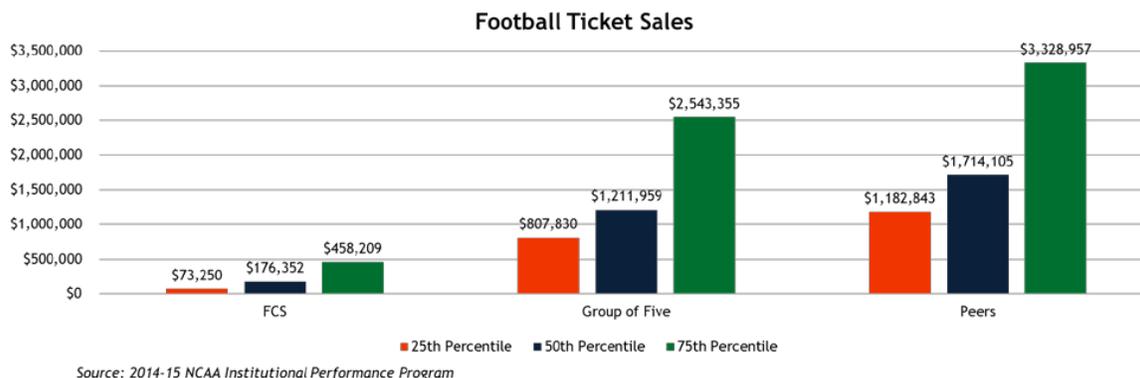
The following provides information specific to the sport of football. This includes generated revenues, expenditures, and attendance benchmarking.

A. Generated Revenue.

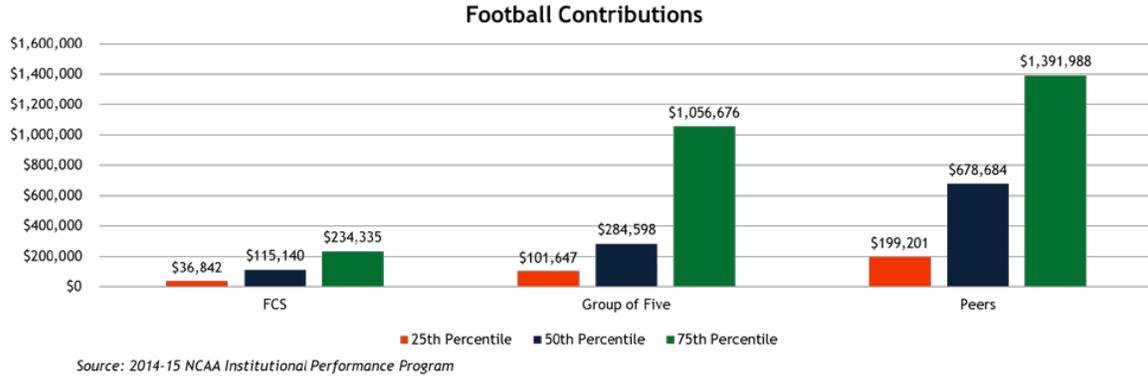
Generated revenues for FCS football range from a total of \$573K (25th percentile) to \$1.36M (75th percentile). For the FBS Group of Five, the range is \$2.6M (25th percentile) to \$6.4M (75th percentile). The institutional peers ranged from \$3.2M (25th percentile) to \$6.9M (75th percentile). Further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



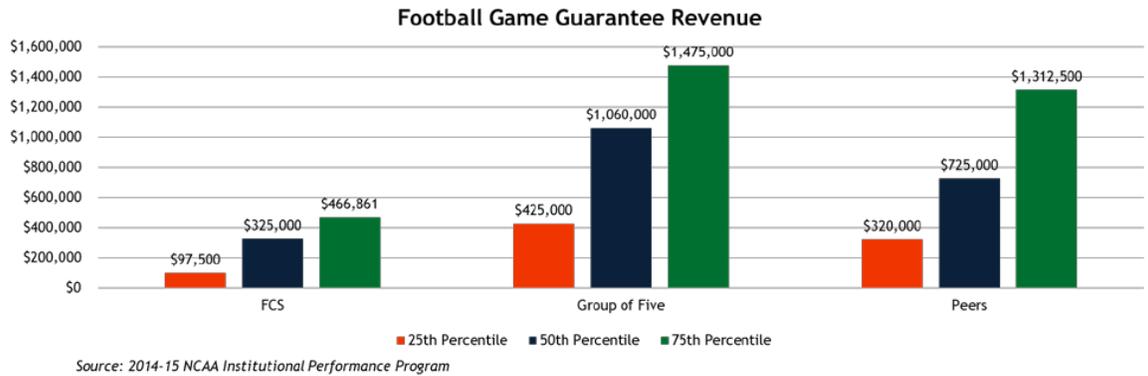
Ticket Sales. Ticket sales is defined as sales of admissions to athletics events. This may include public, faculty and student sales as well as shipping and handling fees. Any amounts paid in excess of ticket's face value are reported within the contributions category.



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

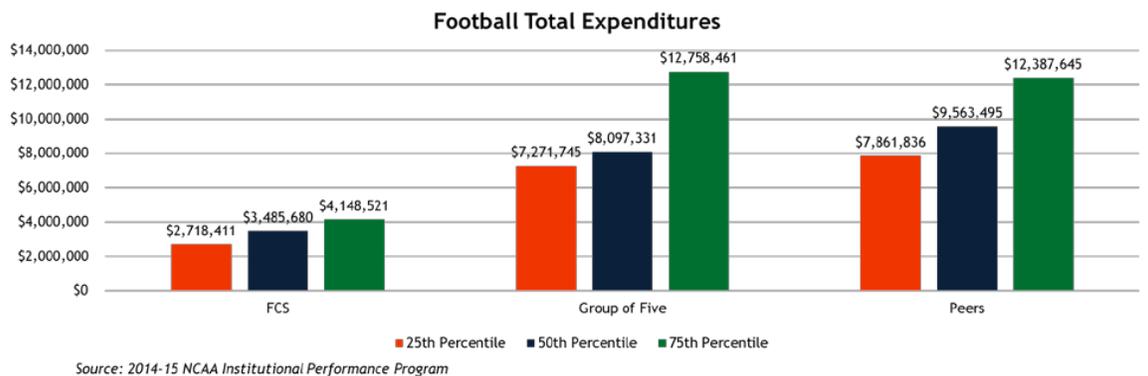


Game Guarantee. This category includes revenue received from participation in away games.



B. Expenditures

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



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

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

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

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

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

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

Source: NCAA IPP System

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

Definitions for each category are as follows:

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

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

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

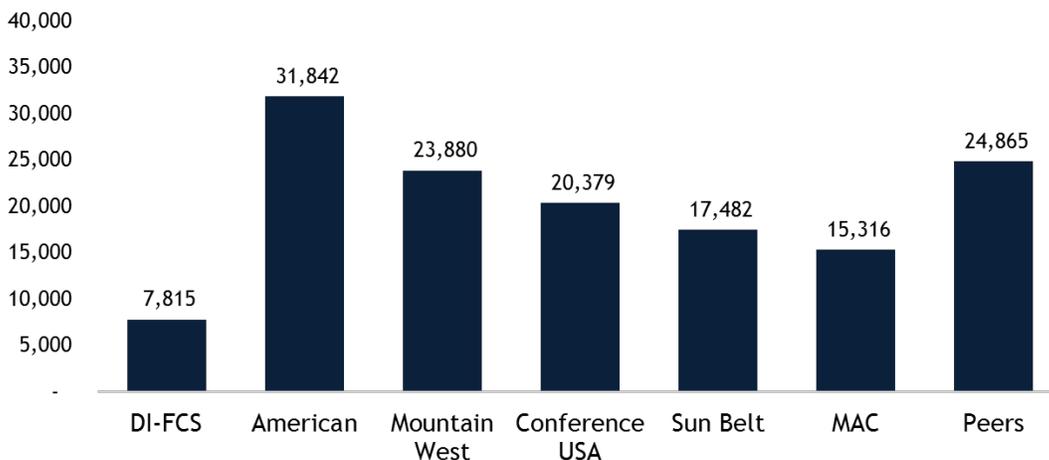
Source: NCAA IPP System

C. Attendance

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

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

2015 NCAA Football Attendance Average



DI-FCS: Attendance figures are Average Home Attendance

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

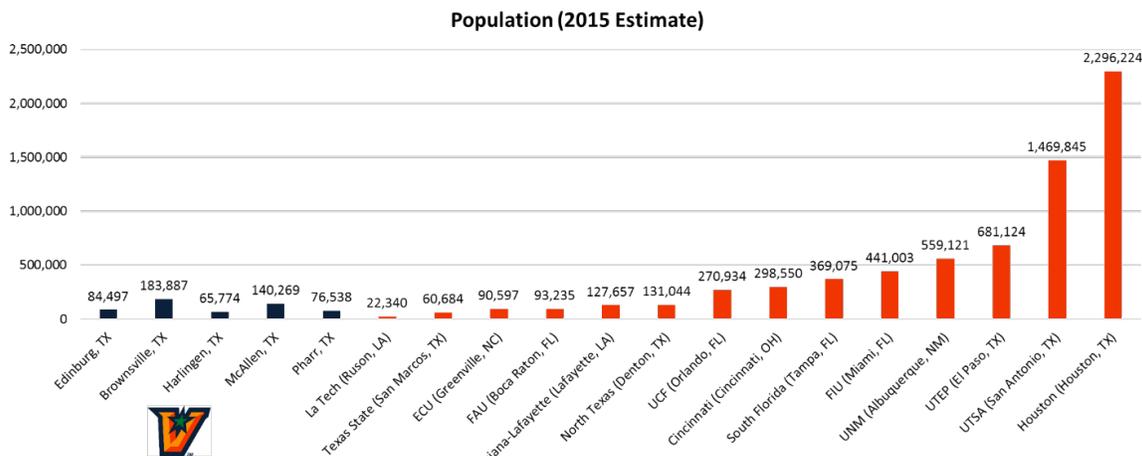
V. Market Assessment

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

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

Population

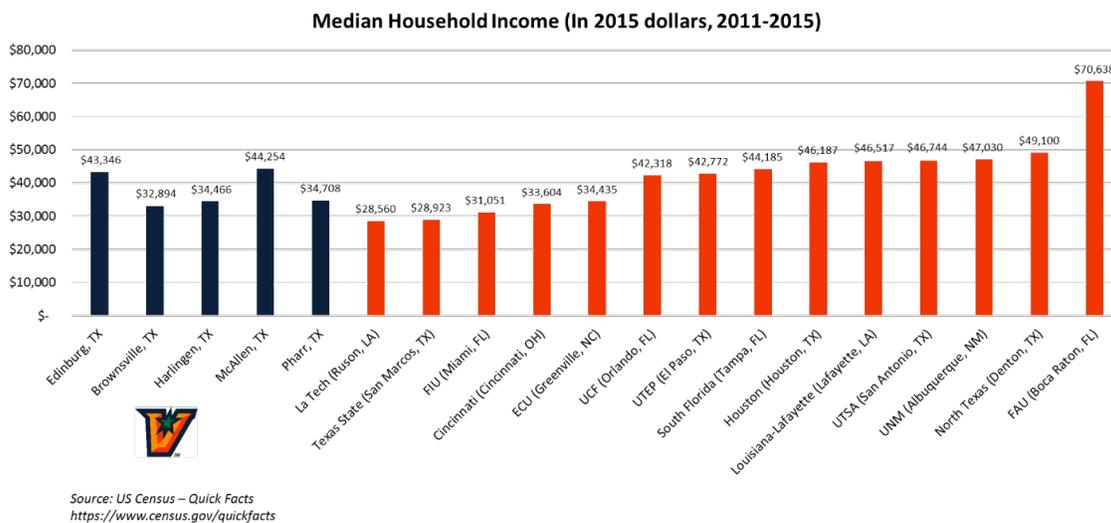
Edinburg has a population of 84,497. When compared to the other institutions, Edinburg has a higher population than Louisiana Tech (La Tech) and Texas State while trailing all other peer institutions. When the other four cities researched in the Rio Grande Valley region are included, the population total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



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

Household Income

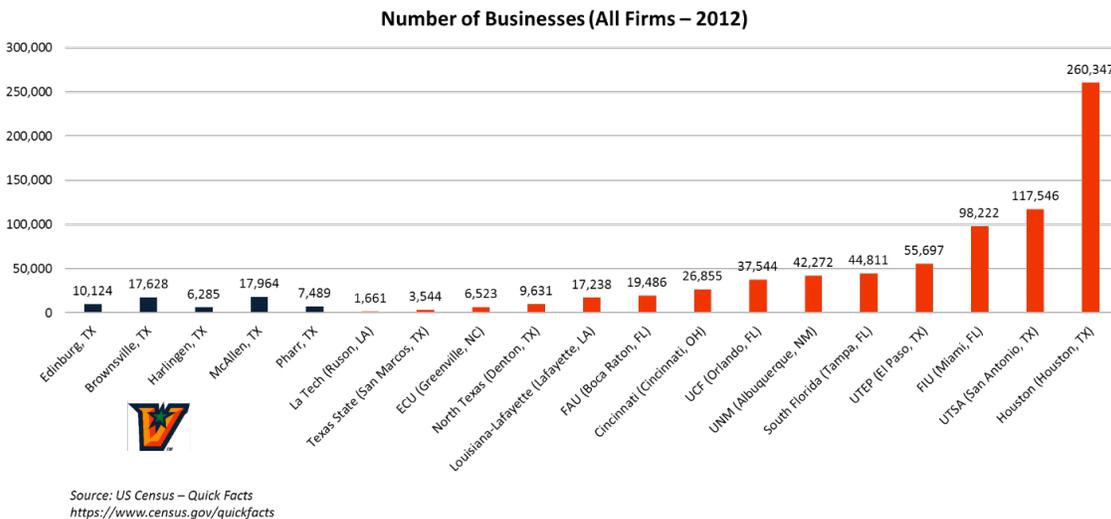
The median household income in Edinburg is \$43,346. This is higher than seven of the peer institutions. The median for cities measured in the Rio Grande Valley ranged from \$32,894 (Brownsville) to \$44,254 (McAllen), both of which are higher than three of the peer institutions. McAllen, the highest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



Business Information

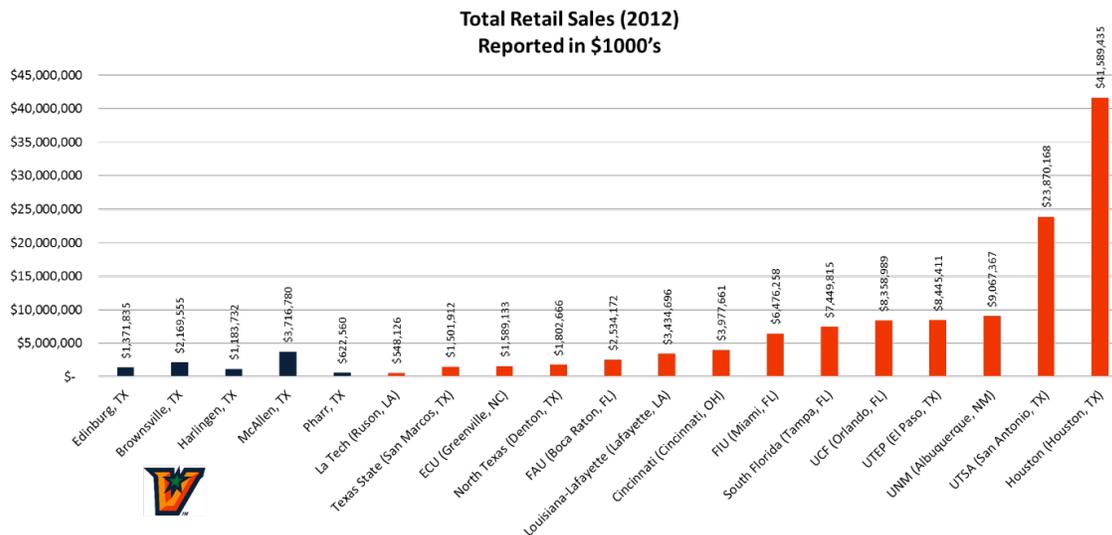
A. Number of Businesses

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



B. Retail Sales

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



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

Media Market

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

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

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

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

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

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

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

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

VI. Facilities

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

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

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

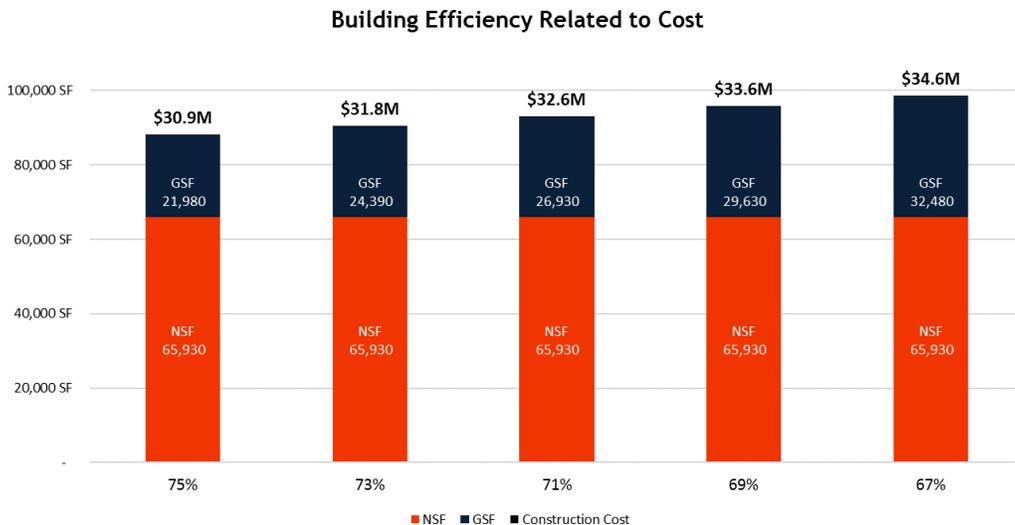
Facilities Benchmarking: Square Footage Assessment

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

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

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

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



Facilities Benchmarking Data: Construction Cost Assessment

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

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

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

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

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

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

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

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

Renovation Example

The University of Wyoming—High Altitude Performance Center

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

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

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

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

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

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

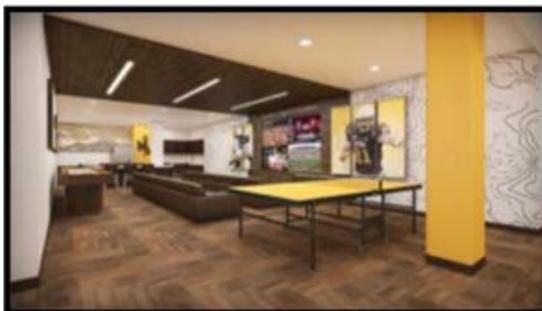
The facility is also designed with the prospective recruit in mind, by creating opportunities at every turn to tell the great story of UW Athletics and to showcase all the features that will maximize their potential as student-athletes.



Exterior image of North End Zone High Altitude Performance Center



New Expanded Locker Room



Team Lounge



Student-Athlete Dining Area



Sports Medicine



Football Weight Room

New Football Program Example:

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

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

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

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



Aerial View



Endzone View



Judy Rose Football Center/Gameday Hospitality



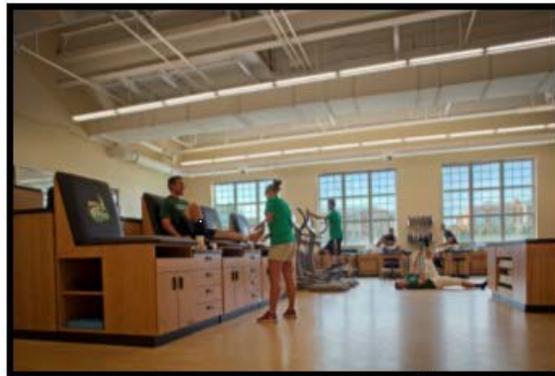
Premium Spaces



Judy Rose Football Center/Hospitality Deck



Strength and Conditioning



Sports Medicine





Student-Athlete Support Spaces



Team Meeting Room



Locker Room



Football Operations Facility: Program Example –UTRGV

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

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

VII. Title IX/Gender Equity

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

The Law and Its Interpretation

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

Participation

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

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

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

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

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

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

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

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

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

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

1. Undergraduate enrollment ratios will remain relatively the same, and the addition of football would have a negligible effect on the female/male ratio of the student body.
2. Football student athletes are counted as additional students for full-time undergraduate enrollment. They are also considered additional participants for athletics.
3. The estimate for the addition of football is based on the average participation numbers for Division I football as reported in the 2015-16 NCAA Sports Sponsorship and Participation Rates Report. The average squad size for FCS (105.3) and FBS (120.6) are rounded to the nearest whole number.
4. Roster sizes for all other sports would remain relatively the same.

The addition of FCS football, using the average roster size noted above, without any other sport additions or deletions, would result in a change in participation ratio to 62.7% men and 37.3% women, a disparity of approximately 19% from undergraduate enrollment.

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

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

Should UTRGV wish to maintain proportionality, the institution would likely need to consider a reduction in the number of men’s opportunities and/or the addition of women’s sport(s). The following provides a sampling of women’s sports that have been added by other institutions and the average squad size in each of those sports. Of the three, swimming & diving has the highest roster size.

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

Financial Aid

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

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

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

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

- Future changes including the cost of attendance adjustment now available through the NCAA.
- Level of athletic financial aid support for the new sport as the program grows.
- The varying number of in-state vs. out-of-state student-athletes and the value of those scholarship costs.

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

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

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

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

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

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

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

Source: NCAA IPP System

Other Benefits

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

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

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

VIII. Football Planning Considerations

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

Timeline

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

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

Staffing

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

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

Scheduling

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

Pro Forma

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

- Generated Revenue: Football generated revenue is noted within each respective pro forma. This includes:
 - Fundraising
 - Ticket Sales
 - Game guarantees
 - Conference and NCAA Distributions
 - Broadcast rights
 - Royalties, Advertising, & Sponsorships
 - Endowment and investments
 - Third party revenue
 - Camp income
 - Other external revenue areas
- Financial Aid: As noted, the NCAA limits on the number of counters are reflected in the pro forma. Figures were based on FY16 actuals with a projected 5% annual increase.

- **Athletic Grant-in-Aid** was based on \$16,118 for in-state and \$27,818 for out-of-state student-athletes (FY16 value for a full grant of athletic financial aid).
- **Cost of Attendance** was based on \$3,182, the FY16 cost used for the regular school year.
- **Summer School** was based on \$3,200, which is cost for the FY16 summer II session inclusive of tuition, room, meals, and cost of attendance. Summer aid is based on enrollment of 75% of the total number of that year’s counters with a projected 5% annual increase in cost.
- Debt Service: The pro forma does not include any facilities debt service.
- Additional Women’s Sports: The pro forma does not show expenses related to the addition of women’s sport(s). The cost of any new women’s sport will vary greatly depending on the sport considered, financial aid maximums, coaching staff compensation, conference affiliation, distance from other institutions offering the sport, availability of existing facilities, etc.

FCS Pro Forma

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

Category	Methodology
Revenue	Generated revenue is benchmarked against the FCS Median as reported in the NCAA IPP system from FY15 as a starting point with a projected 3% annual increase for calculations in 2021-22 and 2022-23.
Financial Aid	<ul style="list-style-type: none"> ● Assumed 30 scholarships for 2020-21, 60 for 2021-22, and 63 for 2022-2023.
Coaching Salaries	Head and assistant coach salaries based on the NCAA IPP system data for FY15. Utilizing information from UTRGV, these total salary figures are inclusive of benefits. <ul style="list-style-type: none"> ● Head Coach hired late 2018 (Assumed 75% salary for 2018-19) ● Assumed 2 coordinators hired in 2018 (Assumed 50% salary for 2018-19), full coaching staff in place by 2020-21.
Support Salaries	<ul style="list-style-type: none"> ● Salaries based on comparable salaries of existing UTRGV positions as available with a 3% annual increase. Additional salary information referenced is from case studies, available data, and resources within the industry. ● Benefits based on 33% of base salary for full-time positions.
Operating Expenses	<ul style="list-style-type: none"> ● Costs were developed based on comparable figures within the case studies, the NCAA IPP systems, and resources within the industry. ● Annual expenses increase by 5% once the first season of play has commenced. ● Conference membership cost based on an estimated one-time fee of \$500K paid over two years. Fee is noted in 2021-22 and 2022-23.

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

FBS Pro Forma

The FBS Pro Forma assumes acceptance to an FBS conference and approval by the NCAA to begin FBS play in the 2022-23 season. In CSS’s opinion this is the earliest possible start of play at the FBS level.

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

Category	Methodology
Revenue	Generated revenue is benchmarked against the FCS Median from FY15 as a starting point with a projected 3% annual increase for calculations in 2020-21. The first year of FBS play increased to \$2.5M. The median generated revenue for Conference USA and Sun Belt Conference was \$3.5M in FY15. We believe this revenue is feasible at the FBS level, but do not believe it will be attained in the first year of FBS play.
Financial Aid	<ul style="list-style-type: none"> Assumed 30 scholarships for 2020-21, 60 for 2021-22, and 85 for 2022-23.
Coaching Salaries	<p>Head and assistant coach salaries are based on median numbers from the Sun Belt and Conference USA members sourced through the NCAA IPP system. Utilizing information from UTRGV, these total salary figures are inclusive of benefits.</p> <ul style="list-style-type: none"> Head Coach hired late 2018 (Assumed 75% salary for 2018-19). Assumed 2 coordinators hired in late 2018 or early 2019 (Assumed 50% salary for 2018-19), full staff in place by 2020-21. Assumed 4 graduate assistants at a comparable rate to the in-state and out-of-state tuition and fee rates at UTRGV for FY16 with a 5% annual increase.
Support Salaries	<ul style="list-style-type: none"> Salaries based on comparable salaries of existing UTRGV positions as available with a 3% annual increase. Additional salary information referenced from case studies, available data, and resources within the industry. Benefits based on 33% of salary for full-time positions.
Operating Expenses	<ul style="list-style-type: none"> Costs were developed based on comparable figures within the case studies, the NCAA IPP system, and resources within the industry. Some areas significantly increased in the first year of FBS play to reflect the higher level of expenditures relative to an FBS institution. Conference membership cost based on an estimated one-time fee of \$2.5M paid over three years. Fee noted in 2022-23 is 1/3 of this fee.

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

Resource Information

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

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Judge, J., & O'Brien, T. (n.d.). *Equity and Title IX in Intercollegiate Athletics: A Practical Guide for Colleges and Universities - 2012*. Retrieved from NCAA Publications: <http://www.ncaapublications.com/productdownloads/EQT112.pdf>

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

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

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

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

Exhibit A: Case Studies

As discussed, CSS has examined recent football startup efforts at specific FCS and FBS institutions. Those include Kennesaw State University, East Tennessee State University, Georgia State University, the University of North Carolina at Charlotte, University of Texas at San Antonio, and Winthrop University. Personal communication with and documentation from each athletic staff, as well as other research, including information from each athletic departmental and institutional website, were utilized to prepare these case studies. Each case study includes a timeline, competitive record and first year's schedule, staffing, facilities, Title IX considerations, and funding.

Kennesaw State University Kennesaw, GA

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

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

Program History and Timeline

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

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

Record and Schedule

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

*Home attendance as reported by the Big South Conference.

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

Staffing

The current (2016) coaches for football include:

- Head Coach
- 10 Assistant Coaches

In addition to the coaching staff, the following support staff were noted in their football timeline or listed within the staff directory:

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

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

Facilities

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



The Football office complex was completed in 2013. The 29,500-square-foot space provides the football program with 16 offices, up to 10 meeting rooms and film rooms, a 4,300 square-foot weight room, and a 2,560-square foot speed and agility area.

Title IX Considerations

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

Funding

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

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

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

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

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

http://www.kennesaw.edu/football/docs/ksu_hypothetical_football_budget.pdf

Reference Material

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

- KSU Football and Title IX Presentation to the Board of Regents Finance and Business Operations Committee (February 13, 2013):
http://www.usg.edu/assets/fiscal_affairs/documents/1_Regents_Com_Ftll_PP_FINAL.pdf
- KSU Football Exploratory Committee: <http://www.kennesaw.edu/football/index.shtml>
- Football Timeline: http://www.ksuowls.com/sports/2013/2/13/FB_0213132107.aspx
- Facilities: http://www.ksuowls.com/sports/2014/10/29/GEN_1029140808.aspx
- Staffing: <http://www.ksuowls.com/staff.aspx>
- Football Attendance:
 - <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
 - http://sidearm.sites.s3.amazonaws.com/bigsouth.sidearmsports.com/documents/2016/9/11/Big_South_Football_Statistics.pdf
- Football Schedule:
 - <http://www.ksuowls.com/schedule.aspx?schedule=133>
 - <http://www.ksuowls.com/schedule.aspx?schedule=206>

East Tennessee State University Johnson City, TN

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

Program History and Timeline

- 2003: ETSU drops football due to budget cuts and revenue shortfall.
- 2006: Task force study completed on the feasibility of returning scholarship football to ETSU.
- 2013:
 - January: Student senators vote to support starting a football program, including a \$125 per semester student athletic fee to fund a new program should one be started.
 - March: Tennessee Board of Regents approve the student fee increase.
 - April:
 - ETSU announces start of football and the addition of Phillip Fulmer to facilitate football planning and launch of the new program.
 - Launch Football Kickoff Fund to fundraise money in support of football. Donors asked to match the \$250 annual fee paid by students.
 - Host reunion of former football players.
 - June:
 - Hire head coach.
 - ETSU invited to join Southern Conference along with Mercer and Virginia Military Institute.
 - July: Announce hire of Defensive Coordinator and assistant coach.
 - November:
 - Announce new Nike apparel deal, which expands to add football.
 - Announce first football game to be played against Kennesaw State.
- 2014:
 - February: Announce first signing class with the commitment of 47 student-athletes.
 - March: Open tryout held for enrolled ETSU students.
 - May: Hire Offensive Coordinator.
 - July:
 - ETSU officially becomes member of the Southern Conference.
 - Hire one additional assistant coach.
 - August: Hire strength and conditioning coach.
 - September:
 - Open tryout held for walk-ons.
 - Football season tickets go on sale.
 - First official team practice.
 - December: Release 2015 schedule.
- 2015:
 - February:

- Announce second signing class.
 - Hire three additional assistant coaches.
- March:
 - Hire one additional assistant coach.
 - Launch stadium campaign. Stadium fundraising committee chairs are NFL head coach Mike Smith and fellow ETSU alumni and country music star Kenny Chesney.
 - Roadrunner Markets and Dunkin’ Donuts announce they will contribute \$1 million toward the school’s new football stadium.
- April: Unveil football uniform design.
- May: General Shale publicly announced its contribution of a half-million bricks to the program’s new football stadium.
- July:
 - Announce expansion of radio contract, maintaining an AM station and adding a FM affiliate for football and men’s basketball.
 - Announce the stadium construction manager and general contractor.
- September:
 - Buccaneer sports network releases broadcast plans.
 - Launch game time App.
 - Play first game against Kennesaw State University.
- October: Eastman Credit Union donates \$250,000 toward stadium campaign.
- November: Football stadium groundbreaking for Phase I.
- 2016:
 - August: ETSU has first women’s triathlon practice and begins competition in September. Compete in four meets.

Record and Schedule

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

*Home attendance as reported by the Southern Conference.

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

Staffing

The current (2016) coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 1 Graduate Assistant

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

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

Facilities

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

Funding for the new facility will include:

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



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

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

Title IX Considerations

An article published by the Johnson City press noted a pro forma with \$600,000 in expenses allocated for gender equity costs with the addition of football. In April 2015 ETSU won a women’s triathlon emerging sport grant from USA Triathlon and the USA Triathlon Foundation. ETSU also noted a grant award of \$80,000. The ETSU athletic strategic plan includes this sport. As stated, in 2016 ETSU fielded a varsity team and competed in four scheduled competitions.

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

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

Funding

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

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

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

ETSU also referenced gains with external revenue and donors including:

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

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

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

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

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

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

Reference Material

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

- Facilities: <http://www.etsustadium.com/>
- Staffing:
 - <http://www.etsubucs.com/athletics/staff/>
 - <http://www.etsubucs.com/football/coaches/>
- Football Attendance:
 - <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
 - http://sidearm.sites.s3.amazonaws.com/bigsouth.sidearmsports.com/documents/2016/9/11/Big_South_Football_Statistics.pdf
- Football Schedule:
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- Funding:
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- Football News Archives: <http://www.etsubucs.com/football/news/>
- Other:
 - <https://www.etsu.edu/125/documents/FootballReport.pdf>
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**Georgia State University
Atlanta, GA**

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

Program History and Timeline

- 2006: GSU completes initial study for the feasibility of adding football.
- 2007:
 - April: GSU hires former NFL coach Dan Reeves as its football consultant. Reeves helps secure more than \$1 million in pledges for a football program.
 - October: Mandatory Student Fee Committee unanimously approved increase in the student athletic fee. The increase of \$85 per semester was to support football, additional women's sports and a marching band program. Shortly thereafter the Fiscal Advisory Committee to the President endorsed the proposed increase.
- 2008:
 - April:
 - Board of Regents approve fee which at the time would result in an additional \$5.5 million per year. The funding would increase with enrollment growth.
 - President Carl Patton announces the addition of football at the FCS level with plan to begin play in 2010.
 - June: Announce hiring of Bill Curry as first Head Coach.
 - August: First five assistants hired.
 - October: Open tryouts held for GSU students.
 - November: Groundbreaking held for practice facility.
- 2009:
 - January: New President Mark Becker hired.
 - February:
 - New Athletic Director Cheryl Levick hired.
 - From February to September the new Athletic Director hired approximately 10 additional staff.
 - Announce first recruiting class.
 - June: Officially accepted to CAA; football to begin play in 2012.
 - July: Temporary practice field for football secured.
 - September:
 - Announce inaugural football schedule.
 - Football begins practice year.
 - December: Season tickets go on sale.
- 2010:
 - February: Second recruiting class signed.
 - September: Play first football game.

- 2011:
 - Announce the addition of beach volleyball.
- 2012:
 - March: Initial report that GSU studying the feasibility of FBS football.
 - April: Accepts invitation to join the Sun Belt Conference in 2013.
 - August: Announce retirement of Head Coach Bill Curry following the 2012 season.
 - November: Announce hiring of Trent Miles as new Head Coach.
- 2013:
 - Spring: Beach volleyball begins first season.
 - July: GSU officially joins the SBC.
- 2014:
 - May: Cheryl Levick steps down as Athletic Director.
 - August: Charlie Cobb hired as new Athletic Director.
- 2015:
 - December: GSU and private partner announce winning of bid for the purchase of Turner Field to be redeveloped as a Football Stadium and athletic complex.
- 2016:
 - November:
 - University System of Georgia Board of Regents approved the GSU plan to buy Turner Field.
 - Head Coach Trent Miles relieved of coaching duties.
 - December:
 - Shawn Elliott hired as Head Coach.
 - GSU takes ownership of the new stadium property.

Record and Schedule

Year	Conference	Overall	Average Attendance
2010	N/A	6-5	16,750
2011	N/A	3-8	14,286
2012	1-7 (CAA)	1-10	12,309
2013	0-7 (SBC)	0-12	15,577
2014	0-8 (SBC)	1-11	15,006
2015	5-3 (SBC)	6-7*	10,347
2016	2-6 (SBC)	3-9	15,103~

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

~Home attendance as reported by the Sun Belt Conference.

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

Staffing

The 2016 coaches for football include:

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

In addition to the coaching staff, the following other support staff are listed for football:

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

Facilities

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



The GSU Practice Complex was completed in 2010. The site includes a 120-yard synthetic turf field. The initial cost was estimated at \$9M included cost of land and the first and second phases of the facility construction. The additional 22,000-square foot facility was completed in 2011 and includes the Panthers' locker room, equipment room, athletic training room, theater-style team meeting room, individual position meeting rooms and coaches' offices.

- Team Meeting Room - 1,507sf
- Breakout Meeting Rooms - 180sf each
- Conference Room - 450sf
- Locker Room - 2,544sf
- Equipment Room - 1,570sf
- Training Room - 2,144sf
- Hydro Therapy - 365sf
- Band Storage - 750sf mezzanine, 640sf lower level

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



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

http://www.georgiastatesports.com/PhotoAlbum.dbml?&PALBID=1119453&DB_OEM_ID=12700



In 2015, GSU and Carter and Oakwood Development were named the winning bidders to purchase Turner Field (The Ted), the home site of the MLB franchise the Atlanta Braves. The Braves will leave Turner Field following the 2016 season for a new location. The plans include converting this venue into a football stadium for the Panthers, and creating a baseball stadium proposed at Turner Field property on the old Fulton County Stadium Site, incorporating the Hank Aaron home run wall. In addition, the site plan includes building a mix of school facilities, private student housing, market rate rental housing, single family homes and neighborhood retail. Football operations will move to Turner Field. The planned renovation (anticipated to begin in early 2017) will have seating initially for 23,000 with a future phase adding another 10,000 seats.

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

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

Title IX Considerations

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

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



Funding

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

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

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

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

Reference Material

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 - <http://www.usatoday.com/story/sports/ncaaf/2012/11/30/georgia-state-hires-trent-miles-replaces-bill-curry/1738553/>
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- Facilities:
 - http://www.georgiastatesports.com/fls/12700/stats/2015Football/GSUFB_MG15.pdf?D_B_OEM_ID=12700
 - <http://news.gsu.edu/2015/12/21/georgia-state-carter-team-named-winning-bidder-for-redevelopment-of-turner-field/>
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- http://www.georgiastatesports.com/SportSelect.dbml?DB_OEM_ID=12700&SPID=5671&SPSID=53628&DB_OEM_ID=12700
- Football Attendance:
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 - <http://sunbeltsports.org/custompages/fbstats/2016/gsu.htm#team.tem>
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 - <http://news.gsu.edu/2013/07/01/georgia-state-joins-sun-belt-conference/>
 - <http://www.georgiastatesports.com/ViewArticle.dbml?ATCLID=205410587>
- FCS and FBS Feasibility:
 - http://www.georgiastatesports.com/ViewArticle.dbml?DB_OEM_ID=12700&ATCLID=695518
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University of North Carolina at Charlotte Charlotte, NC

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

Program History and Timeline

- 2007:
 - Board of trustees authorizes the study of football.
 - Chancellor commissions a committee to review the feasibility of adding football. Committee votes unanimously to recommend the addition of the sport.
- 2008:
 - September: Chancellor formally recommends the addition of football to the Board of Trustees.
 - November: Board of Trustees approves chancellor's recommendation without opposition.
- 2009:
 - February: Announce football fundraising capital campaign team.
 - September: "It's a Rush" capital fundraising campaign kicks off.
 - December:
 - Stadium concepts presented.
 - Board of Trustees approves funding plan.
- 2010:
 - February: Board of Governor's approves funding plan.
 - June/July: North Carolina state legislature approves non-appropriated capital project bill.
- 2011:
 - March: Hire head coach.
 - April:
 - Stadium groundbreaking takes place.
 - First walk-on tryouts held.
 - November: Announce naming of McColl-Richardson Field.
- 2012:
 - February: Announce first recruiting class (27).
 - May: Announce decision to join C-USA.
 - August: Judy Rose Football Center named.
 - October: Stadium completed.
- 2013
 - February: Announced second recruiting class (20).
 - June:

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

Record and Schedule

Year	Conference	Overall	Average Attendance
2013	N/A	5-6	15,541
2014	N/A	5-6	13,272
2015	0-8	2-10	14,618
2016	3-5	4-8	14,192*

*Home attendance as reported by Conference USA.

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

Staffing

The current (2016) coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 4 Graduate assistants

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

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

Facilities

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

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



Title IX Considerations

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

Funding

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

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

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

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

Following the C-USA invitation, Charlotte began FBS play in 2015. The change to FBS did not result in an additional student fee request. Generated revenue, including conference distributions, guarantees, ticket sales, and donations were used to cover the additional costs. The largest increases in costs were football coaching salaries, which nearly doubled, and financial aid due to the increase from 62 to 85 scholarships. The following provides a summary revenue and expense projection for 2015-16, the first year of FBS play.

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

Reference Material

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

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- Football Attendance:
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 - http://conferenceusa.com/documents/2016/9/4/C_USA_Statistics.pdf
- C-USA Announcement: <http://www.charlotte49ers.com/ViewArticle.dbml?ATCLID=205423610>
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- Football Coaching Staff:
http://www.charlotte49ers.com/SportSelect.dbml?&DB_OEM_ID=23200&SPID=72735&SPSID=623847
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University of Texas at San Antonio San Antonio, TX

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

Program History and Timeline

- 2006: Complete Football Feasibility Study.
- 2007:
 - April: University acquires a 125-acre site for practice and football complex.
 - September: Student Fee increase passes doubling the fee from \$10 to \$20/credit hour up to a 12 hour maximum over a 7-year period.
- 2008:
 - March: Board of Regents approves fee increase.
 - September: Athletics initiates development of business plan for football.
 - December: Texas Board of Regents approves UTSA's Athletic Initiative Business Plan, which grants the university permission to add football.
- 2009:
 - March: Announce Larry Coker as first football coach.
 - August: First walk-on tryouts held.
 - October: Hire Director of Football Operations.
 - December: Begin accepting deposits for football season tickets.
- 2010:
 - January:
 - UTSA receives first million-dollar gift for football. Institution renames the Student Athletics Learning Center the James and Catherine Bodenstedt Athletic Learning Center in honor of the gift.
 - Hire offensive coordinator and another assistant coach.
 - February: Signs first recruiting class (25) and redshirts the entire class.
 - March:
 - Announces 2011 football schedule.
 - Hire defensive coordinator.
 - Walk-on tryouts held again.
 - April: Hire equipment manager.
 - October – January (2011): Hire 3 more assistant coaches.
 - November: UTSA accepts invitation to join WAC.
- 2011:
 - February: Signs second recruiting class.

- September: Play first game at Alamodome and play an independent FCS football schedule. UTSA set NCAA start-up records for inaugural game (56,743) and average season (35,521) attendance in 2011 at the Alamodome.
- 2012:
 - April 2012:
 - UTSA Announces it will join C-USA beginning July 2013.
 - Groundbreaking for Park West Athletic Complex.
 - July: Officially joins WAC.
- 2013
 - July: Officially joins C-USA.

Record and Schedule

Year	Conference	Overall	Average Attendance
2011	N/A	4-6	35,521
2012	3-3	8-4	29,226
2013	6-2	7-5	29,214
2014	3-5	4-8	27,576
2015	3-5	3-9	23,008
2016	5-3	6-6*	23,038~

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

~Home attendance as reported by Conference USA.

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

Staffing

The current (2016) coaches for football include:

- Head Coach
- 9 Assistant Coaches
- 1 Graduate Assistant

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

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

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

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

Facilities

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



The team began football practicing at Dub Farris Stadium near campus. The athletics initiative business plan approved in 2008 by the Texas Board of Regents called for the development of an \$84M athletic complex. The plan was to be completed in multiple phases. City and county voters approved \$22.1M for

the construction of track & field and soccer facilities (Phase 1). That has now been completed. Additional phases are to be completed as funding is identified.

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



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

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

Title IX Considerations

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

UTSA has a Title IX plan that is reviewed annually to assure all sports are treated equitably in 11 mandated areas.

UTSA has made satisfactory progress toward providing both opportunities and resources to men's and women's programs. The Athletic Department is closely monitoring the Title IX provision that requires male and female athletics opportunities to match the percentage of male and female students enrolled

in the University. With the addition of male football student-athletes and a possible higher percentage of females in the general student body, UTSA is reviewing possibilities for adding one or two more women's sports.

As Athletics moves forward with facilities enhancements, careful consideration will be given to maintaining equitable practice and game facilities for male and female sports. The same is true when scholarships are increased to include cost of attendance.

Funding

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

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

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

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

Strategy 3 — Advance the university's existing 16 intercollegiate sports programs to an NCAA Football Bowl Subdivision (FBS/formerly Division I-A) conference. A university's public perception is based in part upon its athletics prominence and associated national visibility. Joining an FBS-level conference will build equity in a UTSA degree by associating the university with institutions of similar enrollment, academic

standing and community size. This strategy will take several years of growth and ultimately will require a conference invitation and Board of Regents approval. The university's fiscal year 2008 annual athletics budget was approximately \$8.5 million. An invitation from the Sun Belt, Conference USA or another FBS conference will require an annual operations budget of more than \$20 million, a men's basketball program that competes for an at-large NCAA Tournament bid annually, a competitive football program and improved athletics facilities. Until it meets these objectives and is invited to join an FBS conference, UTSA will continue to compete for Southland Conference and NCAA Division I National Championships in its 16 existing sports and for the FCS Championship in football.

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

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

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

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

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

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

Reference Material

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

- Football Announcement and Business Plan:
 - <http://goutsa.com/news/2008/12/20/3634575.aspx?path=football>
- USA Today Article: *How UTSA Became College Football's Best Startup*:
 - <http://www.usatoday.com/story/sports/ncaaf/cusa/2014/08/31/college-football-utsa-texas-san-antonio-roadrunners/14862029/>
- Facilities:
 - <http://www.goutsa.com/news/2013/8/15/209080160.aspx>
 - <http://www.utsa.edu/maps/parkwest-map.html>
 - <http://www.alamodome.com/>
 - <https://www.google.com/maps/place/Dub+Farris+Athletic+Complex/@29.5658872,-98.6503366,2158m/data=!3m1!1e3!4m8!1m2!2m1!1sk+west+athletic+complex,+san+antonio,+tx!3m4!1s0x0000000000000000:0x450d06b4be3c07a7!8m2!3d29.563435!4d-98.6535144>
- Football Schedule: <http://goutsa.com/schedule.aspx?schedule=11&path=football>
- Football Attendance:
 - <http://www.ncaa.org/championships/statistics/ncaa-football-attendance>
 - http://conferenceusa.com/documents/2016/9/4/C_USA_Statistics.pdf
- Conference Announcements:
 - <http://www.utsa.edu/today/2010/11/wacannouncement.html>
 - http://www.herald-dispatch.com/sports/marshall_sports/utsa-poised-to-leave-wac-will-join-c-usa/article_bdd59412-589f-5d0b-99bb-39fc56ab5a4f.html
- Statement of Chancellor Concerning Initiation of Football:
- Football Coaching Staff:
 - <https://www.utsa.edu/today/2009/03/coker.cfm>
 - <http://goutsa.com/coaches.aspx?path=football&>
 - <http://goutsa.com/staff.aspx>
- UTSA News Archives: <http://goutsa.com/archives.aspx?path=football>

Winthrop University
Rock Hill, SC

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

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

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

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

Dear Colleagues:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Facilities

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

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

Title IX Considerations

At Winthrop, 68% of the institution full-time undergraduate students are female, while 39% of student athletes are female. The institution is presently compliant with Title IX showing a pattern of adding opportunities for the underrepresented gender, most recently with the addition of women’s soccer (2003) and lacrosse (2010). The study determined that adding football would move the institution further from compliance unless an equivalent number of female student-athletes were also added.

Funding

The study estimated that adding football would cost \$11.5 million to build the necessary facilities, and an additional \$3.2 - \$4.8 million would be needed annually for operating expenses. The varied amount was based on if the program would compete at the scholarship or non-scholarship level. Scholarship costs were estimated at \$1.5 million annually.

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

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

Reference Material

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

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

2018 Economic Impact Study

The Potential Economic Impact of a UTRGV Football Program on the Local Economy



Conducted for:
Chris King, Director of Athletics, UTRGV

by

The University of Texas Rio Grande Valley
Data and Information Services Center (DISC)
(956) 665-7185, (956) 665-2301
Michael Uhrbrock, Economic Research Director
Sai Mullapudi, Business Economic Research Associate IV

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Introduction

The University of Texas Rio Grande Valley (UTRGV) Department of Intercollegiate Athletics approached the UTRGV Data and Information Systems Center (DISC) in spring 2018 about conducting an economic impact study to estimate the economic benefits of establishing a football program at UTRGV.

Since its inception in 1992, DISC has conducted hundreds of economic impacts studies and analyses for the university, economic development corporations, local governments, businesses and nonprofit organizations in the Rio Grande Valley.

DISC used IMPLAN software, a national, widely-used, and recognized input-output model for estimating economic impacts, and local spending and economic data to calculate the economic impact.

Projections of expenditures/spending to create and operate a football program used in this study were provided by the UTRGV Department of Intercollegiate Athletics.

The results of the economic impact study of this report are organized by the football conference level UTRGV would potentially join: 1) Football Bowl Subdivision (FBS) and 2) Football Championship Subdivision (FCS). These two levels are substantially different, with FBS requiring additional investment to start and operate.

This study focuses the potential economic impacts of a football program over the short-term (1 to 3 years), beginning with the first full year of season play in 2022-23. The economic impacts from creating and operating a football program, excluding construction impacts that are one-time, would occur every year as long as the football program is operating.

Executive Summary

- The economic impact of creating and operating a UTRGV FBS or FCS football program on the local economy would be positive, creating jobs, labor income, and taxes, and increasing overall economic output in the local economy.
- The local economy would benefit from 1) \$79.5 million in construction spending for football stadium and related sport facilities 2) \$10.9 million (FBS) or \$8.5 million (FCS) in operating spending to run the football program and 3) \$806,726 (FBS) or \$489,067 (FCS) in attendee and visiting team spending. These expenditures (direct impacts) will create additional spending (indirect and induced impacts) in the economy through the multiplier effect.
- Including construction impacts, spending related to a UTRGV FBS football program would create 966 jobs, generate \$40.7 million in labor income, and add \$63.8 million in value added, for a total economic impact of \$142.2 million. A FBS program would generate \$4.4 million in state and local tax, and \$9.0 million in federal tax.
- Including construction impacts, spending related to a UTRGV FCS football program would create 936 jobs, generate \$38.4 million in labor income, and add \$60.7 million in value added, for a total economic impact of \$138.3 million. A FCS program would generate \$4.3 million in state and local tax, and \$8.5 million in federal tax.

Total Economic Impact of a UTRGV Football Program, Including Construction

	FBS	FCS
Employment	966	936
Labor Income	\$40,789,040	\$38,494,977
Value Added	\$63,804,349	\$60,725,321
Output	\$142,240,174	\$138,359,859
State and Local Tax	\$4,437,086	\$4,314,448
Federal Tax	\$9,052,927	\$8,551,084

Impact Results

For the economic impact analysis, spending is broken down by the following economic impacts: 1) construction spending for football stadium and related sport facilities 2) operations spending to run the football program and 3) attendee and visiting team spending.

Construction Spending Impact

Construction costs are initial start-up/one-time facility costs that the university will incur to add a football program such as stadium construction/renovations/improvements, practice facilities, locker rooms, coaches' and support staff offices, academic areas, strength and conditioning areas, training and medical areas.

The UTRGV Department of Intercollegiate Athletics estimates construction expenditures for a 20,000 seat football stadium, operations building and practice field would be \$75 million. Other construction related spending includes \$500,000 for women's beach volleyball facilities and \$4 million for women's softball facilities in order to balance the men to woman athletes and comply with the NCAA bylaw 20.10.1 to start a Division I football program. Total construction spending related to a UTRGV football program is estimated at \$79.5 million. See Table 1. Construction Spending for a UTRGV Football Program.

Table 1. Construction Spending for a UTRGV Football Program

FBS/FCS Stadium	\$75,000,000
Beach Volleyball	\$500,000
Softball	\$4,000,000
Total Capital Expenditure	\$79,500,000
Source: UTRGV Department of Intercollegiate Athletics.	

Construction spending benefits the local economy through spending that supports general contractors and local subcontractors and construction workers who are hired for the construction of the buildings, and local businesses that sell building materials and fixtures used to construct and outfit the buildings. Unlike other impacts that occur annually, construction impacts are temporary, one-time impacts that occur during the period of construction.

Based on IMPLAN, the local economic model data, and the associated economic multipliers used for the industry sectors, the \$79.5 million in construction spending creates 792 jobs, generates \$30.4 million in labor income, and adds \$50.0 million in value added, for a total economic impact of \$125.1 million. Construction spending generates \$3.9 million in state and local tax, and \$6.7 million in federal tax. See Table 2. Economic Impact of Construction for a UTRGV Football program.

Table 2. Economic Impact of Construction Spending for a UTRGV Football Program

	Jobs	Labor Income	Value Added	Output
Direct Effect	467	\$18,385,933	\$26,206,792	\$83,220,744
Indirect Effect	196	\$7,320,453	\$14,674,943	\$25,444,195
Induced Effect	128	\$4,714,434	\$9,132,607	\$16,487,763
Total Effect	792	\$30,420,820	\$50,014,342	\$125,152,702
State and Local Tax				\$3,918,394
Federal Tax				\$6,794,143

Operating Spending Impact

Once the football program has been created, the university will incur annual costs to operate the football program, which include compensation for coaches' and additional support staff, grants-in-aid phased in over a period of years, stadium and facility maintenance, team travel, recruiting, academic services, training and medical services, strength and conditioning services, etc.

Projections of expenditures to operate a FBS or FCS football program were provided by the UTRGV Department of Intercollegiate Athletics. Annual operating spending for FBS is projected to be \$10.9 million a year, and for FCS is projected to be \$8.5 million a year. Operating spending for the two women's programs in beach volleyball and softball, and swimming and diving were included since they are related to the creation of a football program to equal the male/female athletes as required by NCAA bylaws. See Table 3. Operating Spending for a UTRGV Football Program and Related Sports.

Table 3. Operating Spending for a UTRGV Football Program

	FBS		FCS	
	Operating Budget	UTRGV Employees	Operating Budget	UTRGV Employees
Football	9,179,456	41	\$6,965,591	37
Beach Volleyball	375,332	2	\$354,332	2
Softball	751,095	3	\$662,870	3
Swimming & Diving	615,388	3	\$600,750	2
Total	10,921,270	49	\$8,583,542	44
Source: UTRGV Department of Intercollegiate Athletics.				

Based on IMPLAN, the local economic model data, and the associated economic multipliers used for the industry sectors, the \$10.9 million in FBS annual operating spending creates 165 jobs, generates \$10.1 million in labor income, and adds \$13.2

million in value added, for a total economic impact of \$16.0 million. Operating spending generates \$456,024 in state and local tax, and \$2.1 million in federal tax. The \$8.5 million in FCS annual operating spending creates 138 jobs, generates \$7.9 million in labor income, and adds \$10.4 million in value added, for a total economic impact of \$12.5 million. Operating spending generates \$358,046 in state and local tax, and \$1.7 million in federal tax. See Table 4. Economic Impact of Operating Spending for a UTRGV Football Program.

**Table 4. Economic Impact—
Operating Spending for a UTRGV Football Program**

	FBS	FCS
Employment	165	138
Labor Income	\$10,101,573	\$7,912,505
Value Added	\$13,294,985	\$10,410,834
Output	\$16,030,951	\$12,566,601
State and Local Tax	\$456,024	\$358,046
Federal Tax	\$2,190,934	\$1,715,804

Attendee Spending Impact

A UTRGV football program will bring in visitors-both locals and nonlocals-who attend the football games. For this study, nonlocal visitors are persons who travel from outside the Rio Grande Valley. Nonlocal visitors include the fans and the players/coaches/staff traveling with the visiting football teams. Local visitors are persons from cities in the Rio Grande Valley who would attend the games. For the study we conservatively estimate that 98% of the visitors will be local and 2% will be nonlocal, during the first three years of FBS/FCS play, as the football program is new and the visiting teams will be from small to mid-size colleges and universities with limited traveling fan bases.

UTRGV Department of Intercollegiate Athletics estimates attendees at 17,850 for the season for FBS and 10,350 for FCS for the first year of season play. Using attendee and visiting team projections provided by the UTRGV Department of Intercollegiate Athletics, the ratio of nonlocal to local visitors, and expenditure data of Texas visitors visiting the Rio Grande Valley from *Texas Tourism Report for South Texas, 2016*, DISC calculated the estimated amount of spending by nonlocals and locals persons attending the football games. Visitor spending for FBS was estimated at \$806,726 a year, while visitor spending for FCS was estimated at \$489,067 a year. See Table 5. Attendee Spending.

Table 5. Attendee Spending

	FBS	FCS
Hotels and Motels	\$70,518	\$43,065
Transportation	\$267,221	\$161,885
Food	\$217,286	\$131,634
Shopping	\$124,838	\$75,628
Entertainment	\$92,448	\$56,006
Miscellaneous	\$34,415	\$20,849
Total Visitor Spending	\$806,726	\$489,067
Source: UTRGV Department of Intercollegiate Athletics.		

Based on IMPLAN, the local economic model data, and the associated economic multipliers used for the industry sectors, the \$806,726 in FBS attendee and visiting team spending creates 10 jobs, generates \$266,647 in labor income, and adds \$495,022 in value added, for a total economic impact of \$1.0 million. Operating spending generates \$62,667 in state and local tax, and \$67,849 in federal tax. The \$489,067 in FCS attendee and visiting team spending creates 6 jobs, generates \$161,652 in labor income, and adds \$300,145 in value added, for a total economic impact of \$640,555. Operating spending generates \$38,009 in state and local tax, and \$41,137 in federal tax. See Table 6. Economic Impact of Attendee Spending for a UTRGV Football Program.

**Table 6. Economic Impact
Attendee Spending for a UTRGV Football Program**

	FBS	FCS
Employment	10	6
Labor Income	\$266,647	\$161,652
Value Added	\$495,022	\$300,145
Output	\$1,056,521	\$640,555
State and Local Tax	\$62,667	\$38,009
Federal Tax	\$67,849	\$41,137

Total Impact

When the individual economic impacts of construction spending, operating spending, and attendee and visiting team spending are added together, the total economic impact of a UTRGV football program on the local economy is positive, generating jobs, labor income, taxes, and increasing overall economic output in the local economy.

Impact Excluding Construction

Excluding construction impacts, the FBS program creates 175 jobs, generates \$10.3 million in labor income, and adds \$13.7 million in value added, for a total economic impact of \$17.0 million. FBS program generates \$518,691 in state and local tax, and \$2.2 million in federal tax. The FCS program creates 144 jobs, generates \$8.0 million in labor income, and adds \$10.7 million in value added, for a total economic impact of \$13.2 million. FBS program generates \$396,055 in state and local tax, and \$1.7 million in federal tax. See Table 7. Total Economic Impact of a UTRGV Football Program, Excluding Construction.

**Table 7. Total Economic Impact of a
UTRGV Football Program, Excluding Construction**

	FBS	FCS
Employment	175	144
Labor Income	\$10,368,219	\$8,074,157
Value Added	\$13,790,007	\$10,710,979
Output	\$17,087,472	\$13,207,157
State and Local Tax	\$518,691	\$396,055
Federal Tax	\$2,258,783	\$1,756,941

Impact Including Construction

Including construction impacts, the FBS program creates 966 jobs, generates \$40.7 million in labor income, and adds \$63.8 million in value added, for a total economic impact of \$142.2 million. FBS program generates \$4.4 million in state and local tax, and \$9.0 million in federal tax. The FCS program creates 936 jobs, generates \$38.4 million in labor income, and adds \$60.7 million in value added, for a total economic impact of \$138.3 million. FCS program generates \$4.3 million in state and local tax, and \$8.5 million in federal tax. See Table 8. Total Economic Impact of a UTRGV Football Program, Excluding Construction.

**Table 8. Total Economic Impact of a
UTRGV Football Program, Including Construction**

	FBS	FCS
Employment	966	936
Labor Income	\$40,789,040	\$38,494,977
Value Added	\$63,804,349	\$60,725,321
Output	\$142,240,174	\$138,359,859
State and Local Tax	\$4,437,086	\$4,314,448
Federal Tax	\$9,052,927	\$8,551,084

Methodology

The Impact Analysis for Planning (IMPLAN) input-output economic modeling system was used to obtain the economic impact of UTRGV on the RGV economy. IMPLAN is a widely used, nationally renowned economic modeling system, which consists of regional economic data and software. IMPLAN can be described as an accounting system of economic transactions that take place among industries, businesses (such as a university) and consumers in an economy. These transactions create an economic impact in terms of jobs, value added, and output for the economy.

In the case of this economic impact analysis, when UTRGV spends money to create and operate a football program, it is creating an economic impact through the injection of new spending into the economy. This money is re-spent one or more times in the local economy through the multiplier effect. Multipliers are related to three kinds of effects:

1. Direct effects are changes in the local economy caused by some economic change in the area. An example would be new construction at the university or a new business moving into the area. The university or the new business will make local purchases, which will cause a change in the overall level of economic activity in the area.
2. Indirect effects are the changes in inter industry purchases as they respond to the new demands of the directly affected industries. An example would be when the university purchases from an existing business, this business makes purchases to produce the goods/services that the university demands. This and the subsequent rounds of purchases are classified as indirect effects.
3. Induced effects reflect changes in inter industry spending resulting from household spending. This spending comes from household income of new jobs generated from the direct and indirect effects.

Assumptions

First year of play: 2022-23.

Attendance: FBS 17,850 per season; FCS 10,350 per season. 6 home games. Includes attendance from women's softball, beach volleyball, and swimming/diving.

Locals 98%, nonlocals 2%. Nonlocal = persons living outside Rio Grande Valley, Texas; locals = persons living in Rio Grande Valley, Texas.

Visiting teams: FCS 125 players, coaches, support staff, and administration per game; FBS 140 players, coaches, support staff, and administration per game. 6 games. Nonlocal \$154.10 per person per day (hotel/motel = \$45, transportation = \$39.60, food = \$32.20, shopping = \$18.50, entertainment = \$13.70, miscellaneous = \$5.10).

Attendee spending = nonlocal \$154.10 per person per day (hotel/motel = \$45, transportation = \$39.60, food = \$32.20, shopping = \$18.50, entertainment = \$13.70, miscellaneous = \$5.10); local \$36.27 per person per day (transportation = \$13.20; food = \$10.73, shopping = \$6.17, entertainment = \$4.57, miscellaneous = \$1.70).

Attendee spending does not include revenue from ticket sales, as these expenditures are including as part of the operating spending.

Overnight stay for nonlocals = 1 night.

Construction costs = football stadium, operations center, and practice field. Construction impacts are temporary, one-time impacts that occur during the construction period.

Economic impact results for FBS/FCS are calculated for the first full year of season play. Annual impacts from operating spending and attendee spending will continue annually as the program operates.

The study area used for the economic impact study was Hidalgo County. The economic impact study can be run using other cities and counties in the Rio Grande Valley as the study area, but overall, the impact results would be similar.

Definitions

Direct Effects—The set of expenditures applied to the predictive model (i.e., I/O multipliers) for impact analysis. It is a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity or policy. These initial changes are determined by an analyst to be a result of this activity or policy. Applying these initial changes to the multipliers in an IMPLAN model will then display how the region will respond, economically to these initial changes.

Indirect Effects—The impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying direct effects to the type I multipliers.

Induced Effects—The response by an economy to an initial change (direct effect) that occurs through re-spending of income received by a component of value added. IMPLAN's default multiplier recognizes that labor income (employee compensation and proprietor income components of value added) is not a leakage to the regional economy. This money is recirculated through the household spending patterns causing further local economic activity.

Jobs—Jobs supported in the study area related to the spending generated as a result of the events occurring with the new event. Employment impact is stated in job years.

Labor Income—All forms of employment income, including employee compensation (wages and benefits) and proprietor income.

Output—Output represents the value of industry production. In IMPLAN these are annual production estimates for the year of the dataset and are in producer prices. For manufacturers this would be sales plus/minus change in inventory. For service sectors production = sales. For retail and wholesale trade, output = gross margin and not gross sales.

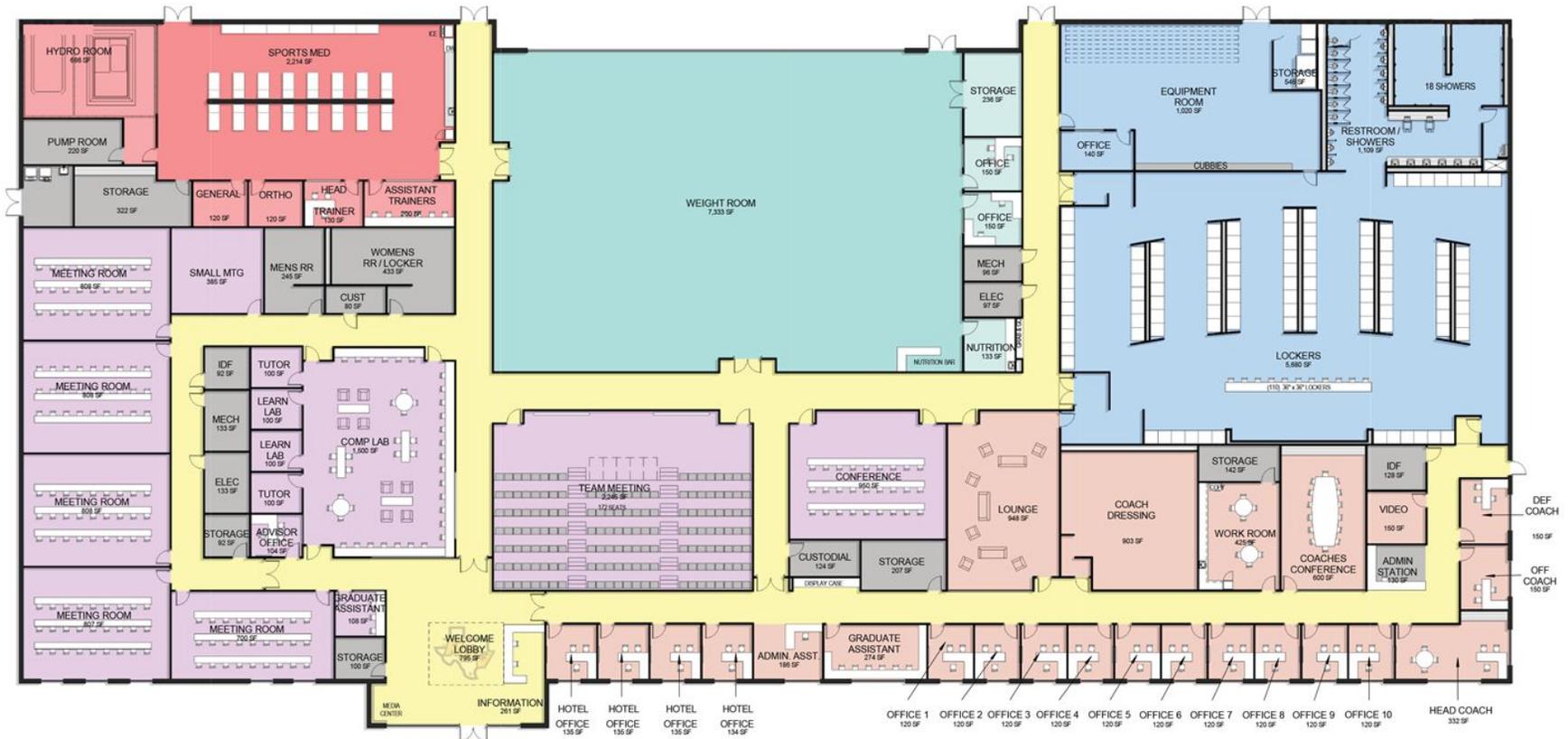
Value Added—Is the sum of total income and indirect business taxes. Value added is the most commonly used measure of the contribution of a region to the national economy, as it avoids double counting of intermediate sales and captures only the “value added” by the region to final products.

Vaqueros Performance Center Renderings

**TOTAL SQ FT - 48,380
FLOOR PLAN**



November 16-17, 2022 Meeting of the U. T. System Board of Regents - Academic Affairs Committee



Agenda Book - 191



3D PERSPECTIVE
UTRGV

FOOTBALL OPERATIONS CONCEPT
02.21.2022



3D PERSPECTIVE
UTRGV

FOOTBALL OPERATIONS CONCEPT
02.21.2022



WELCOME LOBBY
UTRGV

FOOTBALL OPERATIONS CONCEPT
02.21.2022



SPORTS MED
UTRGV

FOOTBALL OPERATIONS CONCEPT
02.21.2022



LOCKERS ROOM
UTRGV

FOOTBALL OPERATIONS CONCEPT
02.21.2022

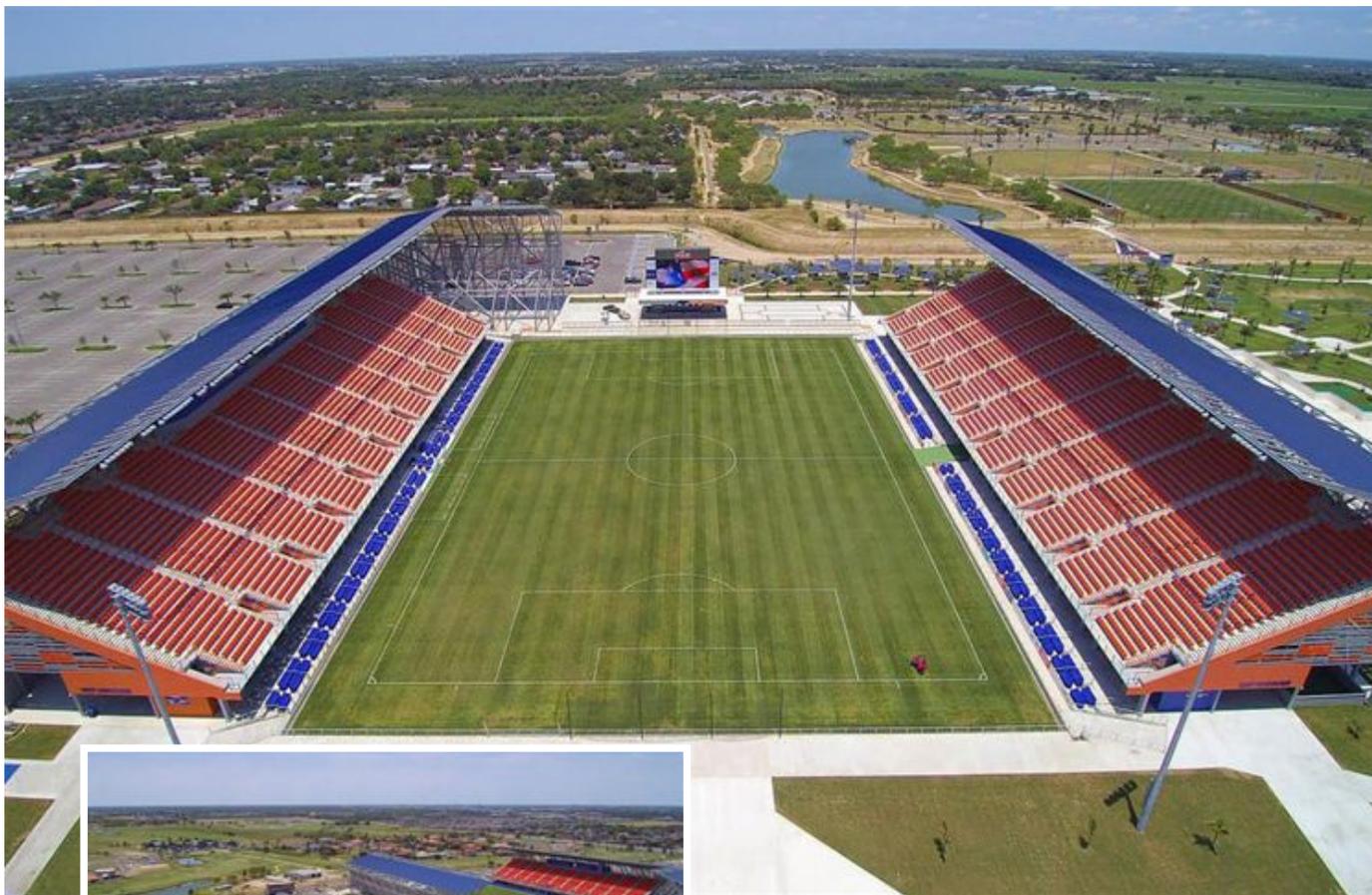


TEAM ROOM
UTRGV

FOOTBALL OPERATIONS CONCEPT
02.21.2022

HEB Park one-pager
(including other options in Pharr & McAllen)

H-E-B Park Edinburg, TX



- Four miles away from UTRGV Edinburg Campus
- Capacity: 9,735
- Home of the RGV Toros FC, a franchise of the United Soccer League.
- H-E- B Park provides a unique opportunity with in-season and off-season practice fields and luxury accommodations onsite.



McAllen Memorial Stadium

McAllen, TX



- 9.7 miles away from UTRGV Edinburg Campus
- Capacity: 13,500
- From 1981 to 1985, the stadium played host to the NCAA Division II Football Championship, known as the Palm Bowl, during its five-year stay in McAllen.

PSJA Stadium

Pharr, TX

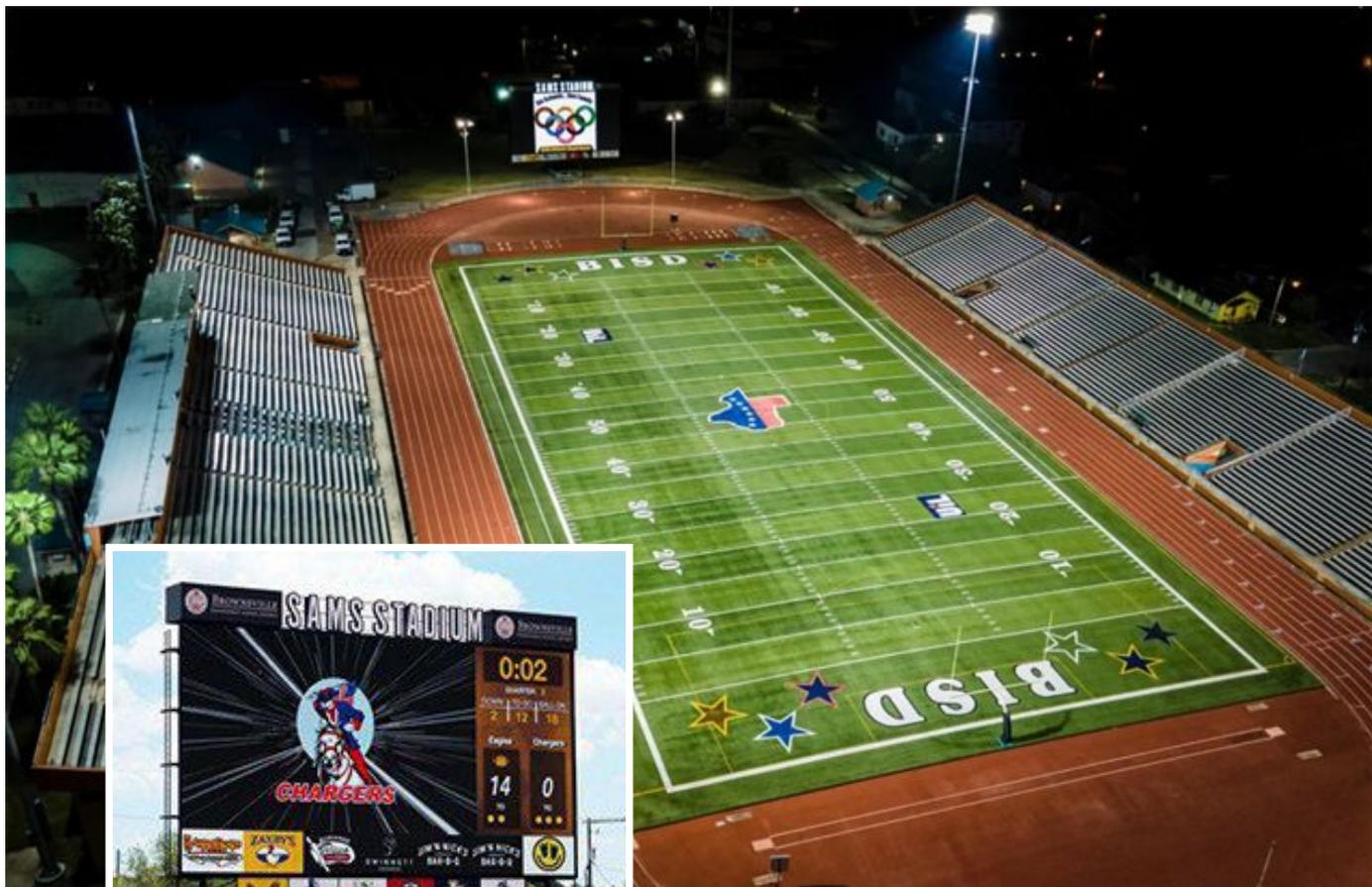
- 10.5 miles away from UTRGV Edinburg Campus
- Capacity: 12,000
- All-digital scoreboard which features a video screen that measures 56 feet high by 32 feet wide.



Sams Memorial Stadium one-pager

Sams Memorial Stadium

Brownsville, TX



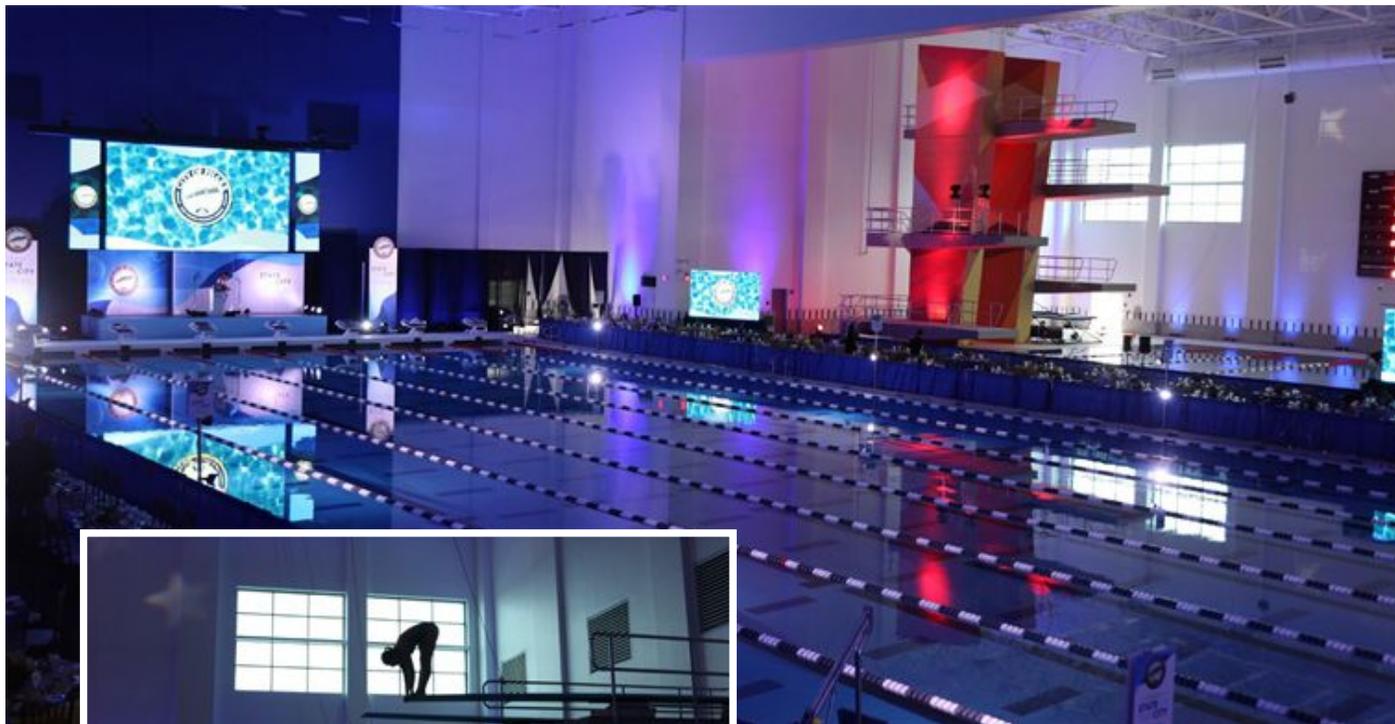
- Two miles away from UTRGV Brownsville Campus
- Capacity: 10,000
- 65-foot scoreboard and \$1.5 million state-of-the-art marvel that features instant replay, live streaming, programmable advertising.



Pharr Natatorium one-pager

City of Pharr & UTRGV Natatorium

Pharr, TX



- Seven miles away from UTRGV Edinburg Campus
- Capacity: 1,200
- Eight 50-meter lanes and 22 25-yard lanes
- Diving area with both springboards and platforms
- Eight starting blocks with RJPs and backstroke wedges
- Home of the 2023 Western Athletic Conference Swimming & Diving Championships



5. U. T. Austin: Report on the Strategic Plan and Institutional Priorities

A report to the Board on the Strategic Plan for U. T. Austin is set forth on the following pages. President Hartzell will make brief remarks and be available to respond to questions from the Board.

U. T. Austin: Change Starts Here

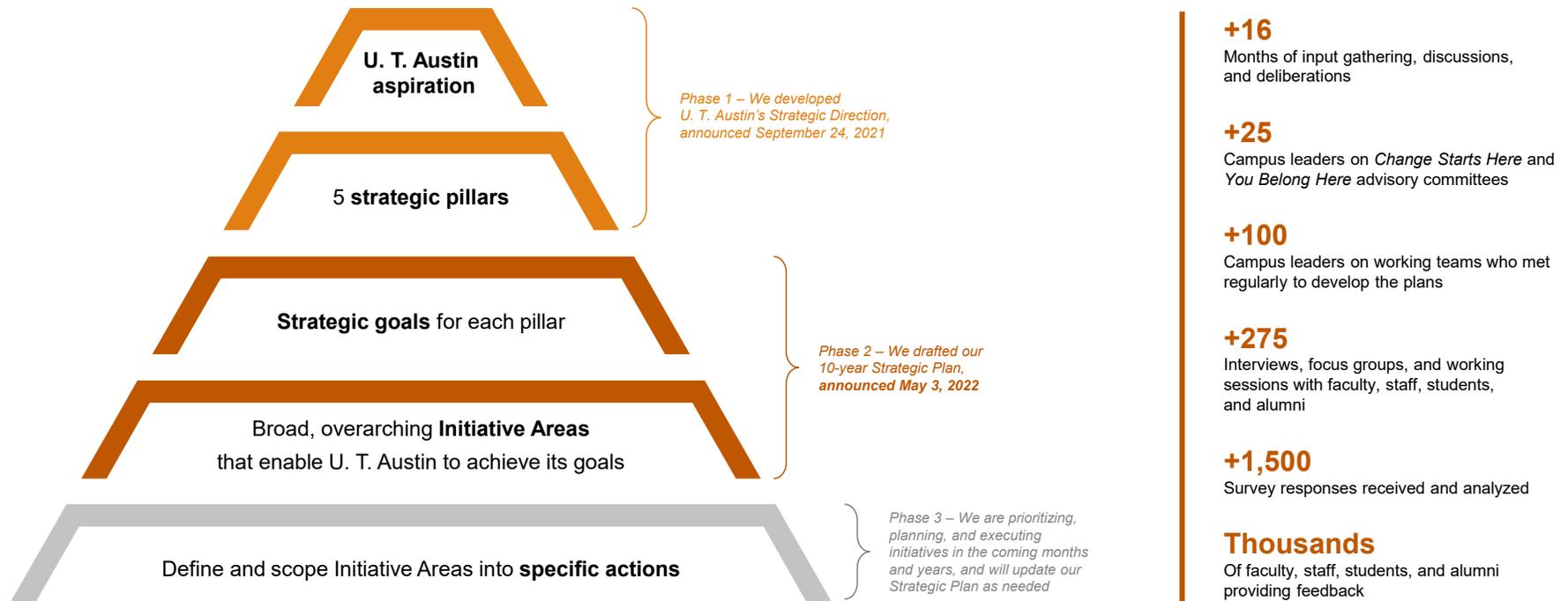
10-Year Strategic Plan to Increase Impact

Jay Hartzell, President

U. T. System Board of Regents Meeting

November 2022

U. T. Austin reimagines a “university of the first class” through ***Change Starts Here***, our bold and ambitious strategic plan to become the **world’s highest-impact public research university**.

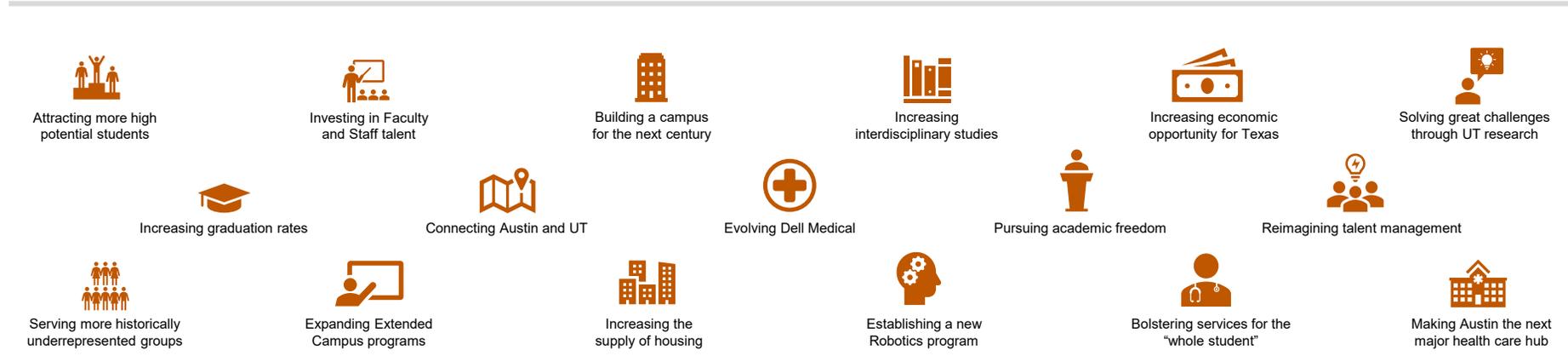


Change Starts Here: U. T. Austin’s 10-Year Strategic Plan to Increase Impact

Become the world’s highest-impact public research university, unleashing knowledge, opportunity and innovation from the heart of Texas

PEOPLE	PLACE	PURSUITS		
An exceptional, diverse community of learners and scholars, leaders and trailblazers...	...amplifying the unmatched potential of Austin and Texas...	...and changing the world through transformative...		
		Experiences	Education	Research
<p>Attract outstanding, high-potential students, faculty, and staff</p> <p>Cultivate a distinctive campus culture of excellence, inclusivity, equity, and innovation</p> <p>Foster free and open discourse to enhance knowledge and understanding</p> <p>Engage Longhorns for life, personally, and professionally</p>	<p>Embrace and enrich the growth and spirit of Austin and Texas</p> <p>Partner with industry, community and government to pioneer new models of service, learning, health care, and research</p> <p>Enhance life, work, health, and learning by creating next-generation university environments on and beyond our campus</p>	<p>Propel the individual passions and journeys of our students, faculty, staff, and alumni</p> <p>Ignite a strong sense of belonging, community, and purpose</p> <p>Embody our public mission to serve Texas, the United States and the world</p> <p>Deliver excellence at every touchpoint through outstanding personnel, operations, and technology</p>	<p>Boldly innovate undergraduate, graduate, and lifelong education for a dynamic, digital, and global future</p> <p>Deepen the integration between instruction and experience, research, and service</p> <p>Equip and inspire students for a lifetime of success, leadership, and impact</p>	<p>Advance ambitious research, scholarship, and creative arts</p> <p>Tackle society’s biggest challenges in key areas of interdisciplinary strength, including Energy & Environment, Health & Well-Being, and Technology & Society</p> <p>Operate best-in-class research infrastructure and resources</p>

In a short time, we have **taken decisive action** towards our aspiration by **accelerating progress** in key initiative areas.





Change Starts Here

UT's 10-Year Strategic Plan to Increase Impact



MAY 2022

v.1.0



Executive Summary

In 1876, The University of Texas was chartered by the Texas Constitution as a “university of the first class.”

In 2022, we are reimagining what that means through *Change Starts Here*, our Strategic Plan **to become the world’s highest-impact public research university, unleashing knowledge, opportunity, and innovation from the heart of Texas.**

This aspiration reflects the fact that our university, like our state, has grown in stature and prominence and operates at a scale and level of excellence that are rare in higher education.

Our inspiring and diverse community includes more than 50,000 students and 20,000 faculty and staff members who are committed to the pursuit of learning, research, and service on our central Austin campus and beyond, and more than a half-million living alumni, many of whom remain connected as “Longhorns for Life.” Our nearly 230 academic fields of study and 18 colleges and schools include over 80 top 10 programs and specialties and a host of outstanding programs focused on innovative research, scholarship, and creative arts that elevate lives and impact the world.

This breadth and depth have long powered our university mission to “achieve excellence in the interrelated areas of undergraduate education, graduate education, research and public service.” They allow us to create impact through fundamental, translational and applied research. They allow us to pursue a remarkable diversity of scholarship that enhances knowledge. And they allow us to bring together, support, and propel our diverse community of learners and scholars, leaders and trailblazers.

In short, this breadth and depth of excellence ensure that *what starts here changes the world.*

But the world itself is changing. Society is emerging from a global pandemic. The nation’s demographics look different from how they did at the turn of the 21st century. We are wrestling with challenges to our social fabric and striving to ensure civil discourse, justice, and inclusion. At the same time, an explosion of innovation and information is transforming how we live, learn and work, and

“
We are
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“a university
of the first
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Starts Here*,
our Strategic
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university...

**EXECUTIVE
SUMMARY**

higher education is embracing new models for teaching and learning to meet the needs of a rapidly changing society.

This change creates an unprecedented opportunity to reflect on who we are as Texas' flagship university and how we can grow even stronger.

University leaders realized this potential and began to plan for a more impactful future during President Hartzell's first months in office in 2020, when we launched the first phase of strategic planning.

We recognized the unique chance to develop a Strategic Plan that will reinforce the core values etched in stone on the Main Building — *learning, discovery, freedom, leadership, individual opportunity, and responsibility* — while also creating a vision to generate even greater impact in a time of continual change. Our goal also included harnessing and amplifying the energy and progress the university has already made in order to increase our impact and identify new areas of focus.

The efforts were led by three esteemed faculty members, together with an Advisory Committee of university leaders. They launched a highly inclusive process that led to conducting several hundred focus groups and interviews with faculty, staff, students, and alumni and reviewing 1,500 responses from multiple surveys across campus.

The result was the aspiration that President Hartzell announced on the Main Mall at his September 2021 inauguration and State of the University address — **to become the world's highest-impact public research university**. That aspiration rests on five strategic and interconnected pillars that are core to the university's impact: **People, Place, and our Pursuits of Experiences, Education, and Research**.

The strategic planning leaders spent the next six months in the second planning phase soliciting input through many conversations with students, faculty, staff, alumni, and community partners. The result of these conversations is laid out in *Change Starts Here* through a series of **strategic goals for each pillar and broad initiative areas that will enable UT to achieve these goals**.

Our Strategic Plan is designed to be a living document that will guide our journey during the next decade. With its publication, we are beginning the third and multi-year phase of the Strategic Plan focused on implementation. No long-term plan should remain static, and our Strategic Plan will be refined, expanded, and elaborated to reflect our learnings and the changes in the environment around us as it is being implemented in the coming months and years.



**STRATEGIC PLAN
DEVELOPMENT**

**The People and Efforts Behind
Change Starts Here**

+16

Months of input gathering, discussions, and deliberations

+25

Campus leaders on Change Starts Here and You Belong Here advisory committees

+100

Campus leaders on working teams who met regularly to develop the plans

+275

Interviews, focus groups, and working sessions with faculty, staff, students, and alumni

+1,500

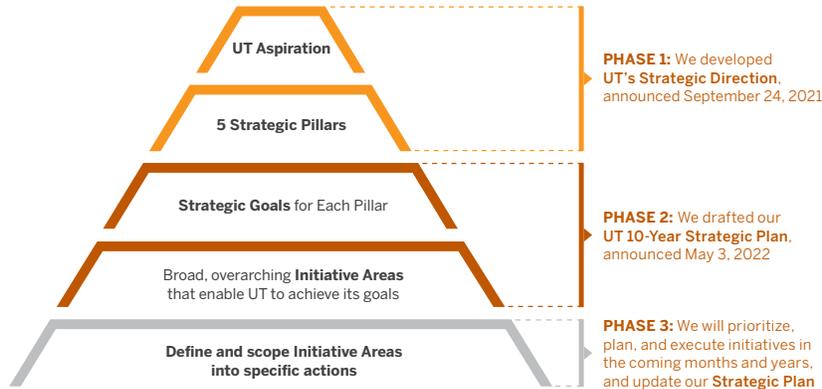
Survey responses received and analyzed

Thousands

Of faculty, staff, students, and alumni providing feedback

**EXECUTIVE
SUMMARY**

Over the past year, we have run a robust process and canvassed a broad set of stakeholder inputs to establish a bold direction and plan for the university.



University leaders will be designated to lead each initiative area. They will work with other UT community members to define the scope of these areas and identify specific actions to be carried out across the university, from **accelerating successful initiatives that are already under way to planning new ones**. And they will do so in tandem with a university-wide *Plan for an Equitable and Inclusive Campus* to be published this fall.

To ensure that the Strategic Plan is successful, we will establish a focused, high-impact Transformation Support Office within the Office of the President to help maintain visibility and momentum toward achieving our aspiration. This team will track and report on progress, measure impact, and provide hands-on support to the initiative areas so we can execute and deliver against our broad goals across our five pillars:

Goals across our Five Pillars:

People

We will **serve more students and learners** and cover more of their financial need; aggressively pursue **outstanding, high-potential students, faculty, and staff**; achieve the objectives set forth in our ambitious *Plan for an Equitable and Inclusive Campus*; and engage our graduates for life.

Place

We will **embrace and enrich the spirit of Austin and Texas** by strengthening UT's leadership role in health, innovation, talent development, scholarship, and the arts through simplifying and promoting new avenues for collaboration and taking advantage of and reimagining how our campus can redefine the residential university of the future.

Experiences

We will deliver **exceptional, transformative experiences** for students, staff, faculty, and alumni through a vibrant residential campus environment; holistic support of all students, staff, and faculty; the creation of small communities and shared campus-wide experiences; and high-quality operations.

Education

We will **transform education** through new degrees, interdisciplinary options, innovation in pedagogy, and linkage to our research, and we will strategically expand Continuing Professional Education offerings to prepare learners for dynamic futures.

Research

We will lead the world in **research at scale** in three broad areas of exceptional importance to Texas and the world: Energy and Environment, Technology and Society, and Health and Well-Being.

The University of Texas at Austin: Our strategic direction

Become the world's highest-impact public research university, unleashing knowledge, opportunity and innovation from the heart of Texas				
PEOPLE	PLACE	PURSUITS		
An exceptional, diverse community of learners and scholars, leaders and trailblazers...	...amplifying the unmatched potential of Austin and Texas...	...and changing the world through transformative...		
		Experiences	Education	Research
<p>Attract outstanding, high-potential students, faculty and staff</p> <p>Cultivate a distinctive UT culture of excellence, inclusivity, equity and innovation</p> <p>Foster free and open discourse to enhance knowledge and understanding</p> <p>Engage Longhorns for life, personally and professionally</p>	<p>Embrace and enrich the growth and spirit of Austin and Texas</p> <p>Partner with industry, community and government to pioneer new models of service, learning, health care and research</p> <p>Enhance life, work, health and learning by creating next-generation university environments on and beyond our campus</p>	<p>Propel the individual passions and journeys of our students, faculty, staff and alumni</p> <p>Ignite a strong sense of belonging, community and purpose</p> <p>Embody our public mission to serve Texas, the United States and the world</p> <p>Deliver excellence at every touchpoint through outstanding personnel, operations and technology</p>	<p>Boldly innovate undergraduate, graduate and lifelong education for a dynamic, digital and global future</p> <p>Deepen the integration between instruction and experience, research and service</p> <p>Equip and inspire students for a lifetime of success, leadership and impact</p>	<p>Advance ambitious research, scholarship and creative arts</p> <p>Tackle society's biggest challenges in key areas of interdisciplinary strength, including Energy & Environment, Health & Well-Being, and Technology & Society</p> <p>Operate best-in-class research infrastructure and resources</p>

There are 42 initiative areas that propel advancements within the five pillars. Each initiative area summarizes what we want to accomplish and contains dozens of measures of success, from raising the yield rate for undergraduate students who are accepted to increasingly celebrating and promoting our people's scholarly work. In the coming months, UT community members will work collectively and collaboratively to set more specific targets for success that will help us realize our aspiration.

In releasing this Strategic Plan, we are boldly calling on all faculty, staff, students, and alumni to embrace the opportunity before us, leverage our size and scale, and lean into Longhorn pride to increase UT's impact. We are challenging you to continue driving for excellence, set a bold vision for the future — and prepare for the journey ahead so we can excel as a "university of the first class" for generations to come.