

FINANCIAL REVIEW OF UNH ATHLETICS

02/08/2021

Prepared by the UNH Financial Review
Committee for Athletics

1. Introduction

In September 2019, the University of New Hampshire undertook an extensive financial review and resource assessment in partnership with Huron Consulting Group. When the results of the review were presented in February 2020, the UNH community offered feedback that they would like to see a similar review of UNH Athletics' financial health. In response, a cross-functional team consisting of faculty and staff from various UNH departments and disciplines was commissioned in July 2020 by the COO and VP for Administration, Chris Clement. The resulting UNH Financial Review Committee for Athletics was charged with analyzing the fiscal and programmatic health of UNH Athletics and developing recommendations in support of a sustainable budget model; the ideal result being the development of a revenue-neutral Athletics program by FY23 while maintaining the overall quality of - and community pride in - UNH Wildcats Athletics.

The committee determined to look at its work through the lens of the institution's Four Strategic Priorities. While the primary priority for this review is to Build Financial Strength, it is also important to maintain the strength of Athletics' contributions to Enhancing Student Success and Well-Being, Expanding Academic Excellence and Embracing New Hampshire.

This work was a process of research and discovery, particularly for those members whose area of expertise is outside of intercollegiate athletics. UNH Athletics operates in a highly regulated environment, with obligations to adhere to Title IX requirements and the many, varied and complicated NCAA and conference (America East, Hockey East, Colonial Athletic Association) mandates (i.e. to provide meaningful sponsorship of sports in all three sports seasons, equitable facilities, minimum numbers of sports, minimums for financial aid grants, and so on). Crucially, UNH has pared down the programs offered to students through a series of cost reduction efforts over many years, resulting in a limited portfolio with little room to maneuver without risking a breach of legal and conference requirements. As a result, the committee determined that it needed to secure a consultant who could advise on compliance issues. The committee also decided to review whether UNH Athletics should remain a Division I program, or consider a move to Division II or Division III.

As the committee undertook its work in the environment of the COVID-19 pandemic, many universities and colleges around the country were doing the same. Although the review of UNH Athletics was not caused by the pandemic as may have been the case at other universities and colleges, the committee benefitted from many news reports of other institutions embarking upon cuts to their programmatic offerings, and

the challenges presented as they made decisions impacting the student populations they serve. The committee's careful approach to potential programmatic changes seems particularly pragmatic in light of cautionary tales from schools like Brown, Dartmouth and William & Mary among others who are facing legal challenges with many now reversing uninformed decisions. UNH had previously faced such a legal challenge as well, after the 1991 rescission of Women's Tennis, which resulted in UNH being compelled to reinstate the sport and undergoing several years of annual reviews by the Office of Civil Rights to verify its adherence to Title IX regulations.

Another challenge identified was the overwhelming dependence on variable revenue, particularly the student athletic fee, to support fixed costs. Compounding this issue is the charge-back for scholarships provided by UNH Athletics, which increases as UNH tuition increases, and yet the slim operating margins limit the opportunities for the department to generate revenue necessary to offset the increased expense without raising the student athletic fee.

2. Executive Summary

The committee considered a number of cost-saving and revenue-generating opportunities working collaboratively with the UNH Athletics Department as well as two external consultants who were contracted to review UNH Athletic program offerings to ensure the University's compliance with applicable legal, NCAA, and other compliance regulations and obligations. Additionally, the consultants provided a holistic view in assessing the impact on implementing the opportunities identified considering, among other factors, respect to UNH reputation, brand, philanthropic efforts and alumni engagement.

As the committee's work was not precipitated by the COVID-19 pandemic, but began after its onset, the decision was made to develop recommendations and analysis using data from a pre-pandemic operating state.

Specifically, the committee evaluated the financial performance of UNH Athletics over the past several years and benchmarked the performance against comparator institutions. Analysis of these metrics and extensive research resulted in the identification of key areas of opportunity which were evaluated for viability, complexity, and anticipated return; as well as to assess potential impacts to the broader University community. Recommendations were then developed, with preference given to opportunities which:

- would either increase net revenue/decrease net expenditures to the University (as opposed to options which would result in a shift of financial responsibility to other University departments)
- maintained or improved the contributions of Athletics to the University community
- anticipated a higher return for the investment / complexity of implementation
- have a higher likelihood of achieving the intended outcome
- minimize unintended outcomes, such as reduced enrollment, inability to fundraise, or reputational damage.

Recommendations:

- **Media Rights:** Consider bringing Media Rights back in house.
- **Contributions (Fundraising and Gifts):** Invest in resourcing Annual Giving and Fundraising since the return on investment is high and UNH lags behind comparator schools in this area.
- **Roster Reductions:** Engage in roster management to right-size in accordance with comparator schools and ensure regulatory compliance, which will also result in some savings.

- **Financial Aid:** Reduce scholarships by a count of 7-10 to contain rising costs of financial aid. This will need to be done over 3-4 years due to existing commitments.
- **Transportation/Travel:** Consider outsourcing team travel management to a third-party company which specifically caters to higher education athletics teams.
- **Reduce Reliance on Student Athletics Fee:** The reliance on a student fee to fund Athletics causes frustration on the part of those who do not see the benefit of the programs, and continually places Athletics at odds with the student body to defend their programs and fees. This could be accomplished through increased indirect institutional support of Athletics, for example by reducing or eliminating RCM charges and service chargebacks.
- **Revisit RCM Contributions:** Potential changes to the RCM budget model could benefit the Athletics budget in the ballpark of \$1M.
- **Debt Reduction:** Paying off the Whittemore Center debt will eliminate a yearly \$481,000 obligation after the final payment is made in FY24 (with approximately \$45,000 remaining to be paid in FY25).
- **Embrace UNH Athletics:** The committee found Athletics to be a fiscally-responsible program with wide-ranging benefits to the University mission, such as enhanced brand identity, increased market reach, and way of creating unifying experiences for many students, alumni, and the community.
- **Athletics Requires Investment:** Intercollegiate athletics programs almost universally receive institutional support, and throughout the country only a few athletics departments are able to cover all costs with revenues generated by athletics. All of those revenue-generating schools are in the five autonomy (elite "Power Five") conferences.

See Section for Details	Effort	Estimated Annual Savings/ Revenue	Annual Investment Required	One-Time Investment Required	Notes	Level of Difficulty
5.2	Targeted Roster Reductions	\$15,000 - \$50,000	-	-	Reduce Track and Field by 25, Football by 5-8. Variable savings of costs/athlete. May need to be implemented over 4-5 years as University honors any existing commitments to students.	Mod
5.3	Grant In Aid (GIA) Parity / Eliminate 4-10 Scholarships	\$185,000 - \$450,000	-	-	Reduce number of scholarships offered to bring GIA in line with benchmark peer set. This will need to be implemented over 4-5 years in order for UNH to honor its existing commitments.	High
5.3	Increase proportion of scholarships to NH students (or at in-state rates) from 10.5% to 15%	\$100,000 - \$150,000	-	-	Reduce size of scholarships offered, targeting NH students when possible. This will need to be implemented over 4-5 years for UNH to honor its existing commitments. It also presents risk in recruiting high-performing athletes with strong academic and athletic records, and that focusing some scholarships on NH students could limit diversity make-up of the teams due to the more limited diversity within the state.	High
5.4	Outsource travel and transportation management	\$62,000 - \$104,000	TBD	-	Investigate savings through outsourcing travel and transportation management with a travel company. Savings are for anticipated reduction in travel costs. Coaches are currently booking travel for teams, time could be redirected or reduced but that is not factored into calculation.	Low
5.5	Increase Philanthropic Giving	\$500,000 - \$1,000,000	Salary (typically paid by Advancement)	-	Requires investment of 1-2 Major Gift Officers and/or Annual Giving Officer salary, which is typically contributed by Advancement and is offset by overall increase in donations. Generally takes 18-24 months once hired to produce optimal returns.	Mod
5.6	Media Rights	\$150,000 - \$250,000	-	-	Skillset exists in house, however it will be difficult to exit the existing contract to 2028 with Media Rights partner. This is being considered as Media Rights partner is seeking contract modification due to COVID-19 pandemic in lieu of paying the guarantees.	High
5.7.1	Secure Naming Rights for Whittemore Center	\$200,000 - \$350,000	-	-		Mod
5.7.1	Secure Naming Rights for Wildcat Stadium	\$100,000 - \$250,000	-	-		Mod

5.7.2	Enhance Rentals of Athletics Venues	\$50,000 - \$100,000	-	-	Current contractual language limits facility rentals.	Mod
5.7.3	Whittemore Center Retail Store	\$40,000 - \$100,000	Staffing	Varies with structure	Increase merchandise sales 20-25%	Mod
5.7.3	Whittemore Center expansion of key areas, Skybox Lounge	\$350,000	-	\$1,000,000	Model Victory Club at Wildcat Stadium. Membership/donation model. Improve capability for non-game day rental revenue.	High
5.7.3	On-campus marquee	\$30,000 - \$50,000	-	\$125,000	Promote campus/game events to increase attendance, and save UNH expense of mobile messaging unit and other signage. Potential to generate naming rights/sponsorship revenue.	Low
5.7.3	New food service programs at Whittemore Center	\$150,000 - \$250,000	-	\$1,000,000	Enhance fan experience in line with modern venue experiences and expectations. Increase attendee per cap spending by \$3-\$5	Mod
5.7.3	Increase of guarantee games	\$100,000 - \$200,000	-	-	Very speculative. Increase guarantee games in the football and basketball schedules. Additional competitions against Power 5/Group 5 schools could net increased revenue.	High
5.7.4	Facilities reschedule staff to avoid overtime costs to Athletics	\$10,000 - \$15,000	-	-	Facilities staff, commonly electricians, are required for some UNH Athletics events and cost overtime.	Low
5.7.4	Reschedule hockey camps to reduce times need to produce ice	\$7,000 - \$8,000	-	-	Rescheduling hockey camps to later in the summer and volleyball to earlier, could allow ice to be made once during the summer instead of twice.	Low
5.7.4	RCM restructure	\$940,000	Shift of financial responsibility to central	-	Consider restructuring RCM to eliminate payment of space allocation fees, etc. Athletics could save ~ \$940,000 annually as they pay \$4M in RCM-related fees and receive ~\$3M. The risk is that this shifts financial responsibility centrally.	High
5.7.4	Retire Whittemore Center Debt (as of end of FY24).	\$481,000	-	-	End of FY24, the Whittemore Center debt will be effectively paid off, with UNH Athletics responsible for ~\$45k only in FY25.	Low

3. Process

3.1 Project Timeline

The project schedule consisted of five major tasks:

Title	Start Date	End Date	3Q 2020			4Q 2020			1Q 2021	
			July	August	September	October	November	December	January	February
▸ Initiation and Planning	Mon 7/13/2020	Mon 8/10/2020	[Task Bar]							
▸ Identify opportunities, establish working groups	Mon 7/27/2020	Mon 9/14/2020		[Task Bar]						
▸ Detailed Analysis and Solutions Dvlt	Tue 8/25/2020	Tue 11/10/2020		[Task Bar]						
▸ Develop recommendations	Thu 11/12/2020	Fri 12/18/2020					[Task Bar]			
▸ Draft and deliver final committee report	Mon 12/21/2020	Mon 2/8/2021							[Task Bar]	

3.2 Committee Members

UNH Financial Review Committee for Athletics

- Chris Clement, Sponsor, COO and VP for Administration
- Rick MacDonald, Chair, Director of Business Affairs
- Marty Scarano, Director of Athletics
- Jay Calhoun, Interim Chief Financial Officer
- Joel Carstens, Director of Financial Aid
- Jon Danos, Executive Director of Athletics
- Michelle Bronner, Sr. Associate Athletic Director/SWA
- Pelema Ellis, Vice Provost of Enrollment Management
- Garrett Chapman, Associate Athletic Director, Finance
- Heather Barber, Associate Professor, Kinesiology
- Jennifer Lowrey, Managing Director, Development
- Cindi Rohwer, Academic Department Coordinator
- Amy Wack, Director of Central Administration BSC
- Amy Hodgdon, Project Manager

Subcommittee Members and Subject Matter Experts

- Kenneth Dempsey (Athletics)
- Carrie Kimball (Athletics)
- Dean Easterling (Campus Recreation)
- David Charette (Campus Recreation)
- Dorrie McClintock (Hospitality)
- Taylor McCarthy (Athletics-External Relations)
- Demi Muses (Wildcat Sports Properties)
- Colin Shank (Men's Hockey)
- Mike Murphy, Associate Athletic Director (Athletics Media Relations)
- Andrew Smith, Faculty (Political Science) and Faculty Senate Representative to Athletic Advisory Committee
- Caitlin Baldwin, Academic Affairs Coordinator, CEPS
- Allyson Ryder, Program Coordinator, Community, Equity, and Diversity
- Benton Maass, Student-Athlete (Men's Ice Hockey)
- Jackie Snow, UNH Center for DATA
- Cristy Cardoso, UNH Center for DATA
- Joanne Maldari, Associate Athletic Director Academic Support
- Rob McGann, Director of Admissions

Consultants

Due to the highly regulated nature of intercollegiate athletics, two external consultants with differing areas of expertise were engaged to help ensure the University's compliance with legal, conference, and other obligations.

- Daniel A. Cohen of Nelson Mullins
- Stan Brand and Stanley Woodward Jr. of Brand Woodward Law

3.3 Overview of Committee Assessment and Evaluation

To identify cost-saving and revenue generating opportunities the committee undertook a process-oriented approach. Specifically, the committee:

- Reviewed and assessed the current financial state of UNH Athletics, performed a benchmarking analysis against comparator institutions, and reviewed NCAA data on the financial performance of intercollegiate athletics programs;¹
- Studied the regulatory and other obligations in which UNH Athletics must operate;
- Reviewed documentation from prior financial evaluations of Athletics (e.g., Huron limited review, 2009 Blue Ribbon Commission Report, as well as the March 2006 report titled “The Fiscal Challenges of Intercollegiate Athletics at UNH” and the December 1998 report titled “Recommendations of the Athletic Advisory Committee on the Reduction of Teams at UNH”; and the programmatic changes implemented in 1991, 1998 and 2006.;
- Hired external consultants to assist in developing recommendations regarding UNH Athletics programmatic offerings;
- Conducted a benchmarking analysis on the demographics of UNH athletes as well as their academic performance and contributions to UNH;
- Identified several areas of opportunity and formed the following subcommittees to analyze and develop detailed recommendations:
 1. Mission Statement
 2. Finance and RCM
 3. Revenue Generation
 4. Facilities Management and Travel
 5. Programmatic Review
- Coordinated with the subcommittees to develop a list of recommendations within each focus area to improve the financial strength of the department, resulting in an opportunity inventory; and
- Developed recommendations through evaluation of the inventory of opportunities, considering multiple factors such as impact to the University (financially, culturally, reputationally), legal and athletic conference obligations, complexity of implementation, and feasibility of achieving any return by FY23.

¹ COVID-19 has had a marked impact on the Athletics budget. The committee utilized FY19 financials and enrollment numbers, and assumed a return to a normal operating state by FY23.

4. The State of UNH Athletics

As the committee considered recommendations to improve the financial health of UNH Athletics, it was important to account for the mission, responsibilities, and contributions of UNH Athletics – in other words, to consider carefully what purpose UNH Athletics serves. After all, if athletics exists only for athletics' sake, it could be made cost-neutral simply by eliminating it entirely. The committee required a deeper understanding of UNH Athletics in order to make sound recommendations.

4.1 UNH Athletic Department Mission Statement

As part of the committee's review of the fiscal and programmatic health of UNH Athletics, the committee needed to understand the role of Athletics at UNH. UNH Athletics had been preparing to update their mission statement before the COVID-19 pandemic struck and renewed that effort upon the committee's request. A broad subcommittee comprised of members of the Athletics Advisory Committee (names above) was formed to review its current mission and developed a new mission statement that reflects and directs the identity and intention of UNH Athletics. This group operated independently, and shared their final, approved mission with the committee.

University of New Hampshire Athletics is committed to fostering NCAA Division I teams that positively impact our student-athletes, align with the central mission of the University, and are a source of pride for the university community, the State of New Hampshire, and our alumni across the globe.

UNH Athletics creates and sustains a culture committed to integrity, inclusion, respect, civic engagement, leadership, and academic achievement. These values are embedded in the pursuit of athletic excellence and contribute to an extraordinary student-athlete experience.

UNH Athletics is committed to supporting every team and individual with the goal of competing for conference and national championships with an uncompromising resolve to achieve full athletic, academic and personal excellence.

The Core Values of UNH Athletics Include:

- **Student-Athlete Experience:** We will develop successful student-athletes by prioritizing their academic success, physical and mental health, safety and personal growth.

- **Character:** We will embody honesty and integrity, and commit to the highest standards in our athletic, academic and personal conduct.
- **Inclusion and respect:** We will foster a community known for inclusive behavior, in the classroom and in athletic competition; a community where all members feel valued and respected for their contribution to athletics and within the larger university experience.
- **Leadership and Civic Engagement:** We will encourage student-athletes at UNH to use the lessons learned through their athletic experience to become role models, leaders, and contributors to the university community and throughout their lives.
- **Academic Success:** We are committed to maintaining the highest academic standards. UNH Athletics will continue the long tradition of being recognized as an athletic program of academic distinction and remains committed to our goal of graduating every student-athlete.
- **Competitive Excellence:** We will elevate the national profile of our university through athletic success while upholding the student-athlete model.

4.2 UNH Athletics: Contributions to the UNH Mission

In addition to reviewing UNH Athletics' aspirations as expressed in their mission statement, the committee researched the contributions of UNH Athletics to the UNH mission. The goal was to look for opportunities while avoiding recommendations which might have adverse effects.

Enhance Student Success and Well-Being

- **Racial Diversity:** Student athletes make up just over 4% of the undergraduate population but they have an outsized influence on diversity at UNH. Over the past five years Black students involved in athletics averaged nearly 29% of the overall Black undergraduate population on campus.
- **International Diversity:** Similarly, student athletes represented an average of nearly 13% of the international undergraduate population over the same 5-year period.

Expand Academic Excellence

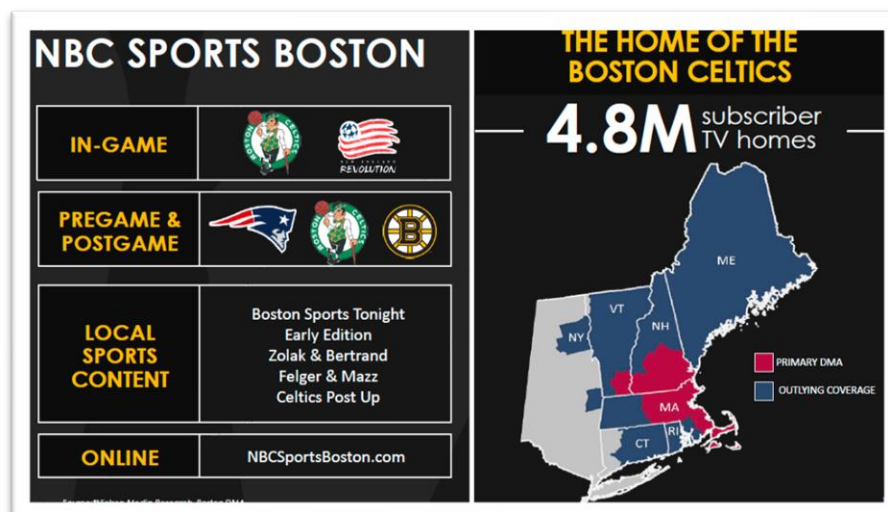
- **Dean's List:** While student athletes make up just over 4% of the overall student population, they are well-represented on the Dean's list. Over the last 4

completed fall and spring terms, student athletes represented an average of 4% of the Dean's list.

- **Graduation Rates:** Graduation rates are an important measure of success for any student. In 2020 University of New Hampshire athletic department earned an NCAA Graduation Success Rate score of 95. UNH is regularly among the top in their conferences and most UNH programs ranked higher than the national average. In addition, UNH is among the top of all public land grant institutions.

Embrace New Hampshire: Regional and National Exposure

- **NH State Interscholastic (HS) Participation Rates:** Each year more than 40,000 New Hampshire high school students participate in athletics. Many of these students come to UNH to attend summer sports camps and others have the opportunity to play their championship games at our UNH facilities. Each year UNH hosts three state high school football championships, state basketball championships, track and field meets and state championships as well as club and scholastic swim meets. UNH gives a unique experience to these New Hampshire athletes, a service to the community that also allows prospective students to envision what it would be like to be a Wildcat, especially when they have an opportunity to play in one of UNH's more modern facilities.
- **Digital Engagement with NH fans and Broadcast reach:** UNH Athletics appeared in nearly 50 hours of live sports programming on the region's biggest sports networks. Through America East's partnership with ESPN, UNH live streamed an additional 30 live Wildcat home events on ESPN3/ESPN+ featuring women's and men's basketball, women's and men's soccer and women's volleyball. UNH also reaches well over 4 million homes in New England through



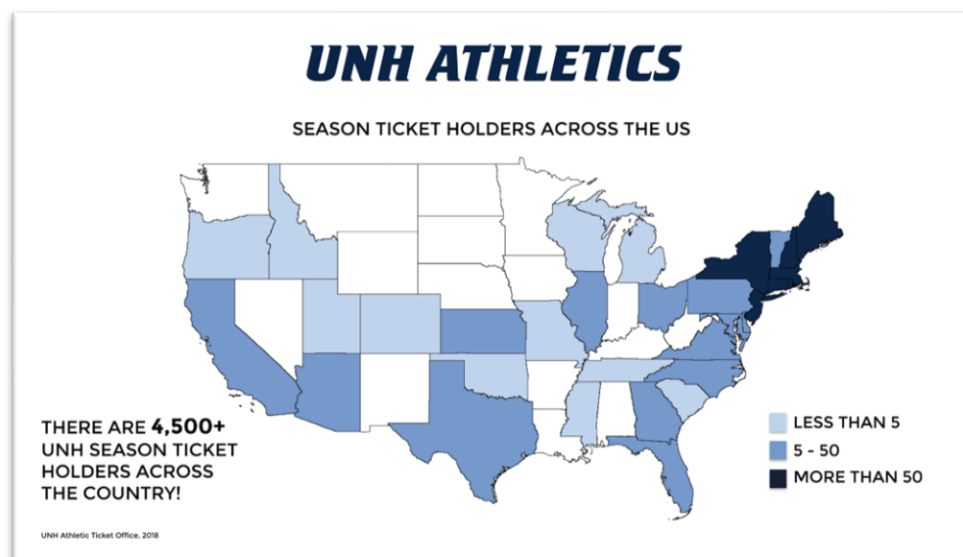
its linear football and hockey broadcast agreements with two regional sports networks; New England Sports Network (NESN), home of the Boston Bruins and

Boston Red Sox, as well as NBC Sports Boston, home of the Boston Celtics and New England Revolution. UNH Athletics has:

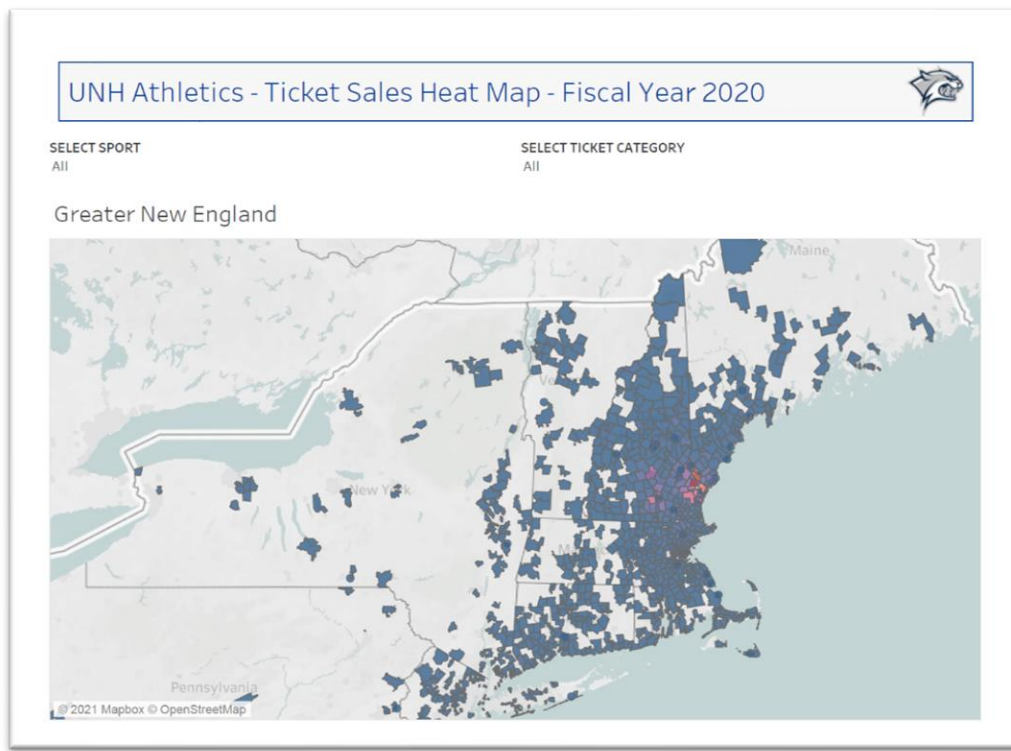
- 59,000+ social media followers
- 700,000 unique website visitors
- 127,000 living alumni
- **Live Free or Die:** Wildcat license plates offer an opportunity for UNH supporters to show their Wildcat Pride, and outsell the seal logo by more than 2 to 1.



- **Attendance at Athletics Events:** UNH Athletics routinely sees attendance from across the greater New England area, including over 250,000 annual visitors to athletic venues and more than 4,500 season ticket holders from across the country. A review of ticket sale demographics confirms that UNH Athletics reaches all our stakeholders: students, faculty and staff, as well as alumni and our New Hampshire and New England neighbors. Because of the University's



commitment to athletics infrastructure UNH's facilities accurately and positively portray a commitment to excellence.



- **Athletics Contribution to the UNH Brand:** The team solicited feedback from Kelly Doherty, AVP of Marketing, UNH Communications and Public Affairs to determine whether UNH Athletics is perceived as having a contribution to the UNH brand. Kelly contributed the following:
 - Athletics fans are a highly engaged, dedicated audience that serve as some of the best brand advocates and influencers for the University brand. They are absolutely critical to the overall brand reach. From sporting their athletic pride in branded apparel to sharing their pride on social media, they are some of the most visible stewards of a university's brand. Furthermore, the sheer volume of their engagement and activity on social can match, or often exceed, that of the general university brand channels.
 - Athletics unites UNH stakeholders in specific and important ways. Prospective students and parents can connect with alumni and key community influencers over a common interest. An experience with UNH through the athletics brand can create a lasting impression of the brand early on. In fact, we hear prospective students and parents say that attending a sporting event can change a student's opinion of UNH. It

can foster a sense of pride to attend a school with such palpable school spirit.

- o The synergy between the athletics and the general university brand is an area UNH has capitalized upon in the past several years. Athletics has the excitement and power to reinforce our brand personality for UNH overall. It adds a dimension to not only who we are, but also how proud we are. Some of the best reach for UNH shared brand content has been realized through joint content efforts such as with “Hockey Behind the Scenes.” These efforts have helped differentiate UNH and underscored the importance of UNH as the state’s flagship, all through the lens of the athletics brand.

Build Financial Strength

- **Commitment to Philanthropy:** With over 127,000 alumni, UNH Athletics has averaged philanthropic contributions exceeding \$2.17 million just over the past three years, with over \$1.1 million in annual giving. On average, the football program alone generates over \$800,000 in philanthropic contributions.
- **Consistent Revenue Generation:** UNH Athletics consistently generates significant revenue from its programs. For FY20, UNH Athletics recently reported revenues exceeding \$4.89 million from ticket sales, media rights, NCAA and conference distributions, parking and concessions, and royalties and other licenses.² The football program has averaged (FY18-20) over \$3.6m in revenues, of which over \$900,000 alone comes from media rights and another \$500k is guaranteed from participation in away games.
- **Opportunities for Expense Reduction and Revenue Generation:** The committee has identified opportunities for UNH Athletics to generate additional revenue and reduce some expenses, as detailed in this report.

² University of New Hampshire NCAA 2020 AUP Final report issued 01/07/2021

4.3 UNH Athletics Performance Compared to Peers³

4.3.1 NCAA General Financial Performance

According to an NCAA review on the Finances of Intercollegiate Athletics in Division I, II, and III institutions, on average only 24 athletics departments throughout the entire country are able to generate revenue in excess of expenses in any given year, and all of these are in autonomy five conferences.⁴ Intercollegiate athletics departments are generally not self-sustaining. While Division II and III institutions have reduced expenses, there are corresponding drops in revenue and recruiting opportunities.

The same review goes on to state “while schools in the five autonomy conferences generate more revenue (via ticket sales, broadcast rights, and NCAA and conference distributions, among other sources) than their counterparts in the rest of Division I, median athletics expenses at those 65 schools exceeded their total generated revenues by roughly \$7 million in 2019. Meanwhile, among the nonautonomy schools in Division I, median expenses outpaced generated revenues by nearly \$23 million. Schools account for those deficits by subsidizing athletics via student activity fees and direct support from the university, among other means.”⁴

In 2019, UNH Athletics' expenses exceeded directly generated revenues by \$23.07M, which is in line with the average for Division I. In the same year, UNH Athletics was funded through student fees (\$13M), direct institutional support (\$10M), and the remainder of the Athletics revenue (\$9.05M) is generated by Athletics through activities such as ticket sales, media rights, fundraising, endowments, royalties, sponsorships, and NCAA and conference distributions.

4.3.2 Benchmarking Against Peer Institutions

The committee identified a peer set against which to benchmark UNH's performance. Eight universities were selected based on the following characteristics:

- Is the institution public or private? (public preferred)
- How many sports are sponsored? (similar to UNH preferred)
- Does the institution sponsor football and (or) men's ice hockey? (both preferred)
- What is the institution's NCAA Division I subdivision status? (Football Championship Subdivision preferred)
- Does the institution have regular competition with UNH sports? (yes preferred)

³ NCAA Financial Information - Data Reported for Year ending June 30, 2019; and NCAA Finances of Intercollegiate Athletics report

⁴ “Finances of Intercollegiate Athletics.” NCAA.org - The Official Site of the NCAA, 23 Sept. 2020, www.ncaa.org/about/resources/research/finances-intercollegiate-athletics.

The eight peer institutions are:

- The College of William & Mary
- The University of Maine
- James Madison University
- Stony Brook University
- The State University of New York at Albany
- The University of North Dakota
- The University of Massachusetts-Amherst, and
- Miami University (OH).

Of the eight peer institutions selected:

- Seven institutions are public
- Average sports sponsored is 19 (UNH sponsors 20)
- Five sponsor football and hockey, four sponsor only football
- Six are Football Championship Subdivision (FCS), and
- Seven competed against UNH in the last two fiscal years.

The sub-committee developed multiple views of the data and, through different forms of analysis, detailed UNH's strengths, weaknesses, opportunities for improvement and threats. From this exercise, several areas of interest were highlighted for further evaluation.

Revenue Indicators

Athletic Endowments	75th Percentile
Contributions	13th Percentile
Reliance on Football Revenue	63rd Percentile
Revenue Self Sufficiency	50th Percentile
Direct Institutional Support	63rd Percentile
Indirect Institutional Support	13th Percentile
Student Fees	63rd Percentile
Ticket Sales	75th Percentile

Expense Indicators

Administrative Staff Comp	25th Percentile
Assistant Coach Comp	25th Percentile
Athletic Expenses Per Student-Athlete	38th Percentile
Direct Institutional Expenses	63rd Percentile
Facilities Costs	75th Percentile
Financial Aid	75th Percentile
Financial Aid per Student-Athlete	63rd Percentile
Head Coach Comp	50th Percentile
Overhead Admin Expenses	38th Percentile

STUDENT FEES COMPARISON:

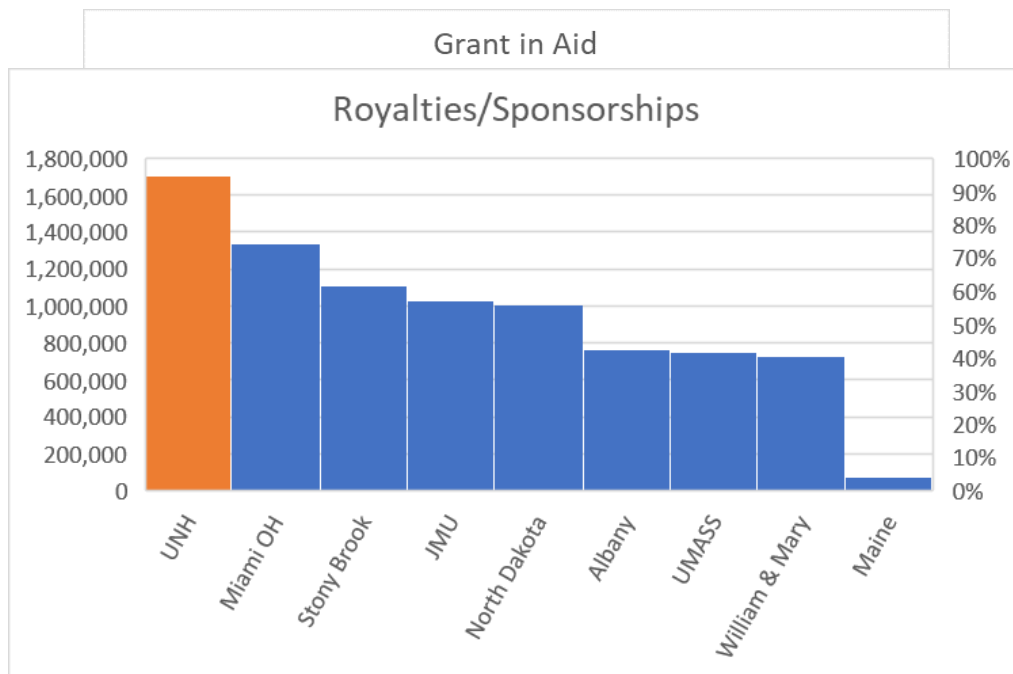
UNH student fees in 2019 fall slightly above the average of comparator schools, however fees vary widely, from \$0 - \$2411.93. Students may also receive different services for those fees at each school.

The total revenue from student fees is naturally dependent upon enrollment, and there UNH falls slightly below the average of comparator schools. This could be due to UNH charging the student fee to undergraduate students only. In his report, *The Fiscal Challenges of Intercollegiate Athletics at UNH* (see Appendix), David Proulx suggested that the Athletics Fee be charged to graduate students in addition to undergraduates. The committee did not pursue this as a revenue opportunity as there have been frequent complaints from undergraduate students about the high cost of the athletics fee, but it could be considered as a way of lowering the fee. The *Average Cost per Student* is to illustrate the approximate cost a student pays in athletics fees.

	Enrollment	Total Amount	Average Cost Per Student
William & Mary	6,297	15,187,952	\$ 2,411.93
JMU	18,821	41,576,716	\$ 2,209.06
Miami OH	16,490	19,324,753	\$ 1,171.91
UNH	12,462	13,047,947	\$ 1,047.02
Stony Brook	16,243	9,213,624	\$ 567.24
Albany	13,598	7,652,331	\$ 562.75
UMASS	21,706	9,779,829	\$ 450.56
North Dakota	8,161	3,473,962	\$ 425.68
Maine	8,126	0.00	\$ 0.00

GRANT IN AID COMPARISON:

Athletics scholarships are charged as an expense to the Athletics department budget. As tuition costs vary per school, the NCAA uses an indicator metric, Grant-In-Aid (GIA), to help level set universities for purposes of comparison. UNH GIA falls slightly above the average of comparator schools. In addition, because the “expense” of Athletics scholarships is tied to the cost of tuition, which varies from year to year and for in-state and out-of-state students, the “cost” of Athletic scholarships necessarily varies from year to year.

ROYALTIES/SPONSORSHIPS COMPARISON:

UNH Athletics performs strongly in attaining royalties and sponsorships.

INSTITUTIONAL SUPPORT COMPARISON:

UNH's approach to supporting athletics has focused on Direct Institutional Support. As can be seen in the comparison between benchmark institutions, UNH Athletics exceeds the average on that measure by 19%. However, UNH Athletics also has to transfer back some funds to the institution, and receives no substantial Indirect Institutional Support (attributable to RCM), which then leaves UNH Athletics behind the average by -26% in total direct/indirect institutional support.

Revenues	UNH	Average	UNH vs Average	UNH % to Avg.
Direct Institutional Support	\$ 10,281,520.00	\$ 8,618,504.00	\$ 1,663,016.00	19%
Less: Transfers to Institution	\$ (263,924.00)	\$ (156,962.00)	\$ (106,962.00)	68%
Indirect Institutional Support		\$ 2,227,144.00	\$ (2,227,144.00)	0%
Indirect Institutional Support - Facilities Debt Service		\$ 2,853,623.00	\$ (2,853,623.00)	0%
	\$10,017,596.00	\$13,542,309.00	\$ (3,524,713.00)	-26%

4.4 Prior Financial Evaluations of Athletics

As part of its process-oriented approach to the evaluation of the fiscal health of the Athletics department so as to develop recommendations in support of a sustainable budget model, the committee reviewed documentation from prior financial evaluations of Athletics including the supplemental Huron report, the 2009 Blue Ribbon Commission Report, and previous programmatic recissions: 1991 (wrestling, softball and women's tennis (women's tennis was subsequently reinstated), 1998 (baseball, men's lacrosse, golf and skiing (skiing was subsequently reinstated with fewer athletes), and 2006 (women's rowing, men's swimming and men's and women's tennis). This history was informative in demonstrating that the Athletics Department is keenly aware of the necessity of achieving budget savings so as to preserve its sports sponsorships, participation numbers, and scholarship offerings.

4.4.1 Review of Supplemental Huron Report

Huron provided a supplementary report on Athletics as a result of feedback from their September 2019 engagement to review UNH finances. The recommendations within the Huron report were reviewed and assessed.

The supplementary report suggested two areas for potential financial improvement:

- Coach compensation: "UNH's coach compensation as a percentage of athletics operating expenses is slightly below the national median (18.2% vs. 19%). UNH should consider a more targeted athletics analysis to ensure compensation is appropriate."
- Summer Athletic camps: "UNH camps have shown varied financial results, with margins ranging from \$38k to -\$7k in FY19. If all current athletics programs achieve margins halfway or fully to the current highest margin, UNH could generate additional annual revenue."

The committee undertook a further review of the Huron recommendations and found that:

- UNH coaching compensation is in the 50th percentile of comparator schools. Comparator analysis is performed when negotiating coaching salaries. All head coach employment contracts are subject to an initial and on-going market analysis coinciding with the annual salary increase process. Initial offers to assistant coaches require a market analysis and then are subject to UNH's standard salary increase guidelines.
- UNH outperforms comparator schools by 166% in summer camp revenue. Summer camps have varying degrees of profitability based on the purpose of the camp. Some camp models help offset salaries for coaching staff and thus appear as "less profitable." Camps are generally well-priced at market rates;

however, they should regularly be assessed so that any future opportunities can be identified.

4.4.2 Review of 2009 Blue Ribbon Commission Report

In 2008, in the wake of the rejection of a proposed athletics fee increase by the student senate, UNH President Mark W. Huddleston commissioned a special 28-member panel, led by then University of Delaware President Emeritus David P. Roselle and composed of a wide range of UNH faculty, staff, students, alumni, and friends to undertake a review of funding for UNH athletics programs. The report concluded that *investment*, not reduction was key to the continued viability of UNH Athletics. Specifically, the panel concluded: “Funding athletics—like everything else—will cost more as time goes on. There needs to be a committed push for identifying funds—institutional and private—to make every facet of UNH Athletics as outstanding as the institution deserves.”⁵

The full 2009 Blue Ribbon Commission report is appended to this report.

4.4.3 Past Programmatic Reviews

The full March 2006 report titled “The Fiscal Challenges of Intercollegiate Athletics at UNH” is appended to this report.

The full December 1998 report titled “Recommendations of the Athletic Advisory Committee on the Reduction of Teams at UNH” is appended to this report.

5

David P. Roselle, Chair, Report of the Presidents Panel on Intercollegiate Athletics (Dec. 17, 2009) (attached hereto as Exhibit A).

5. Detailed Recommendations

Following its review of the current state of UNH Athletics, the committee identified several areas of opportunity. Accordingly, the committee has reached the following recommendations.

5.1 NCAA Division I Membership

The University of New Hampshire competes at the National Collegiate Athletic Association (NCAA) Division I level as a full member of the America East Conference,⁶ and sponsors teams in eight men's and twelve women's NCAA sanctioned sports.

Although not specifically directed to do so, as part of its assessment of the fiscal and programmatic health of the Athletics organization at UNH, the committee considered whether continued participation as an NCAA Division I member institution aligned with the University's Four Strategic Priorities, the mission of UNH Athletics, as well as legal, regulatory, and practical considerations. It is worthwhile to note that as UNH pursues the goal of becoming a Top 25 Public University, all of the current top 25 public institutions sponsor a robust Division I Athletics Department. In addition, the only flagship state university not to compete in Division I is Alaska. The committee's recommendation is that the University should continue to offer a strong Division I Athletics program. Detail on the analysis follows.

5.1.1 Regulatory and Legal Considerations for Programmatic Adjustments

Relevant to our analysis, NCAA Division I membership generally requires an institution to sponsor at least seven sports for men and seven for women (including two team sports for both genders), with participant minimums for each sport, as well as minimum financial aid awards to athletes.⁷ By contrast, Division II and III membership reduce the number of teams that must be sponsored, including the participant minimums, as well as financial aid requirements.

In addition, Title IX imposes strict regulatory requirements intended to ensure "equal athletic opportunity." Of note, an institution cannot simply increase the rosters of

⁶ The men's and women's hockey teams are members of Hockey East, the gymnastics team is a member of the East Atlantic Gymnastics League, the ski team is a member of the Eastern Intercollegiate Ski Association, and the football team plays as a member of the Colonial Athletic Association.

⁷ Divisional Differences and the History of Multidivision Classification, NCAA, available at <http://www.ncaa.org/about/who-we-are/membership/divisional-differences-and-history-multidivision-classification> (last visited Jan. 4, 2021).

women's sports to achieve compliance,⁸ but must assess roster sizes as compared with average Division I squad sizes. Similarly, any cuts to programmatic offerings, rosters, and/or the adjustment of scholarship offerings must achieve proportionality. Therefore, careful attention must be paid to the University's compliance with applicable Title IX regulations. "Enacted in response to evidence of massive, persistent patterns of discrimination against women in the academic world, Title IX prohibits gender discrimination by educational institutions that receive federal funding."⁹

5.1.2 Potential Programmatic Adjustments to Athletic Sponsorships

At the outset, the committee is cognizant of the admonition of Knight Commission chief executive officer Amy Privette Perko, who advised the NCAA that "cutting sports should be a last resort, and we should look to ways to provide opportunities in a more cost-effective way."¹⁰ Nevertheless, the committee evaluated whether programmatic adjustment to sports sponsorships could achieve necessary cost savings.

As is detailed elsewhere, the committee considered the historical programmatic adjustments made by UNH Athletics, including the 1991, 1998 and 2006 elimination of programs noted above in section 4.4. And as has been noted, UNH Athletics is in-line with the number of sports sponsored by its peer organizations. To that end, NCAA regulations and practical considerations caution against the further elimination of any men's sports. As a consequence, any programmatic adjustments to women's sports are likely precluded by Title IX.

For example, NCAA regulations require the University to sponsor at least one men's sport in the Spring – currently the only offering is men's outdoor track and field. Because the outdoor track and field coach is also the coach of men's cross country and men's indoor track and field (as well as the women's equivalents), eliminating

⁸ See Katie Thomas, College Teams, Relying on Deception, Undermine Gender Equity, *The New York Times* (April 25, 2011), available at <https://www.nytimes.com/2011/04/26/sports/26titleix.html>.

⁹ *Mayerova v. Eastern Michigan University*, 346 F.Supp.3d 983, (E.D. MI Sep. 27, 2018).

¹⁰ Mark Schlabach, Non-Revenue Sports Asking NCAA For Scheduling Relief, ESPN, available at https://www.espn.com/college-sports/story/_/id/29114128/non-revenue-sports-asking-ncaa-scheduling-relief (last visited Jan. 4, 2021); see also Letter from Carol Cartwright and Arne Duncan, Co-Chairs, Knight Commission, to Dr. Mark Emmert, President, NCAA, available at <https://www.knightcommission.org/wp-content/uploads/2020/04/kcia-letter-emmert-waiver-response-042720-01.pdf> (last visited Jan. 4, 2021) ("Reducing scholarship support below the current NCAA Division I minimum requirements, even during the pandemic, should be a last resort for conferences and institutions, undertaken only after other prudent cost-saving measures have been demonstrably exhausted.").

these latter sports would have no meaningful impact on the Athletics Department's budget (and could also bring the University below the minimum number of men's sports required to be sponsored under NCAA regulations).

Further detailed analysis indicated the only programmatic adjustments which could even be considered under applicable law or regulations would possibly be to football, men's ice hockey or men's skiing. However, eliminating any of these programs would have impact to one or more other programs to maintain the delicate balances required by Title IX and conference regulations. Additionally, men's hockey and football generate 96% of all ticket sales¹¹.

5.1.2.1 UNH FOOTBALL

UNH has sponsored a football program since 1893. Since 1972, the program has had only two head coaches. National Football Foundation Hall of Fame Coach Bill Bowes retired in 1998 after twenty-seven (27) seasons as the all-time winningest coach in Yankee Conference / Atlantic 10 history, having guided the Wildcats to four Yankee Conference championships ('75, '76, '91, and '94). Future Hall of Fame Coach Sean "Mac" McDonnell ('78) has served as head coach of his alma mater for 21 seasons and, with 98 career CAA victories, is the winningest active coach in the league and third-winningest all-time. Together Coach Bowes and Coach Mac have received numerous recognitions and national honors, but their legacy extends beyond their legendary status as head coaches –the two have mentored numerous staff who have gone on to themselves coach in intercollegiate and professional athletics as well as more than a dozen Wildcats who have gone on to play in the National Football League.

Put simply, UNH is justifiably proud of its football program and there are a number of objectively verifiable community and revenue generating contributions to the UNH community made possible by the program. These include, but are not limited to, impact on student body minority makeup; alumni giving; alumni participation; and overall academic performance. Specifically, the football program accounts for twenty-nine (29) percent of the University's Black male population. In addition, the average attendance at home football games exceeds 10,000 and the program's partnership with NBC Sports Boston reaches 4 million homes throughout New England. The program has *generated* on average nearly \$3.5 million annually in ticket, parking, media rights and philanthropic revenue.

¹¹ University of New Hampshire NCAA 2020 AUP Final report issued 01/07/2021

UNH's commitment to football is resolute, perhaps best demonstrated by the University's completion of Wildcat Stadium in 2016, roughly a 22.5million-dollar investment. When the project was approved in 2014, University's Board of Trustees recognized that, "[s]tate-of-the-art athletics and recreation facilities are among the highest priorities for prospective students and their families when evaluating colleges." The new stadium was deemed necessary because: "UNH is in the national spotlight and wants to provide facilities that accurately and positively portray its overall excellence. As New Hampshire's flagship public university, [and] [t]he caliber and reputation of UNH Athletics warrants our ability to host NCAA post-season play and more televised contests, which will increase awareness and positive exposure for the institution."¹² This observation is just as true today as it was seven years ago.

Nevertheless, the committee engaged the Athletics Department to confirm that any potential cost mitigation had been considered. Through its work, the committee understands that a fiscal review of the football program is routinely conducted as the football program and related cost-centers comprises a significant portion of Athletics' budget. Specifically, Athletics has been subject to budget mitigation, a formal process at UNH to scrutinize more closely departmental budget of departments with significant budget challenges. This process has been in place for several years and had resulted in budget reductions over the course of those years. Ultimately, the overall cost savings through roster reductions and/or the adjustment of scholarship offerings is necessarily limited by applicable Title IX and NCAA regulations.

5.1.2.2 HOCKEY AND SKIING

Division I membership and sports sponsorship involves far more than the cost saving measures considered by the committee, but a number of factors inextricably intertwined with a university's culture, prestige, and recognition. Much can be said of the many ways UNH hockey, and skiing are enmeshed in the culture of UNH. Specifically, these programs contribute to the international diversity of UNH's student body, UNH's reach and brand visibility; bring significant financial contributions from alumnus; increase alumni participation generally; and foster a competitive learning environment for the entirety of our academic body.

Men's hockey is UNH's most lucrative sport in terms of ticket revenue and fan engagement. Its capacity for materially more ticket revenue is also significant. In

¹² Request for Board Action, UNH Board of Trustees Financial Affairs Committee (prepared April 8, 2014 for the meeting of April 17, 2014); Report of Board Meeting, UNHS Board of Trustees (June 27, 2014) (approving the recommendation of the Financial Affairs Committee).

years where the team is more competitive, ticket revenue has been \$500K-\$1M greater annually. While national trends indicate changes in fan engagement over that time, competitive programs with positive fan experiences tend to drive more attendance and revenue¹³. In addition, hockey, specifically, boosts prestige and recognition with the number of former Wildcats who have played professionally. Currently, there are four former Wildcats playing in the National Hockey League and UNH plays in Hockey East, one of the most highly competitive and desirable conferences for aspiring professional players in all of college athletics.

Men's skiing has a long history of cuts, including in 1998 which resulted in the program being reinstated after pushback from state legislators. The program continues to be substantially financially supported through engaged alumni and donors.

In short, there are numerous reasons why it is difficult to completely quantify the cost savings associated with a university's transition from Division I to Division II membership.

5.1.3 Historical Assessment of Division I Transitions

Finally, to put in perspective the rarity of such a transition, our research identified only three institutions in the last fifteen (15) years to have transitioned from Division I membership.¹⁴ Most recently, Savannah State University completed its transition to Division II membership earlier this year after completing a three-year process that began in 2017. At that time, finances were cited by University administration as the reason for the transition, but media reports described a lack of athletic success as a driving factor: "Lack of success in football and men's and women's basketball, the main revenue generating sports, are generally why a university moves down a level or even stops participating in intercollegiate athletics. And last season was not a good one for any of the [Savannah State University] Tigers' main revenue sports."¹⁵ Notably, UNH football has reached the FCS playoffs for more consecutive years (13) than any other team in FCS history.

¹³ Dennis Dodd Mar 10. (2020, March 11). College football must innovate AS FBS attendance dips for sixth straight year to lowest since 1996. Retrieved January 08, 2021, from <https://www.cbssports.com/college-football/news/college-football-must-innovate-as-fbs-attendance-dips-for-sixth-straight-year-to-lowest-since-1996/>.

¹⁴ No institutions have petitioned to transition from Division I membership thus far this year.

¹⁵ Donnell Suggs, Savannah State Moving Back to NCAA Division II Because of Financial Concerns, The Undefeated, available at <https://theundefeated.com/features/savannah-state-moving-back-to-ncaa-division-ii/> (last visited Jan. 4, 2021).

In 2009, Winston-Salem State University, another HBCU, abandoned its transition to Division I membership from Division II, citing economics. The institution's athletic department was 80% funded by student fees and its football and basketball programs played conference games at city-owned facilities, limiting revenues from these events.¹⁶

Birmingham-Southern College also made a transition – from Division I to Division III membership – in 2006. Media reports note that the institution's athletic department ran a \$5M plus deficit that was nearly equal to its \$6.5M budget and, perhaps equally as compelling, noted that following the transition, “The BSC athletics department predictably splintered within days . . . [including] [p]layers from virtually every team on campus transferr[ing] out in droves [and] neither the baseball nor men's basketball teams [able] to compete in 2006-2007 [due to roster reductions].”¹⁷

In conclusion, the committee's recommendation is that the University should continue to offer a strong Division I Athletics program while improving the financial vitality of the department. Specifically, the committee concludes that it is neither feasible nor prudent for the Athletics Department to make any programmatic adjustments to its sports sponsorships (e.g., the elimination of any sports). However, the committee does recommend the Athletics Department adopt the roster reductions and adjust scholarship offerings as is detailed in the following section.

5.2 Targeted Roster Reductions Would Bring UNH Athletics in line with Peer Institutions, Improve Title IX Parity, and Achieve Cost Savings

A review of the most recent UNH rosters as compared against the average squad sizes in NCAA Division I athletic programs identified a significant disparity in the size of UNH's indoor and outdoor track and field programs. In addition, the committee understands that the track and field teams are undergoing a restructuring with the retirement of the teams' current coach in Spring 2021.

¹⁶ Steven J. Gaither, Winston-Salem State's Short, Turbulent Division I Attempt to May Have Been the Start of the MEAC's Membership, HBCU Gameday, available at <https://hbcugameday.com/2020/06/11/did-wssu-failed-di-attempt-spark-mass-meac-exodus/> (last visited Jan. 4, 2021).

¹⁷ Jerry Hinnen, Birmingham-Southern Leaves Division I, Hoopville, available at <http://www.hoopville.com/2006/07/31/birmingham-southern-leaves-division-i/> (last visited Jan. 4, 2021).

Recommendations

The committee recommends appropriate roster reductions that bring UNH's track and field teams in line with their peer institutions and NCAA Division I average.

In addition, the committee understands that the UNH football program has historically fielded larger-than-average teams as compared against conference programs and therefore similarly recommends the football roster not exceed 100.

Anticipated Results

A reduction to the Track and Field team roster by 25 athletes and reducing the Football roster to not exceed 100 players (typically the roster is 105 –108) will generate savings to the variable costs attributed to each athlete. Those costs can vary from year to year.

Risks / Downsides

The committee understands that the long-term goal of the Athletics Department is to increase the number of women participating in athletics such that the cost savings attained by immediate roster reductions may only be temporary as adjustments are made to allow for increased participation in other sports (e.g., expanding women's locker room facilities). In addition, the committee also understands that eliminating a roster spot that would have been filled by a non-scholarship recipient could result in a proportionate decrease in tuition revenue for the University. Once implemented this could take up to 5 years to fully realize as UNH honors any commitments made to current students.

5.3 Achieving Grant-In-Aid (Scholarship) Parity

A review of the current scholarship offerings by an external consultant identified the potential for a reduction in the number of scholarships offered by UNH Athletics while maintaining conformity with applicable Title IX and NCAA regulations. Specifically, the NCAA uses an indicator metric, Grant-In-Aid (GIA), to assist universities in benchmarking their scholarship offerings despite variations in tuition costs. In FY19, UNH Athletics offered approximately 220 GIA or scholarships, which is about 10-11 above the average of its peer set. Currently, about 23 (10.5%) of those scholarships

are in-state awards, which cost the UNH Athletics department approximately 50% less in tuition than out-of-state awards.

Recommendations

Target 210 GIA, slightly above the 209 FCS peer set average and increase the focus on awarding scholarships to New Hampshire residents (or at in-state tuition rates) with a goal of achieving a minimum of 15% (or 32), which would proportionately decrease the “cost” of each scholarship (based on in-state tuition costs).

Anticipated Results

A reduction of 4-10 GIA/scholarships over the course of a multiple year phase out could achieve approximately \$185,000 - \$450,000 annually. Note that the cost of a full GIA/scholarship varies each year and thus the savings will fluctuate. To assess the effectiveness of this expense reduction, consider using a consistent GIA value as tuition increases could mask the progress in this area.

In addition, shifting 15% of GIA/scholarships to in-state tuition awards will accomplish two goals: First, there will be a reduction in cost as in-state tuition remains nearly 50% of out-of-state tuition. Second, this savings aligns with the *Embrace New Hampshire* pillar by attracting and retaining New Hampshire student-athletes. These scholarships may be offered at in-state rates to out-of-state students as well. Dependent upon the cost of tuition and the ability to find and recruit athletes within the confines of this strategy without compromising the department's commitment to strong academic performance, competitive teams, and diversity, there is a potential to save \$100,000 – \$150,000 annually.

Risks/Downsides

The annual “cost” savings will be limited as the rate of tuition historically increases, resulting in an overall increase in scholarship “costs.”

The reduction in scholarship offerings could limit the competitiveness and attractiveness of the UNH Athletics program to prospective students.

Although UNH Athletics always attempts to recruit the best and brightest from within the state first, the limitation of some scholarship offerings to New Hampshire residents/in-state tuition rates may limit the competitiveness of UNH Athletics, given the declining New Hampshire youth population and

corresponding reduction of High School graduates over the immediate future. This should be mitigated by allowing UNH Athletics to offer the in-state tuition rate scholarships to out-of-state students when necessary.

There is also a risk that UNH Athletics could lose ground in recruiting high-performing athletes with strong academic and athletic records, and that focusing some scholarships on NH students could limit diversity make-up of the teams due to the more limited diversity within the state.

Once implemented, this change will take up to 5 years to fully realize as UNH Athletics honors its existing commitments to current students.

5.4 Team Travel Assessment

Although team travel is one of the top 5 athletic expenses in a comparative study conducted by the Financial Analysis subcommittee, UNH's travel expenditures are well below the average of its comparator institutions in the benchmarking study. The FY19 expense was \$2.08 million. However, the current travel booking business process relies upon each team's coaching staff to coordinate travel arrangements for the team. And while efforts are made to book budget travel and lodging, as a decentralized process it also limits opportunities to negotiate volume discounts. There is also substantial overhead required in managing this process, resulting in associated opportunity costs for coaching staff who could utilize their time for other activities.

For example, in a typical year, UNH sends eight teams to compete in Albany, NY. Currently each team books a hotel for those stays, potentially eight different hotels. An intercollegiate athletics travel company could consolidate all those stays to one hotel and negotiate a better rate for all.

Many institutions rely on third-party vendors for travel booking and coordination which has the potential to achieve an overall cost savings. The Financial Analysis subcommittee identified two such vendors: Anthony Travel and Road Rebel Global. For an annual fee, Anthony Travel leverages years of travel coordination experience at the local, national and international level to offer a variety of travel options and cost-cutting solutions.¹⁸ Road Rebel researches, locates, and negotiates the best

¹⁸ What We Do, Anthony Travel <https://www.anthonytravel.com/about/what-we-do/> (last visited Jan. 29, 2021).

value for housing accommodations, ground transportation, air travel, and freight, and includes their fees in each booking.¹⁹

Recommendations

More research is needed to assess whether a cost-savings can be attained by outsourcing the Athletics Department's travel bookings. The committee recommends that the Athletic Department consult with the vendors identified to conduct an in-depth analysis of whether an appropriate cost-savings can be attained.

Anticipated Results

Preliminarily, a potential reduction in direct costs was estimated at 3% to 5% or a \$62K-\$104K savings based on historical travel expenditures. In addition, this recommendation would:

- Consolidate travel reservations to maximize savings;
- Reduce the necessity of USNH/UNH P-card usage and processing (a third-party vendor would directly invoice Athletics);
- Release coaching staff to focus on other responsibilities; and
- Potentially provide an opportunity to reduce travel expenses for other departments, such as Campus Rec and Admissions.

Risks/Downsides

The committee acknowledges that the cost-savings to be achieved are preliminary only. Specifically, it's possible any potential direct savings would be offset by the cost of outsourcing travel booking to a third-party.

5.5 Annual Giving/Fundraising Assessment

With over 127,000 alumni, UNH Athletics has averaged philanthropic contributions exceeding \$2.17 million over the past three years, with over \$1.1 million in annual giving. Indeed, UNH Athletics routinely exceeds the "Contributions" reporting of its peer universities as recorded by NCAA Agreed-Upon Procedures (AUP) data (which is actually only a hybrid of annual gifts and fundraising efforts by departments).²⁰

¹⁹ Who We Are, Road Rebel Global <https://roadrebel.com/about/> (last visited Jan. 29, 2021).

²⁰ The AUP defines this category as including:

- Amounts received from individuals, corporations, associations, foundations, clubs or other organizations designated for the operations of the athletics program
- Funds contributed by outside contributors for the payment of debt service, lease payments or rental fee expenses for athletic facilities in the reporting year

In addition, year over year historically (for at least the past 10 fiscal years), UNH as a whole has experienced an average growth in giving of 3.74%. In consultation with the Athletics Department as well as Advancement within the UNH Foundation, the committee understands that an opportunity for increased revenue from philanthropic giving exists as part of the University's overall development strategy.

Specifically, the committee understands that while the University currently is in a soft campaign, plans to advance the campaign are under consideration and would include increasing the development staff dedicated to Athletics. So doing will enable the University to achieve a campaign goal of between \$40M-\$50M, as is presently under consideration. Importantly, the cost of any additional FTEs utilized to accomplish this increase in revenue are not expenses incurred by Athletics' budget, a University cost justified by the overall increase (University-wide) in giving generated by Athletics alumni outreach and the collaboration goals shared among development staff.

Fundraising could also help with continued investment in UNH Athletics infrastructure. The University has made some investments in recent years to improve key athletics facilities. Prior reviews, such as the Blue Ribbon Report, have stated the need for improvements at the Field House, the Whittemore Center, and other athletics facilities. Accommodations such as locker rooms, offices, team lounges, and large spaces for public gathering are important for both recruitment and retention of top student athletes and coaches, as well as for the comfort of UNH Athletics fans and ultimately, the capability to generate revenue.

Recommendations

Development currently dedicates 2 Major Gift Officers and 1 Annual Giving Officer to increasing Athletics giving; increasing staff within these areas will be crucial in growing revenue to achieve the \$40M-\$50M Athletics campaign goal.

-
- Amounts received above face value for tickets
 - And do not meet the university's capital threshold (Major and Planned Gifts)

It should be noted that this category contains annual/current use gifts and department "grassroots" fundraisers like golf tournaments, benefit sales, etc. It does not contain major gifts and capital gifts, which are a major emphasis for the Athletic department and a significant part of the department's financial health.

Anticipated Results

Based on analysis of the fundraising pipeline, predictive analytics on the athletics donor file, historical trends, etc., the committee understands that:

- Major gift officers in our athletics program can be expected to generate \$2M-\$3M/year on average once they are up to speed in their role (18-24 months).
- Annual giving officers can be expected to generate \$500K-\$1M/year in new revenue once they are up to speed in their role (18-24 months).
- Thus, with the addition of just two full-time gift officers, the Athletics Department should expect to see an annual increase of revenue of between \$2.5M and \$4M in just two years.

Risks/Downsides

The committee also considered potential risks and/or downside in Athletics' pursuit of this opportunity. Specifically, the committee worked with the Office of Development to understand whether economic trends may hinder the ability to achieve the revenues projected. However, the committee understands that UNH philanthropic giving has remained steady despite such trends, including the effects of the global pandemic that have otherwise stymied philanthropy. In addition, the committee assessed the feasibility of two additional hires dedicated to Athletics. To quote a member of the Development team, however, "Athletics is the nucleus that brings it all together – it's the one [University department] where everyone comes together to celebrate." In short, the committee was assured that additional development hires benefit not just Athletics, but the University as a whole.

5.6 Institutionalize Media Rights

UNH currently licenses its media rights (excluding most broadcast and streaming rights) to third-party media rights provider Learfield Communications, Inc. in exchange for a guaranteed royalty of between \$1,150,000 and \$1,325,000 annually.²¹ However, because of the various impacts on intercollegiate athletics imposed by the global COVID-19 pandemic that has gripped the nation (e.g., cancelled or limited sports schedules as well as limited in-person attendance at events), the committee understands that Learfield has approached UNH about potentially modifying the contract. Proposed modifications include shifting from a guaranteed royalty to one that is proportionate to the income generated from media rights (and thus shares the risk that media rights are less profitable because of pandemic-related impacts). In

²¹ Additionally, there is a revenue sharing feature based on the attainment of revenue thresholds. (The rights holder has never achieved the revenue share thresholds since the partnership began in 2008).

the alternative, Athletics has advised that it is viable for the Department to assume the media rights responsibilities of Learfield, should the parties mutually agree to exit the agreement.

In consultation with Athletics concerning the various sponsorship rights available and the opportunity for revenue generation through sponsorship, the committee's recommendation is for UNH Athletics to exit the University's agreement with Learfield when feasible.

Recommendations

Upon the exit of UNH Athletics' media rights agreement with Learfield, the committee recommends UNH Athletics bring the management of UNH Athletics' media rights in-house. The committee understands that media-rights management expertise is already in place at UNH and would require only one (1) additional FTE. Based on an in-depth analysis by the Athletics Department, the expected net revenue increase is estimated at between \$150k and \$250k, an approximate increase of 15%-20% of the guarantee under the existing media rights agreement.

Anticipated Results

- The ability to foster stronger relationships with commercial partners resulting in better overall relationships;
- Increased synergy across campus to leverage University assets and objectives, particularly with University Advancement and Alumni Relations;
- Complete control over potential new media rights-related revenue streams (e.g., naming or other sponsorship rights);
- Increased brand control;
- Increase annual revenue by 15%-20% estimated at \$150k-\$250k

Risks / Downsides

The committee also considered the potential risks and/or downsides to relying on this opportunity for revenue generation as part of its overall mission to achieve a revenue-neutral Athletics program by FY23. Specifically, this opportunity becomes available only upon the conclusion of the current Learfield agreement. That event could occur imminently if the parties mutually agree to exit the agreement. However, the agreement is otherwise not set to expire for another seven (7) years. Because of the potential for revenue enhancement based upon the institutionalization of UNH Athletics' media-rights the committee nevertheless recommends the opportunity as one that will ultimately result in a potentially significant revenue increase for the Department.

5.7 Additional Opportunities for Revenue Generation

A fiscally healthy athletics program requires revenue generation.

The Athletics Revenue Subcommittee was tasked with exploring large-scale revenue generating opportunities for UNH Athletics, and placed heavy emphasis on exploring non-traditional revenue ideas that could help sustain long term financial stability for Athletics, and the University as a whole.

A key factor in the approach to carrying out each priority will be to look for ways to create an even stronger connection with other on-campus entities, especially Advancement. By continuing to work closely with Advancement and other departments, opportunities to maximize revenue, increase game attendance, and enhance the Wildcat brand within the greater community is made even stronger.

Strengthening Athletics' partnership and coordinating more effectively with our colleagues will play a pivotal role in achieving the objective of a sustainable athletic department operating budget in the near future. In addition to this, Athletics is proud to continue to serve as an ambassador for the University of New Hampshire and support its core values and overall mission.

UNH Athletics has many opportunities to generate revenue, and those options generally require investment. The subcommittee developed a list of many revenue opportunities, then selected several of the most viable or impactful options for analysis. These are detailed below.

Summary of Priority Athletics Revenue Opportunities

5.7.1 SECURE NAMING RIGHTS

A. Naming Rights for Key Athletic Facilities

Grow sponsorship revenue by securing naming rights for key athletic facilities:

- Large focus prior to pandemic (very close to securing partnerships for Whitt and Wildcat Stadium)
- Whittemore Center- estimated \$350,000 annually
- Wildcat Stadium- estimated \$250,000 annually
- Major focus moving forward

B. Develop Unique Experiences

Use naming rights opportunities for unique experiences:

- "Wildcat Village" (Patriot Place example)
- Shopping/Dining experiences
- Fan Zones ("mini fields," fitness, student athlete interaction, etc.)

5.7.2 GENERATE REVENUE THROUGH ATHLETIC FACILITIES EVENTS AND RENTALS

A. Events

Identify appropriate type of events (both new and previously held), to hold at UNH Facilities with categories such as but not limited to:

- Concerts
- Conferences
- Political Events
- Weddings
- Rent facilities for practices

B. Revise Rental Policies and Procedures

Implement rental policies and procedures with limited steps and less intimidating language in rental contracts to encourage business from outside organizations and various prospects.

- Rental contracts currently ask for specific/strict COI requirements
- Include intimidating language (pedophilia verbiage)
- Details cost for employees (Police, Fire, EMT, etc.)
- Include details of inspection requirements
- Current process makes it difficult to rent facilities to potential customers due to the restrictions and limitations.
- Estimated annual revenue of \$50,000-\$100,000 with 4% increase each year

C. Collaborate with Research

Leverage UNH's strength in Research to attract unique events

- Space
- Ocean
- Agriculture

5.7.3 CAPITAL IMPROVEMENTS AND EXPERIENCES

A. Retail Store Whittemore Center Lobby

Larger more dynamic retail store located inside Whittemore Center lobby

- Enhance game and retail experience
- Prime location, high visibility, walk-in, try on merchandise
- More space, product and variety
- Open during non-game hours, appeal to UNH tours
- Increase game attendee per cap spending and non-game day revenue
- Barnes & Noble can operate, perhaps split split cost of capital enhancement

- Investment varies greatly on type of structure; estimated cost \$40K - \$100K
- 20-25% estimated increase in game day merchandise revenue

B. Expand Key Areas Whittemore Center

- Skybox Lounge upgrade
- Model Victory Club at Wildcat Stadium
 - Membership/donation model
 - High end experience
 - Food included
 - Non-game day rental revenue
 - Estimated \$1M renovation
 - Generate incremental \$350k per year
- On-Campus Marquee
 - Promote campus/game events to increase attendance
 - Use for UNH emergency and other campus messaging
 - Save UNH expense of mobile messaging unit and other signage
 - Generate naming rights/sponsorship revenue
 - Estimated \$30-\$50k annually
 - Estimated cost of marquee \$100-150k

C. New Food Services Programs at the Whittemore Center

- Enhance fan experience in line with modern venue experiences and expectations
- Replace outdated and inefficient program
- Reduce waiting
- More variety, more efficiency
- Increase attendee per cap spending by \$3-\$5
- Estimated incremental annual revenue \$150k-\$250k
- Cost estimated \$1M

D. Increase of Guarantee Games

Increase guarantee games in the football and basketball schedules

- Competition against Power 5/Group 5 schools could net several hundred thousand dollars
- Potential increase of \$100-\$200,000 annually (very speculative)

5.7.4 Facilities Management and Related Opportunities

The Facilities and Travel Subcommittee reviewed facilities management including maintenance, game day management, game and event scheduling and team

travel management. The goal was to assess business processes and expenses to determine areas for possible business process realignment and/or financial savings.

A. Maintenance

Maintenance for Athletics properties (Wildcat Stadium, Field House and Athletics fields) is primarily provided by UNH Facilities and is currently supported by RCM charges of approximately \$4M per year. Proposed changes to the current RCM model could benefit the budget of Athletics. See RCM below.

B. Game Day Event Management

UNH has a strong reputation in within our leagues and the NCAA for running successful competitions and championships. It takes a large and varied team to orchestrate a successful event including operations/event management, facilities, housekeeping, athletic communications, ticket operations, corporate sponsorship, video production, concessions, team managers, officials, and fire and police departments. Managing athletics events is an expensive endeavor.

Police and Fire coverage is particularly expensive. There are also tasks on gamedays which require a licensed professional (generally an electrician). As games are often on weekends and the service is not considered baseline, Athletics must pay overtime rates for the service.

Recommendations

- Work with UNH Facilities to arrange for shifts to be scheduled in a manner which does not incur overtime.
- Since pursuing reductions in other expenses such as those for Police and Fire would require shifting of costs, the team did not pursue this line of inquiry further but notes it in the event there should be interest in further review.

C. Summer Camps

Summer camps run from late June to early August. These youth camps are operated by various sports and provide nearly \$200k in annual revenue. These camps also market UNH to the campers and their families, embracing the New Hampshire connection and extending the University's beneficial outreach into the community.

Recommendations

- Rescheduling hockey camps to later in the summer and volleyball to earlier, could allow ice to be made once during the summer instead of twice. Ice bills for summer camps are around \$14-16k, therefore rescheduling could save \$7-8k annually.
- Ongoing market analysis to determine market rates, number and type of camp offerings is recommended to get the most out of these offerings.

D. RCM

Maintenance for Athletics properties (Wildcat Stadium, Field House and Athletics fields) is primarily provided by UNH Facilities and is currently supported by RCM charges of approximately \$4M per year to UNH Athletics. In addition, UNH Athletics takes in approximately \$3M per year in RCM-related revenues. This is handled through dozens of internal transactions moving money between departments. It is difficult to ascertain the direct cost to UNH Facilities of maintaining Athletics space as these calculations were requested but are not available. However, the indoor track alone costs Athletics a space allocation fee of \$1M annually, due only to its size, when the maintenance is reasonably assumed to be minimal. While other buildings may cost more to maintain, this is an opportunity to provide indirect institutional support to UNH Athletics. The committee is aware that the RCM model is under review, and suggests the elimination of these transfer allocations, which has the potential to save the Athletics Department approximately \$1M annually.

	Allocated Costs (RCM)	
Total Revenue and Transfers In	\$	3,094,555
Total Expenditures and Transfers Out	\$	4,037,656
Net Revenue/(Expense)	\$	<u>(943,101)</u>

E. Debt Service

There are currently three bonds on the Whittemore Center which require payments of approximately \$1.4M annually, \$481K of which is covered by Athletics. The bonds are financed at 4%, the bulk of which is due to be paid off in FY24. The final bond representing only about 11% of the debt is scheduled to be paid off in 2025 (approximately \$45,000 to be paid by UNH Athletics in that

year to complete the final bond). This means Athletics will free up approximately \$481k annually beginning in FY25. Funding of capital improvement plans should be considered with these monies, as well as other opportunities.

5.8 A Note From Consultant Brand Woodward Law:

We're pleased to have had the opportunity to work with the UNH Financial Review Committee for Athletics in its analysis of the fiscal and programmatic health of UNH Athletics. In general, our counsel to the committee took the form of informed discussions concerning the specific recommendations and considerations and our advice has been incorporated throughout this Report. We write separately to emphasize the importance of a theme recurring throughout this Report and the committee's exemplary analysis. The analysis of Athletics – its relationship to the UNH mission, its finances, as well as the overlapping statutory and regulatory framework under which it operates – is a complicated matrix. And too often, Athletics is considered through a lens separate and apart from its role in the campus culture with which it is inextricably intertwined. In reality, however, one does not exist without the other. To eliminate athletics, wholly or partially, will cause rippling effects difficult if not impossible to predict.

By way of background, we note how prudent it was of the University to undertake a thorough analysis of *all* potential cost-cutting and revenue generating options before making any changes. The global pandemic gripping our nation has had an adverse effect on intercollegiate athletics across the nation with many institutions making precipitous decisions without fully considering the ramifications of so doing. These decisions have not only led to public outcry, but in several instances, have resulted in reversals, firings, and costly settlements. A review of just a few examples highlights the significance of these actions.

William & Mary

On September 3, 2020, William & Mary President Kathrine Rowe, Provost Peggy Agouris, and Athletics Director Samantha K. Huges announced that at the conclusion of the 20-21 Academic Year, seven (7) sports would be eliminated.²² The college cited financial hardship as the basis for the cuts, but the backlash was swift. As others have observed,²³ the announcement blatantly copied language used by Stanford

²² Letter from Katherine Rowe, President, Peggy Agouris, Provost, and Samantha Huges, Director of Athletics, Open Letter to the William & Mary Community and to All Who Support William & Mary (Sept. 3, 2020), available at <https://tribeathletics.com/news/2020/9/3/general-open-letter-to-the-william-mary-community-and-to-all-who-support-william-mary-athletics.aspx> (last visited Feb. 4, 2021).

²³ Branden Keith, William & Mary Plagiarized Stanford's Release When Announcing Cut of Swimming, Swim Swam (Sep. 19, 2020), available at <https://swimswam.com/william-mary-plagiarized-stanford-release-when-announcing-cut-of->

University in its announcement that eleven (11) sports were to be eliminated. Famed plaintiffs' Title IX attorney Arthur Bryant quickly issued a demand letter threatening a class action lawsuit and highlighting the school's failure to comply with Title IX. Ultimately, Athletic Director Samantha Huge was removed,²⁴ but the school remained obligated to pay her \$255,000 salary through the 20-21 Academic Year.²⁵ In addition, the school agreed to pay nearly \$125,000 to settle Bryant's claims,²⁶ an immediate cost of at least \$635,000 from an effort to reduce Athletics' budget by \$1.3 million.

Dartmouth

On July 9, 2020, Dartmouth President Philip Hanlon announced the school was immediately eliminating five (5) sports.²⁷ The college cited financial hardship as the basis for the cuts, and students quickly organized in an effort to keep the teams from being cut.²⁸ In addition, media outlets reported on the transfer of several athletes whose teams had been eliminated.²⁹ Eventually, famed plaintiffs' Title IX attorney Arthur Bryant was retained and in December 2020 issued a demand: "Dartmouth has two choices: It can put these women's teams back and be in compliance with Title IX voluntarily, or we can make it do so by going to court."³⁰ Ultimately, the school acquiesced and on January 29, 2021, announced that would reinstate all five (5)

swimming/?fbclid=IwAR3vNO61GnvN4PUe1dhkmFK3rJrddcyWEGp1Ty8Awy9VQJso_qOHQN7i9rQ (last visited Feb. 4, 2021).

²⁴ Emily Giambalvo, William & Mary Athletic Director Resigns Following Outcry Over Discontinued Sports, *The Washington Post* (Oct. 6, 2020), available at <https://www.washingtonpost.com/sports/2020/10/06/samantha-huge-resigns-william-mary/> (last visited Feb. 4, 2021).

²⁵ Julia Marsigliano, Resigned or Asked to Resign? Termination? Severance? Still Unclear What Happened to W&M's First Athletics Director, *WYDaily* (Oct. 16, 2020), available at <https://wydaily.com/local-news/2020/10/16/resigned-or-asked-to-resign-termination-severance-still-unclear-what-happened-to-wms-first-female-athletics-director/> (last visited Feb. 4, 2021).

²⁶ John O'Connor, W&M Avoided Title IX Suit, But Owes Nearly \$125,000 in 'Clients' Costs and Attorneys' Fees, *Richmond Times-Dispatch* (Nov. 6, 2020), available at https://richmond.com/sports/college/william-and-mary/w-m-avoided-title-ix-suit-but-owes-nearly-125-000-in-clients-costs-and/article_fd6b644b-58b7-5afa-9229-8f0262e7e9c5.html (last visited Feb. 4, 2021).

²⁷ The original post by Dartmouth has been removed, but the letter remains available through Internet Archive. See Letter from President Philip J. Hanlon (July 9, 2020), available at https://web.archive.org/web/20200717050420/https://www.dartmouth.edu/president/announcement/s/2020-0709.html?utm_source=dnews&utm_medium=referral&utm_campaign=inline_text

²⁸ Emily Lu, Eliminated Sports Teams Campaign for Reinstatement, *The Dartmouth* (July 17, 2020), available at <https://www.thedartmouth.com/article/2020/07/lu-teams-campaign-for-reinstatement> (last visited Feb. 4, 2021).

²⁹ Devan Fink and Will Ennis, Elimination of Varsity Teams Prompts Athletic Transfers, *The Dartmouth* (Oct. 2, 2020), available at <https://www.thedartmouth.com/article/2020/10/elimination-of-varsity-teams-prompts-athletic-transfers> (last visited Feb. 4, 2021).

³⁰ Pete Nakos, Dartmouth Athletes Consider Title IX Complaint About Program Cuts, *Valley News* (Dec. 18, 2020), available at <https://www.vnews.com/Dartmouth-College-sent-letter-from-law-firm-outlining-possible-Title-IX-class-action-lawsuit-37873959> (last visited Feb. 4, 2021).

sports.³¹ Dartmouth also reached an agreement to settle Bryant's claims, volunteering to subject itself to a gender equity review and paying over \$112,000 to settle Bryant's claims.³²

Brown University

On May 28, 2020, Brown University announced the launch of its "Excellence in Brown Athletics Initiative," in which eleven (11) varsity sports were eliminated (transitioned to club status).³³ The move immediately attracted national attention, in part because of a sophisticated campaign to convince the school to reverse course with respect to its men's track and field and cross country teams,³⁴ which it did just twelve (12) days later.³⁵ The limited reversal wasn't enough, however, and on June 29, 2020 famed plaintiffs' Title IX attorney Arthur Bryant sued the school, seeking an emergency injunction.³⁶ The suit was settled in December, with Brown agreeing, among other things, to reinstate two women's teams and not to make further cuts to any women's team for a period of four (4) years.³⁷ Additionally, the Court ordered Brown to pay the plaintiffs' attorneys' fees and costs, which have not yet been determined. This expense is in addition to the legal fees Brown incurred defending its decision through the expedited discovery ordered by the Court, including five depositions, document productions, and written responses.

Consolidation of Student Athletic Fee

Finally, the committee has asked us to opine on the efficacy of eliminating a separate student athletic fee and replacing the same with a fixed level of institutional support with negotiated levels of growth (declined). We understand that Athletics

³¹ Joint Statement: Dartmouth and Women's Team Announcement (Jan. 29, 2021), available at <https://www.dartmouth.edu/press-releases/dartmouth-womens-teams-announcement.html> (last visited Feb. 4, 2021).

³² Pete Nakos, Dartmouth Reverses Course, Will Reinstate Five Varsity Sports Programs Cut in July, Valley News (Jan. 29, 2021), available at <https://www.vnews.com/Dartmouth-College-to-reinstate-women-s-golf-and-swimming---diving-teams-for-full-Title-IX-compliance-38601387> (last visited Feb. 4, 2021).

³³ Press Release, New Initiative to Reshape, Improve Competitiveness in Brown Varsity and Club Athletics, Brown University (May 28, 2020), available at <https://www.brown.edu/news/2020-05-28/athletics-excellence> (last visited Feb. 4, 2021).

³⁴ Alan Blinder and Talya Minsberg, Inside the Sophisticated Campaign to Save Men's Running at Brown, The New York Times (June 15, 2020), available at <https://www.nytimes.com/2020/06/15/sports/brown-track-and-field.html?searchResultPosition=32> (last visited Feb. 4, 2021).

³⁵ Press Release, Letter from President Paxson: Track and Field and Cross Country, Brown University (June 9, 2020), available at <https://www.brown.edu/news/2020-06-09/track> (last visited Feb. 4, 2021).

³⁶ Li Goldstein, Brown Denies Allegation of Noncompliance to Title IX Commitment in New Court Filing, Brown Daily Herald (Sept. 2, 2020), available at <https://www.browndailyherald.com/2020/09/02/brown-denies-allegation-noncompliance-title-ix-commitment-new-court-filing/> (last visited Feb. 4, 2021).

³⁷ Press Release, Court Approves Settlement Restoring Equal Opportunities for Women in Brown Univ. Athletics, ACLU (Dec. 15, 2020), available at <http://riaclu.org/news/post/court-gives-final-approval-to-settlement-restoring-gender-equality-in-brown> (last visited Feb. 4, 2021).

anticipates that as the financial health of the department improves, this institutional support can be reduced accordingly.

We understand there are practical reasons for doing so. Student Fees as a primary funding source for Athletics represents a challenge to the department. The revenue is highly variable as it is based entirely on enrollment, which fluctuates regularly. However, the department's expenses are fixed and, therefore, in times of enrollment decline, it is difficult for the department to pivot and eliminate fixed costs (contractual obligations, league requirements, etc.).

There are also institutional benefits to such a change because it would exemplify the importance of Wildcat Athletics to the UNH community as a whole. We agree that one cannot possibly compute the benefit bestowed on the campus community by maintaining a competitive Athletics program. We also agree that assigning any number to that unquestionable value is a disservice to Athletics. UNH is Wildcat Athletics as much as Wildcat Athletics is UNH. We of course support the transparent disclosure of the great efforts the Athletics Department has undertaken to narrowly tailor its budget during these otherwise difficult times. And we are aware that UNH would be in front of the curve – among the first to incorporate an athletic program's budget within the general expense of tuition. But for the sake of inclusion of the Athletics family within the broader UNH community, we also recommend the adoption of a more streamlined funding process – a specific amount to be contributed to Athletics' budget by UNH rather than an annual fixed student fee.

6. Conclusion

The UNH Financial Review Committee for Athletics was assigned to deliver a comprehensive review of the fiscal health of UNH Athletics, and practical recommendations for improvement. The recommendations above present strong opportunities to achieve these objectives. These opportunities may also serve to reinforce the Athletics programs and brand by improving the experience of attending a UNH Athletics event, ensuring program compliance with roster and scholarship proportionality obligations, and freeing up coaches from travel arrangement responsibilities.

It is worth noting that this work was initiated after a large number of UNH organizations had also undergone extensive financial review, and sentiment within the UNH community required that UNH Athletics undergo the same. The committee found that UNH Athletics has been operating under similar financial scrutiny over the past 20 years with multiple reviews during that time. The prior reviews proved helpful to the committee for context and research, and several have been included at the end of this document as part of the historical record. The work was also undertaken in the midst of the COVID-19 pandemic, and recommendations assume a return to something approximating normalcy in the not-too-distant future.

The committee notes that a cost-neutral intercollegiate athletics budget is the achievement of very few athletics programs nationwide. We did, however put forth some strategies which we believe will help move UNH Athletics in that direction. Some are challenging asks of UNH Athletics. Others are arguably more exciting but require some investment. And still others may be a bit of low-hanging fruit, was difficult to find in a department which has made multiple rounds of significant cuts over the last 20 years.

Through this review, the committee found that UNH has strong athletics leaders who deeply care about the student athletes they serve, and who make decisions in the best interest of these student athletes and the University. The committee was given latitude to act in an objective capacity, and UNH Athletics leadership afforded the committee access to examine the many facets of their operations. The committee greatly appreciates their efforts, transparency, and cooperation.

###

Summary Benchmarking Data – UNH vs. Peer Institutional Average (year ending 06/30/2019)

Revenues		UNH	Average	UNH vs Average	UNH % to Avg.
1	Ticket Sales	1,549,137	1,783,363	(234,226)	-13%
2	Direct State Support	12,600	1,415,932	(1,403,332)	-99%
3	Student Fees	13,047,947	14,907,139	(1,859,192)	-12%
4	Direct Institutional Support	10,281,520	8,618,504	1,663,016	19%
5	Less: Transfers to Institution	(263,924)	(156,962)	(106,962)	68%
6	Indirect Institutional Support		2,227,144	(2,227,144)	0%
6A	Indirect Institutional Support - Facilities Debt Service		2,853,623	(2,853,623)	0%
7	Guarantees	680,500	1,096,716	(416,216)	-38%
8	Contributions (Gifts & Fundraising)	1,277,212	2,659,788	(1,382,576)	-52%
9	In Kind Gifts	5,861	68,134	(62,272)	-91%
11	Media Rights	89,729	445,709	(355,980)	-80%
12	NCAA Distributions	1,312,293	1,247,956	64,336	5%
13	Conference Distributions	17,095	412,427	(395,332)	-96%
14	Program Sales, Concessions, Novelty Sales & Parking	209,767	108,067	101,700	94%
15	Royalties, Advertisements & Sponsorships	1,701,746	944,427	757,318	80%
16	Sports Camp & Clinic Revenues	1,206,103	452,620	753,483	166%
17	Endowment & Investment Income	834,836	907,180	(72,344)	-8%
18	Other Operating Revenue	164,994	482,797	(317,803)	-66%
	<i>Total Revenues</i>	<i>32,127,415</i>	<i>35,046,411</i>	<i>(2,918,997)</i>	<i>-8%</i>
Expenses					
20	Financial Aid	10,084,303	9,048,343	1,035,961	11%
21	Guarantees	2,638	327,677	(325,040)	-99%
22	Coaching Salaries & Benefits & Bonuses	5,727,659	5,708,991	18,667	0%
24	Support Staff/Admin Salaries & Benefits & Bonuses	4,109,312	5,012,215	(902,903)	-18%
26	Severance Payments		127,350	(127,350)	0%
27	Recruiting	453,285	593,340	(140,055)	-24%
28	Team Travel	2,082,838	2,497,671	(414,833)	-17%
29	Sports Equipment, Uniforms & Supplies	804,279	1,007,137	(202,859)	-20%
30	Game Expenses	1,056,840	1,080,511	(23,671)	-2%
31	Fundraising, Marketing & Promotion	671,584	515,562	156,022	30%
32	Sports Camp Expenses	546,575	312,660	233,915	75%
33	Spirit Groups	33,254	205,300	(172,046)	-84%
34	Athletic Facilities Debt Service, Leases and Rental Fee	4,709,466	3,525,438	1,184,027	34%
35	Direct Overhead and Administrative Expenses	990,578	1,920,104	(929,526)	-48%
36	Indirect Institutional Support		2,227,144	(2,227,144)	0%
37	Medical Expenses & Medical Insurance	447,938	476,071	(28,132)	-6%
38	Memberships & Dues	212,320	159,359	52,961	33%
39	Student-Athlete Meals (Non-Travel)	62,236	227,193	(164,957)	-73%
40	Other Operating Expenses	211,049	1,148,306	(937,257)	-82%
	<i>Total Expenses</i>	<i>32,206,154</i>	<i>34,791,551</i>	<i>(2,585,397)</i>	<i>-7%</i>
	Revenues Over(Under) Expenditures	(78,740)	254,860	(333,600)	-131%

EXHIBITS

EXHIBIT A – The Blue Ribbon Commission Report, 2009

REPORT OF THE PRESIDENT'S PANEL ON INTERCOLLEGIATE ATHLETICS

DAVID P. ROSELLE, CHAIR

DECEMBER 17, 2009

EXECUTIVE SUMMARY

In 2008, in the wake of the rejection of a proposed athletics fee increase by the student senate, UNH President Mark W. Huddleston charged a special 28-member panel, led by University of Delaware President Emeritus David P. Roselle and composed of a wide range of UNH faculty, staff, students and alumni, to undertake a review of funding for UNH athletics programs. President Huddleston asked the panel to compare UNH to peer institutions and consider how UNH might adopt a more sustainable model of athletics funding. The president pointedly did not ask the panel to consider eliminating intercollegiate sports teams.

Pursuant to this charge, the panel conducted extensive research and held wide-ranging discussions. The panel found that:

- Intercollegiate athletics are of great value to UNH, providing increased visibility for the institution, enriching student and academic life, and instilling a strong sense of pride and connection for alumni and donors.
- Only a handful of intercollegiate athletic programs are financially self-sustaining. UNH Athletics and the vast majority of athletic departments require an institutional subsidy.
- UNH students support UNH Athletics, though that support should be grown.
- UNH Athletics operates with great integrity.
- UNH's athletics program is lean and cost-effective.
- Key UNH athletic facilities need substantial investment.
- UNH spectator numbers are generally strong, but could be improved.
- UNH Athletics fundraising is under-performing compared to its peers.

Accordingly, the panel recommends that:

- Fundraising for athletics must be increased dramatically.
- "Gate" revenue expectations should be raised.
- Substantial investments must be made in the Whittemore Center, the Field House and Cowell Stadium.
- Student support for athletics should be reinforced.
- Athletics must not be treated as an "auxiliary" for budget purposes; instead, it must be budgeted as a "core" University function.

INTRODUCTION

Financial support for intercollegiate athletics at UNH is shouldered primarily by undergraduate students. It relies heavily on a mandatory student fee. Last year, UNH undergraduate students carried the largest share of the \$24 million budget, providing approximately \$9 million through the fee. In addition, \$6 million is provided by the University's general fund, which is largely composed of tuition and state funding. As students and their families are faced with the ever-increasing cost of attending college, keeping student costs as manageable as possible is a major institutional priority.

In 2008, the Student Senate unanimously rejected the proposed athletics fee increase during the fee development process. Although the Senate vote constituted a non-binding recommendation, the action was significant in that it was a catalyst for President Mark W. Huddleston to initiate a review of athletics funding.

President Huddleston charged a 28-member panel (see Appendix 1), chaired by David P. Roselle, president emeritus of the University of Delaware, and composed of a broad representation of UNH faculty, staff, students, alumni, and friends (see Appendix 2), to think systematically about the financial health of intercollegiate athletics at the University of New Hampshire, and to make appropriate recommendations to him about how the vitality of UNH Athletics can be assured. In particular, he asked the panel to address four sets of questions:

1. How does UNH compare to peer institutions—especially those in its athletic conferences—regarding funding of intercollegiate athletics, both in overall levels of support and in the funding streams used to provide that support?
2. What elements of the national and conference environments for intercollegiate athletics, including those related to the National Collegiate Athletic Association (NCAA), are likely to affect the financial model of UNH Athletics in the next five to ten years?
3. How sustainable is the current financial model for UNH Athletics?
4. What changes, if any, would the panel recommend to ensure the financial sustainability of UNH Athletics?

President Huddleston made it clear in his charge to the panel that he was not asking them to consider eliminating additional intercollegiate sports teams.

The panel divided itself into four subcommittees, each with a particular focus: (1.) the value of athletics; (2.) the marketing and promotion of athletics; (3.) the condition and need of athletic facilities; and (4.) fundraising potential and strategy.

FINDINGS

1. **The core finding of this panel--the one from which all others proceed--is that the intercollegiate athletics program is of tremendous value to the University of New Hampshire.** In addition to the hundreds of student-athletes who benefit directly from UNH Athletics, tens of thousands of fans -- including students, faculty, staff, alumni, Durham residents, and people across the state and region -- are proud citizens of "Wildcat Country," avidly following all 20 programs that hold their own both nationally and regionally as evidenced by UNH's top 100 annual placement in the National Association of Collegiate Directors of Athletics (NACDA) Cup rankings. (See Appendix 3.) This fan base already translates into significant support for UNH generally, and has the potential to generate even more.
2. **Although students feel burdened by the athletics fee, there is widespread support for UNH Athletics in the student body, and that support is growing.** The Student Senate leadership has recommended that UNH Athletics become more of a focus from the very first day students arrive on campus by inculcating them with "Wildcat culture." A significant step forward was made this fall with the inauguration of a freshman "pep rally" in Lundholm Gymnasium, followed by a walk to "Pat the 'Cat."
3. **Athletics at UNH operates with great integrity.** Athletics not only plays an essential role in enriching the quality of life for the University and statewide community, but it also maintains high standards of academic scholarship among its student-athletes. The program is recognized nationally for both its academic and athletic success.
4. **Athletics at UNH is "lean and mean."** UNH provides a very high quality product with a limited budget. UNH Athletics is more efficient than virtually any of our peer institutions. (See Appendix 4.)
5. **Although some of UNH's athletic facilities are in good condition, consistent with most of our competitors, and a source of institutional pride (the new indoor track, the new artificial surface at Cowell Stadium, the facelift for Lundholm Gymnasium, for instance), other facilities are sub-standard and in serious need of renovation, particularly the football stadium.** Because these venues are visited and viewed by a large public audience, UNH's institutional reputation, even beyond athletics, suffers.
6. **Despite facilities issues, spectator numbers at UNH events are strong compared to league peers.** For example, in women's volleyball, UNH is one of the top two schools in the conference for average attendance figures. There were approximately 5,700 students in attendance at the 2009 Homecoming

football game with an overall attendance exceeding 14,850. (UNH facility capacity is 6,500). UNH men's hockey has the highest average attendance of all Hockey East schools and is in the top ten nationally in attendance. The average is up by 215 students from the 2008-09 season. Women's hockey has the second highest overall attendance in the country, second only to Minnesota, which has a rink specifically for women. UNH has the highest average game attendance of all Hockey East schools.

7. **UNH's fundraising efforts and outcomes lag badly in comparison to the University's peer institutions.** UNH did not appoint its first full-time athletics fundraiser until 1992, relying instead on volunteer groups working without professional staff support. Although today there are two gift officers dedicated to athletics, an administrative assistant, and a newly created annual fund position that support the coaches and "friends" groups, UNH Athletics fundraising still seriously underperforms. (See Appendix 5.)

PANEL RECOMMENDATIONS

1. **Athletics fundraising must be dramatically increased.** Annual fund giving restricted to athletics should increase by at least \$1 million annually. Endowment restricted to athletics, particularly for scholarships, should be increased by \$25 million in total. In order to achieve these goals, UNH Advancement and UNH Athletics must work together to take a coordinated and targeted approach to athletics fundraising, developing strategic, clear, and consistent messaging for athletics fundraising and for annual giving, in particular.
2. **Athletic attendance benchmarks should be raised to increase "gate" revenue.** The panel believes the following attendance benchmarks are not unreasonable and will help to build additional marketing and promotion goals:
 - Continue to lead Hockey East in overall and student attendance;
 - Reach the top three (within conference) in student attendance at all other sports;
 - Create overall attendance benchmarks that reflect percent of capacity;
 - Increase men's basketball average attendance to 1,200 fans per game (17% increase from 2008-09);
 - Increase women's basketball average attendance to 500 fans per game (27% increase from 2008-09);
 - Increase volleyball average attendance to 400 fans per game (15% increase from 2008-09);
 - Increase women's hockey average attendance to 850 (7% increase from 2008-09);
 - Increase men's hockey average attendance to 6,300

(2% increase from 2008-09);

- Increase gymnastics average attendance to 1,000 (10% increase from 2008-09); and
- Maintain football average attendance of 7,800 (20% over facility capacity). Current facility capacity is 6,500, the smallest in the Colonial Athletic Association (CAA) Football Conference and among the lowest in all of NCAA Football Championship Series (FCS). A facility with a seating capacity of 12,000 and a commensurate infrastructure would generate significant revenue.

3. **Investments must be made in key athletics facilities, particularly the Field House, Cowell**

Stadium, and the Whittemore Center. The *2001 Feasibility Study of Athletics Facilities* and the *2004 Pre-Design Study*, both undertaken by Cannon Design of Boston, address many of the Field House/Cowell Stadium needs. The athletics panel recommends that these studies, along with the current Sports Master Plan also completed by Cannon Design, be incorporated into comprehensive campaign discussions with the intent to upgrade facilities as quickly as possible.

- Although the Whittemore Center was a state-of-the-art campus facility when it was built in 1996, after 13-years of constant use, wear and tear is evident and repairs to the ice-making physical plant are urgently needed. Fading paint and mold, faulty concourse lighting, obsolete safety glass alongside the ice surface, and other general disrepair are being addressed within the current budget cycle. In addition to basic maintenance issues, the panel suggests either reducing the dimension of the ice surface from 200' x 100' (Olympic ice) to 200' x 95' (NHL, standard ice surface), or renovating the ice surface corner radius. Either modification would increase the competitiveness of the team.
- The University should also contemplate adding a two- to three-story wing, which would permit additional locker rooms, team lounges, offices, a large function room for public gatherings, and storage, all of which would help maintain the hockey program's competitiveness nationally and increase potential for fundraising and corporate engagement.
- The Field House encompasses most of the intercollegiate athletics department—administration, athletic training, strength and conditioning space, academic support, equipment rooms, and most of the coaching staff. It includes Lundholm Gymnasium, the Paul Sweet Oval, the Azumah Performance Center, and both home and visitor locker rooms. Despite its importance, the Field House is in very poor condition. In the last few years, some renovations have created a better atmosphere for athletes, fans, and other visitors, yet most of the essential infrastructure is in disrepair, or worse. In particular, HVAC, locker room conditions, shower facilities, offices

for staff and coaches, athletic training facilities, strength and conditioning space, and equipment rooms are all well beyond their limits and present, in some cases, unhealthy conditions. In a recent University System of New Hampshire (USNH) facility study, the Field House earned a failing grade as the System's "worst" facility. To reach industry standard, let alone compare favorably to other athletics departments, significant financial investments are necessary.

- Cowell Stadium, the home for UNH football, was built in the early 1930s, as a product of the nation's first "stimulus" package, President Franklin Roosevelt's W.P.A. A new track surrounding the facility was built in 2000 and a new synthetic turf field was installed in 2008—both privately funded. The facility has otherwise largely been untouched for the last 80 years.
 - Despite its facility, the University's football program in recent years has achieved national recognition. The program's current run of top 20 national rankings is unprecedented in the history of NCAA FCS football. Wildcat football has competed in the last five NCAA playoffs. While two of these games were played at Cowell Stadium, both broadcast nationally on ESPN, other playoff contests were moved to venues in Montana, Georgia, Iowa, and Illinois because the NCAA determined that UNH's facilities were substandard and reflected poorly on the caliber of program the association wants to promote. As long as UNH remains in its current facility, hosting playoffs in Durham will be largely out of reach and the University will lose the valuable recognition and branding that result from nationally televised games.
 - A new stadium would become extremely helpful in building new partnerships and alliances for the entire campus, allowing UNH to host championship contests for high school and other community teams, as well as provide an appropriate venue for high-profile events such as the Special Olympics. A new stadium would also serve as a revenue generator capable of relieving pressure on the intercollegiate athletics budget. In short, the panel believes the future success of UNH Athletics is directly linked to the extensive renovation of the stadium facility.
- 4. Efforts to build student support for athletics should be accelerated.** New UNH students should be introduced to "Wildcat Country" as soon as they arrive on campus. Concerted efforts should be made to invite student organizations, Greek organizations, and residence halls to sporting events. Greater communication and collaboration among key University offices, such as Residential Life, UNH Athletics, and the UNH Alumni Association will help to foster new traditions of participation around athletics. Initiatives should be undertaken to organize and publicize contests and incentives for the highest percentage of attendance by various student groups. Efforts to bring UNH Athletics to the literal "center of campus" could include holding a pep rally on the Great Lawn. The very successful freshmen event at Lundholm Gymnasium and the "Pat the 'Cat" follow-on should be embedded in UNH tradition.

5. Additional general University funds must be earmarked for UNH Athletics on an ongoing basis.

Athletics cannot be treated as a self-sustaining auxiliary. Only a handful of athletic programs in the country pay their own way. At UNH, as at our peer institutions, an ongoing institutional commitment is essential. Athletics had an accumulated deficit of \$1.3 million at the end of June 2009 and is projecting another \$300k–\$500k increase to its deficit in FY10, a pattern that is likely to continue. Options to address this structural imbalance in athletics finances are limited. An increase in private support will help, but fundraising is not the complete answer for sustaining UNH Athletics. The University should also consider recalculating the portion of the UNH Athletics budget that underwrites long-term debt on the Whittemore Center; Athletics' current annual payment toward the debt is \$481,000, per agreement with the Board of Trustees.

6. The facilities assessment assigned to UNH Athletics might also be revisited. Currently, the assessments do not take into consideration quality, age, or functionality of space. Intercollegiate athletics at UNH is space-intensive—and, as previously noted, much of that space is substandard. Consideration should also be given to using unrestricted gifts, when and if available, to underwrite critical areas of need in UNH Athletics.

CONCLUSION

These are difficult financial times for every area of the University. The panel fully acknowledges that there are challenges ahead and that ongoing discussions will need to take place to determine the best course to set for the University. For that reason, the panel has not assigned specific deadlines to its proposed recommendations. We believe that the President and the Athletics Director, in consultation with other key administrators, are in the best position to identify appropriate target dates.

That said, the panel's charge was to recommend ways to ensure the vitality of UNH Athletics without eliminating teams. Funding athletics—like everything else—will cost more as time goes on. There needs to be a committed push for identifying funds—institutional and private—to make every facet of UNH Athletics as outstanding as the institution deserves. Athletics Director Marty Scarano has said it best:

“If I could convert student-athlete enthusiasm, commitment, and success to dollars, we would be one of the wealthiest athletics departments in the country.”

Appendix 1

Mark W. Huddleston, President
Charge to Panel

Thank you for agreeing to serve as a member of the President's Panel on Intercollegiate Athletics. I have assembled this Panel, which will be chaired by David P. Roselle, President Emeritus of the University of Delaware, because I believe the following two observations to be true: First, intercollegiate athletics are central to the life of the University of New Hampshire. Student athletes and fans, as well as the entire extended campus community, have a stake in a healthy and competitive intercollegiate athletics program. Second, finding ways to pay for such a program has been challenging in recent years, and is likely to become even more challenging in the years ahead.

I ask you, therefore, to think systematically about the financial health of intercollegiate athletics at the University of New Hampshire and make appropriate recommendations to me about how we can ensure that health. I would ask you to address the following questions in particular:

- How does UNH compare to peer institutions—especially those in its athletic conferences—in its funding of intercollegiate athletics, both in overall levels of support and in the funding streams used to provide that support?
- What elements of the national and conference environments for intercollegiate athletics, including those related to the NCAA, are likely to affect the financial model of UNH Athletics in the next five to ten years?
- How sustainable is the current financial model for UNH athletics?
- What changes, if any, would the panel recommend to ensure the financial sustainability of UNH athletics?

Mark W. Huddleston
President

Appendix 2

Panel Members

President's Panel on Intercollegiate Athletics

David P. Roselle, Chair	President Emeritus, University of Delaware
Brad Aiken	UNH Alumni Board
Barbara Arrington	Dean, College of Health and Human Services
Dave Bachrach	Assistant Professor, History
John Banks	President, Undergraduate Student Government
Heather Barber	Professor, Kinesiology
Kim Billings	UNH Alumna and Director of Advancement Communications
Karen Bolton	UNH Alumna
Lou D'Allesandro	UNH Alumnus and Chair, Finance Committee, NH State Senate
Ed Fish	UNH Alumnus
John Godsman	UNH Operating Staff Council Representative
Steve Hardy	Professor, Kinesiology, and Faculty Athletic Representative
Devon Jackson	UNH Undergraduate Student, Student Athlete
Andrew Lietz	USNH Board of Trustees, Former Chair
Jackie MacMullan	UNH Alumna
Wanda Mitchell	Vice Provost and Chief Diversity Officer
Brenda Holt Mullaney	UNH Alumna/UNH Foundation
David Proulx	Assistant Vice President for Financial Planning and Budgeting
Mark Rubinstein	Interim Vice President, Advancement

Vice President, Student and Academic Services

Marty Scarano	Director, UNH Intercollegiate Athletics
Elizabeth Slomba	Associate Professor/University Archivist
Stephanie Saporito	Vice President, Undergraduate Student Government
Donna Marie Sorrentino	Director, Affirmative Action and Equity
Sue St. Louis	UNH Professional, Administrative, and Technical Staff Council Representative

Appendix 3

LEARFIELD/NACDA SPORTS DIRECTORS' CUP RANKINGS

The Learfield Sports Directors' Cup was developed in 1994 as a joint effort between National Association of Collegiate Directors of Athletics (NACDA) and *USA Today* to honor athletic departments for broad-based success in the National Collegiate Athletic Association (NCAA) championships. Points are awarded based on a school's finish in the NCAA championships. Athletic departments can score points in up to 20 sports – 10 women's and 10 men's.

UNH finished with 254.50 points in 2009, among the top 10 in the entire northeast region. UNH teams which advanced to the NCAAs and earned points toward its total included football (60 points), men's ice hockey (60), women's ice hockey (25), women's gymnastics (46.5), and skiing (63).

“One of our stated annual objectives is to finish in the top 100 of the Learfield/NACDA Directors' Cup Standings and that is a real challenge for an institution with scarce resources such as UNH,” said UNH Athletics Director Marty Scarano. “To be consistently among the group of athletics departments that we find ourselves is a very significant accomplishment and a real tribute to the work ethic of our coaches and athletes.”

The Wildcats finished among some strong competition in this year's NACDA Cup Standings, including Colorado, Kansas, Boston College, Pittsburgh and Syracuse. The winner of the Learfield Cup was Stanford with 1,455 points. A total of 348 Division I schools were ranked.

UNH's Recent Directors' Cup Rankings in the Top 100 (7 of the last 8 years)

2008-09	78
2007-08	100
2006-07	88
2004-05	81
2003-04	99
2002-03	73
2001-02	98

Appendix 4

UNH Athletic Expenditures Vis-à-Vis Peers³⁸

NCAA Indicators Benchmark Data - 2007					
Indicator	2007 UNH Revised*	2007 America East Mean	2007 CAA Football Mean	2007 Football Championship Subdivision Mean	2007 Public Institutions Mean
1. NCAA sponsored sports	20	20	21	18	16
2. NCAA Graduation Success Rate	92	85	86.5	73.5	67.5
3. NCAA Academic Progress Rate	973	974	974.5	962	960
4. Total athletics revenue (\$)	\$ 19,367,003	\$ 12,842,162	\$ 21,600,260	\$ 10,570,847	\$ 9,456,543
4.a. Generated revenues / total athletics revenue (%)	36%	27%	23%	28%	29%
4.b. Allocated revenues / total athletics revenue (%)	65%	73%	78%	73%	71%
5. Revenue self-sufficiency (%)	24%	25%	23%	28%	30%
6. Net revenues (\$)	\$ 236,707	\$ 38,311	\$ 102,064	\$ -	\$ -
7. Reliance on football revenue (%)	16%	0%	17%	20%	29%
8. Reliance on men's and women's basketball revenue (%)	5%	14%	13%	18%	18%
9. Total expenditures (\$)	\$ 19,130,296	\$ 14,549,068	\$ 21,586,011	\$ 10,570,847	\$ 9,413,051
10. Athletic Student Aid (%)	33%	29%	29%	28%	27%
11. Salaries and benefits (%)	30%	33%	30%	32%	34%
11.a. Coaches compensation (%)	18%	17%	16%	18%	20%
11.b. Administrative compensation (%)	12%	15%	13%	13%	14%
12. Participation and game expenses (%)	15%	13%	15%	18%	19%
13. Facilities maintenance and administrative support (%)	10%	7%	15%	11%	7%
14. Miscellaneous Expenses (%)	11%	11%	10%	9%	10%
15. Athletics expenses / student-athlete (\$)	\$ 48,564	\$ 36,274	\$ 41,088	\$ 28,595	\$ 27,887
16. Athletics expenditures / institutional expenditures (%)	4%	3%	5%	6%	5%
17. Athl. Exp. Rate of Change vs. Univ. Exp. Rate of Change (%)	3%	1%	-2%	3%	3%
* Excludes General Overhead Allocation and Majority of Facilities Expenses					

Appendix 5

*Comparator Institutions' Fundraising Performance in 2007***TABLE 1³⁹**

Fiscal Year 2007	W & M	UCONN	BC	UDEL	UVM	UNH
Total Gifts Received (institution-wide)	\$48.9M	\$40.6M	\$90.9M	\$35.7M	\$28.7M	\$12.6M
Total Annual Fund Dollars Raised (institution-wide)	\$6.1M	\$19.7M	\$26.6M	\$12.3M	\$9.5M	\$1.5M
Athletic Annual Fund Dollars Raised	\$3.5M	\$14M	NA	\$1.3M	\$800K ¹	\$439K
Former Athletes Participation Rate	18%	-	26%	NA	NA	1%
Institutional Endowment	\$586M	\$337M	\$1.67B	\$1.4B	\$336M	\$230M
Athletics Endowment	\$18M	\$40M	\$70M	\$6.7M	NA	\$15.3M
Number of Endowed Funds for Athletics	Unknown	215	87	65	NA	68
Minimum \$ to Establish Named Fund	\$50K	\$50K	\$100K	\$50K	\$100K	\$25K
Institutional Campaign Goal (most recent or current)	\$500M	\$300M	\$1.5B	\$225M	\$250M	\$100M
Institutional Campaign Result	\$517M	\$471M	In Progress	\$425M	\$278M	\$111M
Campaign Goal for Athletics	\$67M	\$150M	\$100M	NA	\$4.1M	Not specified
Number of Alumni	78K	178K	140K	140K	85K	120K

³⁹ Sources include telephone survey, National Association of College and University Business Officers (NACUBO), NCAA and the Council for Aid to Education's Voluntary Support of Education (VSE) survey, as well as online research

EXHIBIT B – The Fiscal Challenges of Intercollegiate Athletics at UNH, 2006

The Fiscal Challenges of Intercollegiate Athletics at UNH
By: David Proulx, Assistant VP for Financial Planning and Budgeting
March, 2006



The Fiscal Challenges of Intercollegiate Athletics at UNH

Written by: David Proulx, Assistant VP for Financial Planning and Budgeting
March, 2006

Preface

The University of New Hampshire (UNH) department of Intercollegiate Athletics (Athletics) recently announced a restructuring plan in an effort to achieve long term financial sustainability. This plan involves a combination of expense reduction and revenue generation and a commitment from the University and State communities to supporting a high quality, Division I athletic department.

In participating in the restructuring effort, I have come to the following conclusions about Intercollegiate Athletics:

- It plays an important role in helping UNH achieve its mission. UNH Athletics has provided a high quality experience for its student athletes and has provided significant positive exposure for the institution on a regional and national basis.
- It is a very complex operation. Examples of the complexities are its funding structure, regulatory compliance, facilities management, and support services for student athletes and staff
- It is very expensive to operate a high quality, Division I Intercollegiate Athletics Department and generating sufficient funding to cover expenses is a challenge
- UNH Athletics is not unique in its fiscal challenges. It is something that most higher education institutions struggle with
- Most UNH and state community members are not aware of the bulleted items above.

The purpose for writing this report is to address the last bulleted item with the hope that a broader understanding of the financial structure and challenges that UNH Athletics faces will lead to thoughtful and strategic discussions about the future of intercollegiate athletics at UNH.

The Fiscal Challenges of Intercollegiate Athletics at UNH

Written by: David Proulx, Assistant VP for Financial Planning and Budgeting
March, 2006

Mission of UNH Intercollegiate Athletics

(Approved by the UNH Athletics Advisory Council – January, 2004)

The mission of the Intercollegiate Athletics Program at the University of New Hampshire is to provide student-athletes a collegiate experience that is enriched by their participation in programs that are competitive at the Division I level, both regionally and nationally.

The intercollegiate athletics program also plays an important role by enhancing the quality of life for the University and statewide community by being a source of pride and identification with the University, while always maintaining high standards of academic scholarship and integrity.

To fulfill its mission, the intercollegiate program must:

- 1) Provide student-athletes every opportunity to meet academic and athletic demands with the goal of graduating every student-athlete.
- 2) Provide resources necessary to field competitive teams within league affiliations, and to gain regional and national recognition.
- 3) Provide equitable opportunities for all intercollegiate athletics by the active recruitment of minority athletes, and provide equitable opportunities for all women student-athletes commensurate with that of their male counterparts.
- 4) Provide excellent facilities for all athletes to train, practice and play.
- 5) Conduct all operations within state and federal law, University policies, rules of the NCAA, and athletics conferences in which the University competes.

UNH Athletics Background

UNH Athletics has a budget of over \$20 million involving over 500 student athletes in 20 sports (effective Fall, 2006). It awards approximately 200 full financial aid awards to athletes and competes in Division I for all sports other than football where it competes in Division I-AA. UNH Athletics is governed by the extensive bylaws of the NCAA, America East Conference, Atlantic-10 Conference, Hockey East Conference, Eastern Atlantic Gymnastics League, Eastern Collegiate Athletic Conference and the Eastern Intercollegiate Skiing Association. The university is also bound by the requirements of federal law such as Title IX, which is enforced by the Office of Civil Rights.

UNH has undergone multiple "restructuring" efforts in the past 15 years including:

- Consolidation of separate Men's and Women's Athletic Departments into a single Athletic Department reporting to a single Athletic Director
- Establishment of a mandatory student athletic fee as a primary funding source
- Oversight responsibility transfer from the VP for Student Affairs to the President
- Establishment of the Athletic Advisory Committee to review areas of organizational structure, competition levels, number of teams for men and women, financial health, adequacy of facilities and adequacy of services supporting the student athletes and program
- 4 sport reduction announcements – 1975 (men's skiing, which was subsequently reinstated), 1992 (Men's wrestling), 1997 (Men's Lacrosse, Baseball, Men's and Women's Golf) and 2006 (Men's Swimming, Men's and Women's Tennis and Women's Crew)

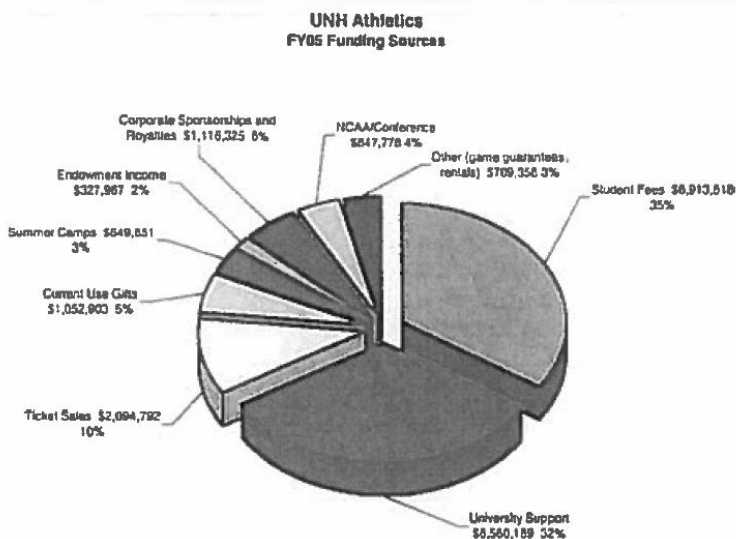
The Fiscal Challenges of Intercollegiate Athletics at UNH

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UNH Athletics, despite its overall success on the field, has always been reliant on large amounts of the University's general fund for its operations and even with that financial support the department has run deficits as far back as 20 years ago and continues to find itself in a precarious financial position.

Funding

UNH Athletics has a total budget of over \$20 million. The majority of its budget (67%) is funded by a mandatory student athletic fee, tuition and state appropriation revenues. The tuition and state appropriation revenues provided by the institution's general fund to cover tuition waivers for over 200 athletes and the approximately 2/3 of institutional overhead and space costs attributed to UNH Athletics.

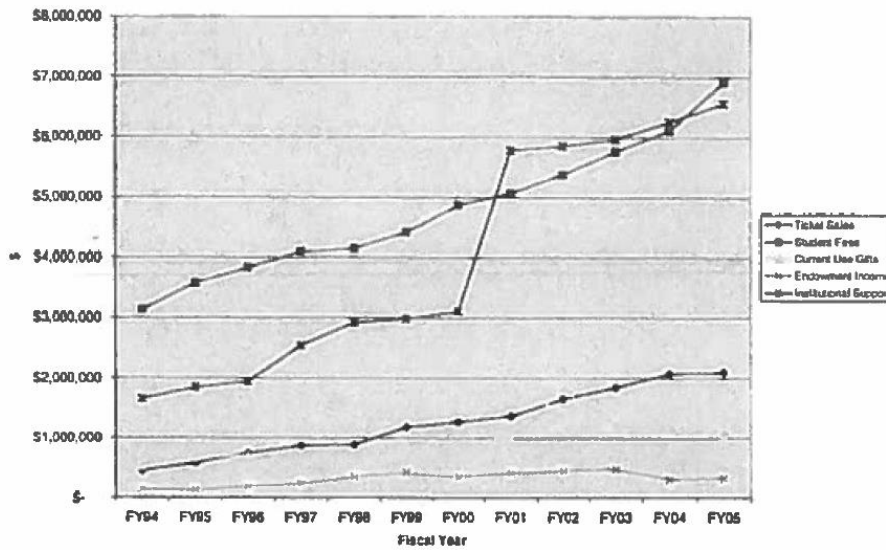


UNH Athletics has made progress increasing non-University funding streams – primarily ticket sales, current use gifts, and corporate sponsorship (longitudinal data not available).

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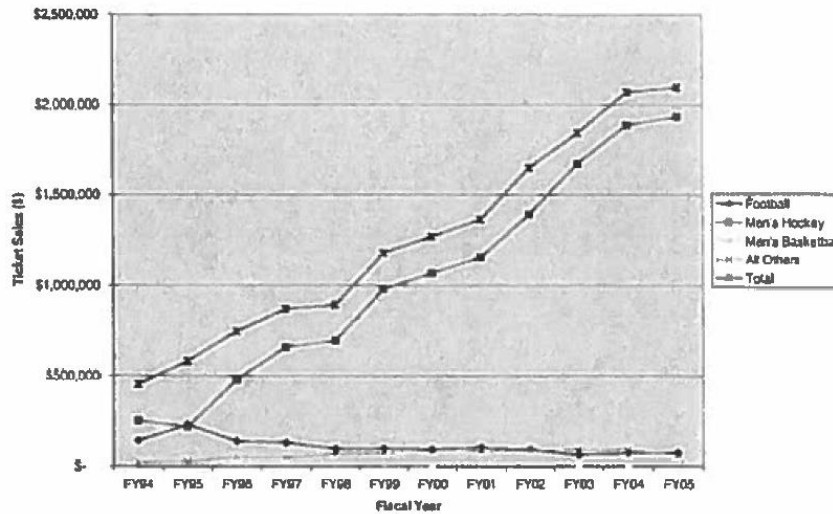
UNH Intercollegiate Athletics



Ticket Sales

Ticket sales have increased substantially since FY92 primarily driven by Men’s Hockey and the construction of the Whittemore Center Arena. The ticket prices for Men’s Hockey are some of the highest nationally. Playoff games are the “property” of either one of our conferences or the NCAA, and therefore the vast majority of the revenue generated goes to them. For example UNH had a net revenue of \$9,500 for the two NCAA playoff Football games combined in 2005 despite approximately \$180k in ticket sales.

UNH Athletics Ticket Sales by Sport



Average attendance by sport for ticketed events for FY06:

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Men's Hockey	6,449 (includes Verizon Wireless Arena games)
Women's Hockey	657
Men's Basketball	999
Women's Basketball	530
Football	7,284 (includes 2 NCAA playoff games)
Volleyball	466
Gymnastics	911

Institutional Support

UNH Athletics receives institutional funding (from tuition and state appropriations) for tuition waivers for athletes (approximately \$4.5 million in FY06 inflated each year to cover growth in tuition and fees) and to help offset the costs of Athletics facilities and institutional overhead (approximately \$2.1 million in FY06 and does not inflate from year to year). Virtually all athletic departments nationally require a subsidy from their institution's general fund.

Current Use Gifts

Approximately \$200k of the over \$1 million raised in FY05 is for general use of Athletics management. The general use funds are raised by UNH Foundation Personnel under the Wildcat Athletics Council. Approximately \$800k is restricted by donors to individual teams for scholarships and team support. UNH Athletics needs to increase general current use gifts – (Wildcat Athletics Council funds) by \$200k per year to achieve \$400k target in projections. Below is a summary of FY05 fundraising revenue generated for UNH Athletics:

Friends of UNH Hockey	\$	258,981
Wildcat Athletics Council	\$	230,612
Cal Club	\$	115,892
Intercollegiate Ski Program	\$	85,617
Swim Team	\$	59,927
Academic/Athletic Support fund	\$	53,671
Friends of UNH Mens Basketball	\$	41,497
Women's Crew	\$	30,032
Men's Hockey gifts	\$	25,390
CrossCountry/Track	\$	26,492
Friends of Women's Lacrosse	\$	15,030
Friends of Women's Gymnastics	\$	13,591
Women's Ice Hockey	\$	10,629
All Others	\$	83,442
	\$	<u>1,052,903</u>

Corporate Sponsorships

UNH Athletics generates over \$1 million per year on corporate sponsorships and royalties. Approximately \$72k comes from royalties from licensing agreements, \$271k comes from "trade" agreements where goods and/or services are provided to UNH in exchange for advertising, tickets or facilities use (no net revenue to Athletics) and the remainder comes from corporate sponsorships primarily in the form of facility signage (i.e. dasher boards at the Whittemore Center) and printed advertising material.

NCAA/Conference Distributions

UNH Athletics receives close to \$850k annually from the NCAA. The NCAA revenue comes to Athletics to support programs (allocation made per sport), post-season competition reimbursements, support of grants-in-aid and academic/student-athlete opportunity funds. The conference revenue comes as a reimbursement for post-season competition expenses.

The Fiscal Challenges of Intercollegiate Athletics at UNH

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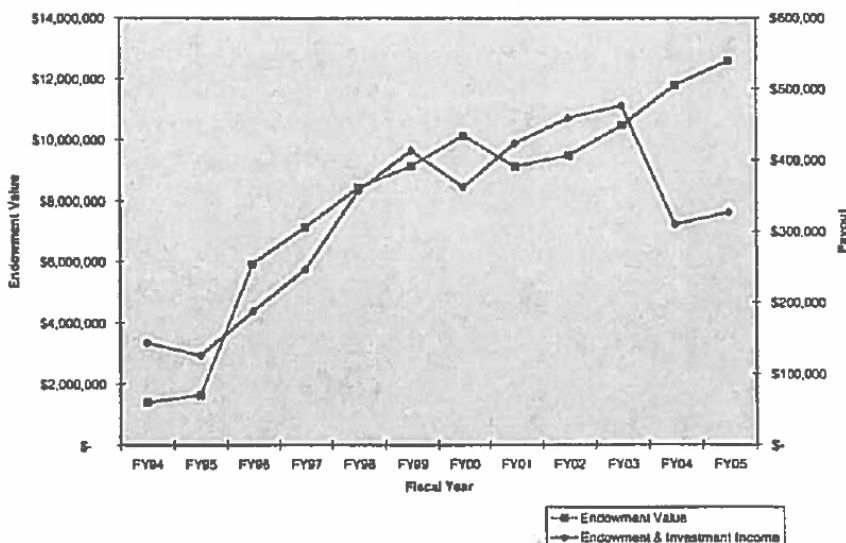
Game Guarantees

UNH Athletics annually receives anywhere between \$300k and \$400k for "game guarantees" from other institutions. These are payments we receive to in order to travel and compete at more highly ranked schools, usually for a loss. Two examples in FY 2005 were traveling to Rutgers to play football for \$175K and traveling to N.C. State to play basketball for \$50K.

Endowment Income

UNH Athletics has endowment funds totaling over \$12 million that helps fund financial aid expenses for its student athletes. UNH Athletics receives close to a 4% payout on endowments which is used for scholarships. UNH Athletics needs a much larger endowment to be financially sustainable in the future.

UNH Athletics Endowment Value and Payout



Student Athletic Fee

The student athletic fee was established in FY93 by the USNH Board of Trustees upon recommendation of UNH management to "establish an ongoing revenue stream for intercollegiate athletics and to engender a greater spirit of involvement on the part of the student body in support of student athletics." The expectation at the time was that Athletics was to be a "self supporting" operation. Athletics has become heavily dependent upon the student fee and it has more than doubled since its inception in FY94. Prior to FY94, Athletics was funded by the University's general fund (tuition and state appropriations).

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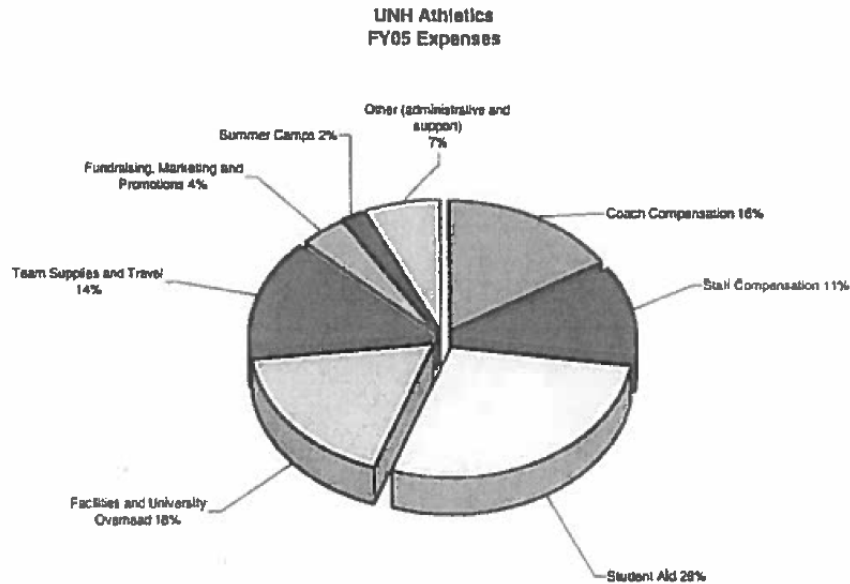
Athletic Fee	Annual Rate	\$\$ INCR	% INCR
FY1993	\$0	\$0	0.0%
FY1994	\$310	\$310	100.0%
FY1995	\$352	\$42	13.5%
FY1996	\$387	\$35	9.9%
FY1997	\$413	\$26	6.7%
FY1998	\$428	\$15	3.6%
FY1999	\$472	\$44	10.3%
FY2000	\$507	\$35	7.4%
FY2001	\$526	\$19	3.7%
FY2002	\$548	\$22	4.2%
FY2003	\$573	\$25	4.6%
FY2004	\$591	\$18	3.1%
FY2005	\$671	\$80	13.5%
FY2006	\$681	\$20	3.0%

Summer Camps

Most teams run summer camps as a way to support their teams financially. Athletics, in total, generated net direct revenues of \$270k (exclusive of overhead costs) in FY05.

Expenses

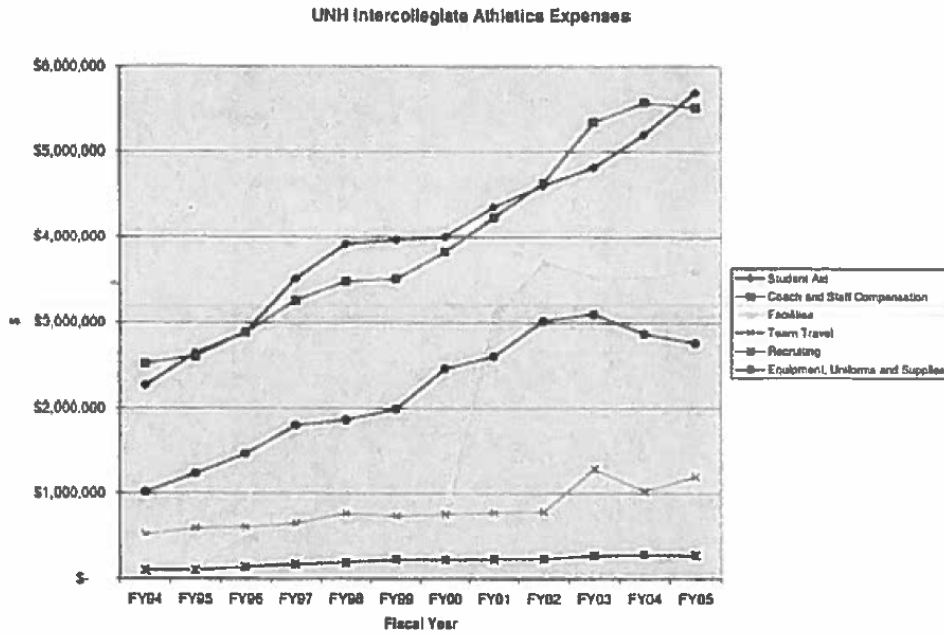
UNH Athletics has significant expenses in the areas of employee compensation, student financial aid, and facilities/overhead among others.



Athletics' expenses have been driven over the past few years including the cost of student aid (related to significant growth in tuition rates), medical insurance/fringe benefits for employees, utilities costs and compliance with Title IX.

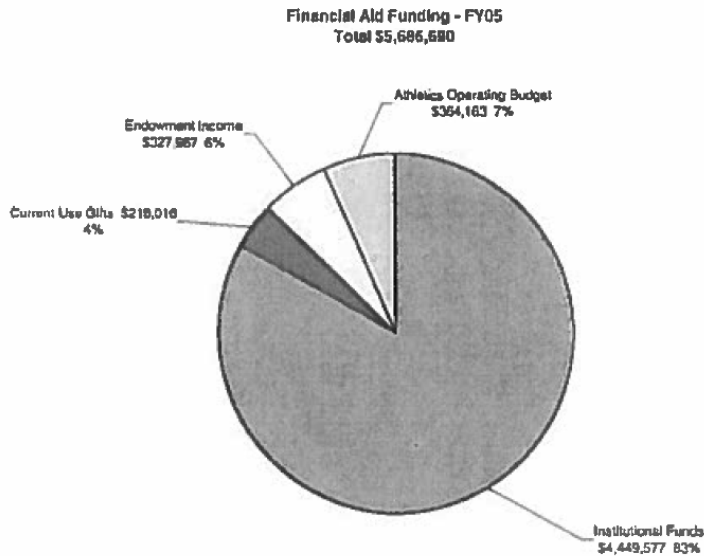
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Student Aid

UNH Athletics provided financial aid to 298 different student athletes in FY05. The total amount of financial assistance in dollars was over \$5.6 million. A majority of financial aid funding is provided by the University's general fund (Institutional Funds) while the remainder is funded from current use gifts, endowment income and the Athletics operating budget. Please see chart below for more information:



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March, 2006

The NCAA and conferences provide minimum levels of full scholarship awards (tuition, fees, room, board and books) and in some cases maximum number. UNH's breakdown of the number of recipients receiving financial aid and full awards by sport:

Sport	Total # of Participants # of Participants	# Students Receiving Aid	Equivalency Full Scholarship Awards**
Football	88	76	61.02
Men's Basketball	15	13	12.11
Men's Ice Hockey	27	23	17.68
Men's Skiing	21	7	2.81
Men's Soccer	30	15	4.41
Men's CC/Indoor/Outdoor Track*	93	13	4.36
Total Men	284	147	102.37
Women's Basketball	16	14	13.53
Women's Field Hockey	19	12	9.08
Women's Gymnastics	16	12	11.43
Women's Ice Hockey	20	20	17.18
Women's Lacrosse	23	18	9.2
Women's Skiing	30	7	4.16
Women's Soccer	27	19	10.48
Women's Swimming	21	15	7.92
Women's CC/Indoor/Outdoor Track*	121	22	8.34
Women's Volleyball	14	12	11.23
Total Women	307	151	102.55
Total UNH Athletics	591	298	204.92

* Combined numbers - no duplicates

** Full scholarship award includes: tuition, fees, room, board and books

Administrative Costs

The primary drivers of administrative costs are salaries, wages and fringe benefits of its employees. UNH Athletics has several administrative offices staffed by 31 full time employees. UNH Athletics, as is the case in many areas at UNH, is understaffed for the amount of work they are required to provide. Below is a summary of the administrative departments, responsibilities, full time staffing and expenses (fiscal year 2005).

Department	Responsibilities	Staff FTE	Total Expenses
Athletic Director/General Administration	Oversight of entire Division I Athletic department including all administrative assistant compensation	7	\$ 1,185,000
External Relations	Oversight of all public relations, sports info, promotions, licensing, tickets	2	\$ 176,000
Compliance	Ensure NCAA compliance for all programs/Senior Women's Administrator	1	\$ 179,000
Academic Support	Provide tutoring/academic support for all athletes	1	\$ 106,000
Events Management	Oversight of scheduling, game day operations	2	\$ 187,000
Corporate Partners	Cultivate corporate partner relationships	1	\$ 139,430
Sports Information	Liaisons with all print/tv/radio media; compile statistical data/history	3	\$ 282,000
Radio Network	Broadcast various athletic contests	0	\$ 46,000
Equipment Room	Managing equipment inventory, cleaning/repair of uniforms	5	\$ 234,000
Athletic Training	Medical oversight of all athletes including insurance premiums/payments	5	\$ 660,000
Strength and Conditioning	Oversight of year-round strength & conditioning for all athletes	2	\$ 123,000
Ticket Office	Ticket operations in conjunction with the arena	1	\$ 99,000
Life Skills	Outreach to communities/diversity training/nutritional issues	1	\$ 64,000
Cheerleading	Cheer at various UNH events	0	\$ 6,000

Team Costs

The Fiscal Challenges of Intercollegiate Athletics at UNH

Written by: David Proulx, Assistant VP for Financial Planning and Budgeting
March, 2006

Beginning in the Fall of 2006, UNH Athletics will have 20 Intercollegiate Athletic sports. Each sport receives funding from the University's general fund (tuition waivers), the Athletics budget, gift funds and summer camp revenues. Out of those funds, each team is responsible for direct costs including financial aid, personnel, team travel, recruiting, equipment, and other team expenses (officials, supplies, uniforms, etc). Below is a breakdown of each team with staffing and expense information (from all funding sources):

Team	Conference	Coach FTE	Total
Football	Allantic 10	7	\$ 2,742,000
Men's Basketball	America East	3	\$ 888,000
Women's Basketball	America East	3	\$ 859,600
Men's Ice Hockey	Hockey East	3	\$ 2,309,000
Women's Ice Hockey	Hockey East	3	\$ 847,000
Women's Volleyball	America East	2	\$ 578,000
Women's Gymnastics	EAGL (Eastern Atlantic Gymnastics League)	2	\$ 665,000
Women's Indoor Track	America East	2	\$ 363,000
Women's Outdoor Track	America East		
Women's Cross Country	America East		
Men's Indoor Track	America East	1	\$ 274,000
Men's Outdoor Track	America East		
Men's Cross Country	America East		
Women's Swimming & Diving	America East	1	\$ 331,000
Women's Skiing	EISA (Easlem Intercollegiate Ski Association)	1	\$ 286,000
Men's Skiing	EISA (Eastern Intercollegiate Ski Association)	1	\$ 190,000
Women's Soccer	America East	2	\$ 523,000
Men's Soccer	America East	1	\$ 300,000
Women's Field Hockey	America East	2	\$ 497,000
Women's Lacrosse	America East	1	\$ 407,000
		35	\$ 12,058,600

Facilities

UNH Athletics has numerous facilities that it is responsible for. Up until FY01, UNH Athletics was not responsible for paying for the operating costs of those facilities. 100% of those costs were paid from the University's general fund (tuition and state appropriations).

In FY01, UNH implemented Responsibility Center Management which required, among other things, facilities costs be allocated to each budgetary unit based on their share of net square footage occupied. To ease the transition of this cost of approximately \$1.5 million in new expenses in FY01, the University provided an amount equal to the facilities cost in FY01 from its general fund. The general funding remains in the Athletics budget in a fixed amount and Athletics is responsible for the increases in Facilities costs each year. The FY06 allocation of Facilities costs was approximately \$2.3 million which means Athletics was responsible for funding \$800k from its operating funds and the University funded the remaining \$1.5 million. It should also be noted that the \$2.3 million figure does not cover the operating costs for the outdoor facilities including fields. Those costs continue to be funded by the University's general fund.

UNH Athletics is also responsible for paying \$481k each year toward the debt service obligations for the Whittemore Center Arena. This is funded from Men's Hockey ticket revenue.

Institutional Overhead

Prior to FY01, UNH Athletics as most other units, did not contribute toward the costs of UNH Administration costs. These costs include Human Resources, VPFA Office, President's Office, Computing and Information Systems, Affirmative Action office among others. Beginning in FY01, Athletics and all other budgetary units at UNH was allocated a share of these costs based on a

The Fiscal Challenges of Intercollegiate Athletics at UNH

Written by: David Proulx, Assistant VP for Financial Planning and Budgeting
March, 2006

combination of revenues and personnel expenses. Athletics received a corresponding allocation from the University's general fund to cover those costs in FY01, an amount that remains fixed. UNH Athletics is responsible for incremental growth on the overhead allocation since FY01, a number that is approximately \$400k in FY06.

Net Costs Per Team

When looking at direct revenues and expenses of each sport at UNH, the only sport that generates net revenue is Men's Hockey. This information does not include Athletic administrative, facilities or UNH administrative costs. It does not attribute revenues such as the student athletic fee, NCAA/conference contributions or corporate sponsorships to individual sports. It is also useful to note the net revenue/expense per participant per sport. While Football has the largest net expense, it has one of the lower net expense per participant.

Sport	Net Rev (Exp)	# of Participants	Net Rev(Exp) Per Participant
Men's Hockey	\$ 424,979	27	\$ 15,740
Men's Sking	\$ (93,973)	21	\$ (4,475)
Women's Sking	\$ (134,247)	30	\$ (4,475)
Women's Swimming	\$ (140,523)	21	\$ (6,692)
Men's Soccer	\$ (159,141)	30	\$ (5,305)
Men's CC/ Track/ O Track	\$ (162,896)	93	\$ (1,752)
Women's Lacrosse	\$ (186,344)	23	\$ (8,537)
Women's CC/ Track/O Track	\$ (207,899)	121	\$ (1,718)
Women's Soccer	\$ (226,831)	27	\$ (8,401)
Women's Field Hockey	\$ (299,050)	19	\$ (15,739)
Women's Volleyball	\$ (331,240)	14	\$ (23,660)
Women's Gymnastics	\$ (392,180)	16	\$ (24,511)
Women's Hockey	\$ (447,964)	20	\$ (22,398)
Men's Basketball	\$ (464,637)	15	\$ (30,976)
Women's Basketball	\$ (564,646)	16	\$ (35,290)
Football	\$ (955,886)	98	\$ (9,754)

Other Information

Title IX

Title IX of the Education Amendments of 1972 is one of the principal legislative statements on gender equity in programs receiving federal financial assistance. While Title IX covers all areas of educational opportunities, it is the requirement that higher educational institutions provide substantially equivalent men's and women's athletic opportunities that has received the most attention. The regulations require that 1) the athletic interest and abilities of women be accommodated to the same degree as those of men with respect to the number of participation opportunities, team competitive levels and selection of sports offered, and 2) athletic financial assistance be allocated in proportion to the numbers of male and female participants in intercollegiate athletics (within 1 percentage point of participation level) 3) that all other benefits, opportunities and treatment afforded participants of each sex be equivalent.

UNH has invested millions of dollars over the past 15 years to upgrade facilities, add coaches, increase coach salaries, increase team budgets, add teams, increase roster sizes for women's sports and increase financial aid awards in an effort to comply with Title IX. UNH has realized substantial compliance in almost all aspects of the law but will not achieve full compliance in terms of participation opportunities and financial assistance until FY07.

See below for a comparison between FY91 and FY07.

The Fiscal Challenges of Intercollegiate Athletics at UNH

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	FY91	FY07
Undergraduate Population		
Men	44%	43%
Women	56%	57%
Athletics Participation (must be within 3% points of undergrad population)		
Men	68%	46%
Women	32%	54%
Athletics Financial Aid (must be within 1% point of Athletics Participation)		
Men	69%	47%
Women	31%	53%

Division/Conference Requirements

In order to compete as a Division I-AA member of the NCAA, UNH Athletics must have seven varsity sports including at least two team sports involving all male teams or mixed teams of males and females and seven varsity sports including at least two team sports involving all female teams for a total minimum of 14 teams. Six men's/mixed teams and eight women's teams would also comply. UNH Athletics must also maintain a minimum amount of financial aid, play a minimum number of contests and carry minimum numbers of coaches and administrative/support staff.

America East, UNH's primary conference requires participation in a minimum of two men's team sports and two women's team sports and two men's individual sports and two women's individual sports.

UNH Athletics currently meets the minimum sports requirements for both the NCAA and America East however only has two men's team sports (soccer and basketball) that compete in America East.

The Future

Even with the most recent round of restructuring, UNH Athletics must generate additional external revenues of at least \$500k per year, continue to operate as efficiently as possible, rely on 5% increases in the student athletic fee and continue to get a large amount of financial support from the University's General Fund.

There are very few Division I athletic programs that break even or generate net revenue. Virtually all programs rely to some degree on subsidies from their institution's general fund. UNH Athletics' revenue and expense composition is not very different from other public Division I-AA athletic departments (as provided by the NCAA).

Exhibit C – The Leitzel Report, 1997

UNIVERSITY OF NEW HAMPSHIRE



January 23, 1997

CONFIDENTIAL

TO: Judith L. Ray, Director of Athletics

FROM: Joan R. Leitzel, President *JRL*

SUBJECT: Athletic Advisory Committee Recommendations

I have now completed my review of the report and recommendations from the Athletic Advisory Committee on the Reduction of Teams at UNH. The Committee has done an excellent job of documenting and analyzing our situation. I fully support their assumptions that we must be realistic about budget limitations, we must be sure that the athletic experiences we provide are of high quality, and we must provide equitable experiences for men and women.

It is clear that we cannot continue to support 28 intercollegiate teams at an acceptable level of quality. We must undertake to reduce the number of intercollegiate teams along the lines proposed by the Committee. In doing this, I recognize the disappointment to student athletes, coaches, and supporters of those sports which we can no longer continue. Such decisions are not easy, and they must rest on objective criteria. As a consequence, I must ask you to begin immediately to implement the elimination of baseball, men's lacrosse, and men's and women's golf, recognizing that the University must honor financial aid commitments to student athletes and our coaches' letters of appointment. In addition, we cannot initiate softball as a women's sport. As you understand, these proposed changes require the approval of the Office of Civil Rights. We expect that they do not conflict with the terms and conditions of the University's current agreement with the Office, but this must be confirmed.

I believe we must regard skiing somewhat differently than other sports because of its unique place in the culture and economy of New Hampshire. Regrettably, the University cannot continue to support skiing at the current level. However, the skiing industry and the friends of skiing in the State have indicated a willingness to provide major help to the University in the funding of this sport.

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The FY96 budget for skiing at UNH was approximately \$250,000. We must require that one-half these costs (approximately \$125,000 annually) be provided from private gifts and fund-raising within three years, and thereafter. More specifically, we must expect gifts to total at least \$75,000 next year, at least \$100,000 in FY99 and at least \$125,000 in FY2000 in order for the University to continue skiing as an intercollegiate sport at UNH. In subsequent years if costs increase, we will continue to require that half the costs be provided from gifts to the skiing program. There have also been questions about the commitment made by Interim President Walter Peterson for seven resident tuition scholarships in skiing. We will honor that commitment for both men and women.

The recommendations of the Council on the tiering of sports are helpful and important. We should handle skiing as an exception to tiering at this time, but move ahead with the tiering of other sports as quickly as your budget permits.

The Committee's recommendations on fields and facilities are also important. We will depend heavily on fund-raising to address these needs. I am optimistic that we can soon complete the campaign for track and field improvements. That project will be a first step in addressing the critical facility and field needs that have been identified.

It is my hope that the reduction in intercollegiate teams and the tiering of sports, together with organizational changes in the Athletic Department, will provide enough flexibility in the athletic budget to enable UNH to provide the type of support for facilities, students, and coaches that is necessary if our teams are to compete in safe environments and compete successfully with the other teams from our conferences. However, it may develop that these adjustments are not sufficient to bring athletic activity in line with revenues. We will monitor closely the effects of the changes we are implementing at this time to see if they accomplish our goals with respect to budgets and facilities. If it appears that more reductions are needed, I will return to the Athletic Advisory Committee to consider what additional measures may be required.

I appreciate very much the work you and your staff will undertake to implement the recommendations of the Committee. I believe these steps are essential to position our programs for success in the next decade. The decisions I have outlined for you in this memorandum have now been reviewed and supported at every level of the University, including the Board of Trustees, and are the actions we must implement.

/cec

cc: William J. Farrell
John H. Lawson
President's Staff

CHARGE FOR THE ATHLETIC ADVISORY COMMITTEE

The proposed mission of UNH Intercollegiate Athletics is "to provide an opportunity for students to enrich their collegiate experience in the pursuit of excellence in comprehensive, challenging, and professionally managed intercollegiate athletic programs while at the same time pursuing excellence in their academic programs. This includes the development of teams which compete successfully at the conference, regional and national level while maintaining high standards of academic scholarship and athletic integrity."

Real dollar funding to support athletics totals \$7,636,949; \$3,561,163 is received from student fees and tuition waiver support of \$1.84+ million is provided from Fund 1000. Other athletic revenues come from the NCAA, ticket sales, summer sports' camps, private support and totals \$2,232,235.

Although significant progress has been made, UNH continues to be out of full compliance with Title IX, many facilities are inadequate and some fields are in need of improvement, and staff support, especially in the Women's Department, is in need of improvement. Given the fiscal state of the University, the Athletic Advisory Committee is considering the following:

1. Reviewing the mission statement to ensure that it reflects the institutional priority of the UNH athlete as a student.
2. Reviewing the NCAA designated division of competition that is appropriate for UNH.
3. Reviewing the number of teams for men and women.
4. Evaluating current conditions of athletic facilities and estimating the cost to make them acceptable and competitive with comparable institutions.
5. Evaluating the services provided to athletic teams and to make recommendations for enhancements and reductions. Identifying and reducing duplication of services in both athletic departments.
6. Reviewing the use of Fund 1000 and outside funds such as annual gifts and endowments for student-athletes receiving tuition waivers.

October 24, 1995

SUMMARY REPORT OF THE ATHLETIC ADVISORY COMMITTEE'S STUDY OF
INTERCOLLEGIATE ATHLETICS AT UNH

After several months of study and deliberation, the athletic advisory committee has agreed to submit the following report in response to the October 14, 1995 charge which is on page one of this report. Early in its deliberations, the Advisory Committee decided to study the charge by assigning four subcommittee to review the following areas:

- An assessment of the NCAA-designated division of competition that is appropriate for UNH;
- A review of the appropriate number of teams for men and women;
- An evaluation of the condition of athletic facilities and an estimate of the cost to make them acceptable and competitive with comparable institutions;
- An evaluation of the services provided to athletic teams and subsequent recommendations for enhancement or reductions;
- An identification of and recommendation to eliminate duplication of services in the men's and women's athletic departments;
- A review of the use of Fund 1000 and outside funding sources such as annual gifts and endowments for student-athletes receiving tuition waivers.

The Advisory Committee also agreed that the athletic mission statement needs to be reviewed to ensure that it accurately reflects the institutional priority of the UNH athlete's responsibilities as a student. However, the Committee decided it would be best not to include the review as a part of this study, and recommended that it be undertaken when the University's commitment to athletics is clearer.

In approaching the work of the subcommittees, it was decided to combine the review of the appropriate level of NCAA competition for UNH with the review of the appropriate number of teams for men and women.

Each of the subcommittee reports contains important conclusions and recommendations relating to intercollegiate athletics at UNH. For example, the Level of Competition Subcommittee concludes it is impossible to support the 28 men's and women's athletic teams at the current level of funding and recommends that a new model for UNH intercollegiate sports be developed.

The Subcommittee on Duplication of Services in the UNH athletic departments concludes that several changes must be made in the athletic departments and proposes that men and women's varsity athletics be consolidated under the supervision of one athletic director.

The Subcommittee on Fields believes that UNH's Master Plan section which addresses field space and the Field House facilities should be revised to permit UNH intercollegiate athletics to be competitive with comparable institutions. In addition to citing unsafe fields for intercollegiate athletics, the subcommittee acknowledged the need to renovate (1) the outdoor track, (2) the practice field known as upper field and (3) the indoor track into a true field house that would be available during inclement weather for use by several men's and women's teams. This subcommittee proposes an improvement plan under which UNH fields and the Field House are brought up to parity with the facilities of our competitors over a period of several phases.

The Subcommittee on Outside Funding for Tuition Waivers mentions the total amount of tuition dollars that non-scholarship athletes have paid to the University this academic year and called it an investment in the University. The Outside funding report recommends that the current number of tuition waivers for men be capped at the present level of 100, and that tuition waivers for women be increased annually until the total number reflects the proportion of women undergraduates at UNH.

Complete copies of the four subcommittee reports, including the roster of members on each committee, are attached and contain additional evidence to support the several conclusions and recommendations included in each document.

All of the members of the Athletic Advisory Committee have been diligent in their efforts to be objective as they reviewed the various athletic programs, drew their conclusions and developed their recommendations. Each member of the Athletic Advisory Committee has devoted an enormous amount of time to participate in the study, including meeting with coaches, players, staff, athletic directors and others, to receive input about our athletic program. The members of the Athletic Advisory Committee unanimously support a competitive athletic program for men and women at UNH that is consistent with available financial resources.

John H. Lawson
Chair, Athletic Advisory Committee

Recommendations of the Athletic Advisory Committee

on the

Reduction of Teams at UNH

Submitted to:

President Joan Leitzel

December 15, 1996

Introduction and Rationale

The February 29, 1996 report of the Athletic Advisory Committee stated that "it is impossible for the UNH athletics program to remain in the 'status quo' position". Subsequently, this committee recommended that the number of intercollegiate teams be reduced and that a tiering system be established to guide the expectations and support associated with each team. The rationale for reducing the number of teams offered by UNH revolves primarily around two issues: budgetary considerations and insuring quality educational experiences for student athletes.

Budgetary realities provide the primary motive for reducing the number of teams at UNH. All aspects of the university community have been asked to make difficult, yet necessary programmatic decisions in the past year. The Department of Athletics is also trying to respond to these budgetary constraints and has come to the realization that UNH cannot afford to support 28 teams at a level that provides quality intercollegiate athletic experiences for its' student athletes.

The budget is also closely aligned with the second reason for eliminating sports. The large number of teams impacts facilities and fields, support services (i.e. academic support, sports medicine, strength training), coaching staffs (i.e. full-time, part-time, # of assistants), travel, etc., all of which influence the quality of the experience that student athletes receive at UNH. Balancing academic and athletic expectations is difficult at any institution but is made more complicated when practice schedules are spread from 6:00 AM until 12:00 Midnight to accommodate the training/practice needs of teams due to limited facilities. Demands on student athletes are stretched further when support services are overextended and are not easily accessible (e.g. staffing in the weight room, overcrowding in the sports medicine facility). Reductions in the number of teams offered will lessen the load on these areas and will enhance the level of services to the athletes insuring experiences that better coexist and do not detract from the academic mission of the university.

At present UNH offers 28 intercollegiate teams. This is six more than the average number offered by our competitors in the America East Conference. And in fact, several of these institutions are examining their programs for further reductions. UNH has traditionally provided a broad-based athletic program that promoted the balance between academic and athletic excellence. It is unrealistic in these budgetary times to support 28 teams and maintain this balance of excellence. In order to determine which teams were to be recommended for elimination, eleven criteria were considered. It should be noted that while all eleven criteria were considered for each sport, the criteria were not weighted equally and are not listed in any order of priority.

- 1) impact of a sport on the athletic budget
- 2) impact on the Title IX provision of eliminating a sport
- 3) the potential loss of tuition dollars from non-scholarship athletes
- 4) impact on alumni giving if a sport is eliminated
- 5) the condition of existing facilities for a sport and long term facility needs
- 6) impact a sport has on the athletic support services
- 7) impact on other sports if a team is not eliminated
- 8) impact on NCAA Division I and America East membership
- 9) potential to generate revenue
- 10) impact on student spectators
- 11) state and regional interscholastic participation rates

In considering the criteria the committee took into consideration the requirements of membership in the university's multi-sport conference America East. To that point, each institution must sponsor the sport of basketball for men and women in addition to two individual and two team sports for each gender.

The following report includes recommendations for the reduction of teams at UNH followed by supporting documentation.

Recommendations of the Athletic Advisory Committee

Based on examination of the eleven criteria, the Athletic Advisory Committee makes the following recommendations:

1. *Eliminate men's and women's alpine and nordic skiing*
2. *Eliminate men's and women's golf program*
3. *Eliminate men's baseball and not add women's softball*
4. *Eliminate men's lacrosse*

Specific Team Assessments

Men's and Women's Skiing

Impact of a Sport on the Athletic Budget

The total expenditures for Skiing for 1995-96 equaled \$249,014. Q accounts and friends/booster support in 1995-96 totaled \$57,317. The elimination of skiing would save approximately \$158,173 in operation, personnel, and grant in aid dollars. In addition, \$48,085 would be available from tuition payments.

Impact on the Title IX Provision of Eliminating a Sport

The elimination of Men's and Women's Skiing would impact Title IX. There would be one more female athlete eliminated. If we eliminate a female sport it would be imperative to stay within our OCR agreement which states that the athletic participation ratio will be substantially proportionate to undergraduate enrollment (currently 43% male and 57% female).

The Potential Loss of Tuition Dollars from Non-Scholarship Athletes

There would be a loss of approximately 20 male athletes and 16 female athletes in tuition dollars. However, this is not a viable rationale for retaining a sport.

Impact of Alumni Giving if a Sport is Eliminated

This could be used as one of the strong points for retaining the sport. The ski area operators contribute \$12,000+ to the UNH ski program. The sport is supported by legislators, trustees, and there is a strong alumni following.

The Condition of Existing Facilities for a Sport and Long Term Facility Needs

There are no campus training sites for Alpine Skiing. Nordic Skiing uses College Woods at times for practice. The facilities are located approximately 60 miles from campus which results in a high number of missed class days for practice/competition.

Impact a Sport has on the Athletic Support Services

There would be 48 students not placing demands on the NCAA compliance officer. Impact on secretaries, athletic advisement, sports medicine, and sports information would be reduced. The oversubscribed weight room would also receive relief.

Impact on Other Sports if a Team is not Eliminated

The analysis of the UNH Athletic Department conducted by the Athletic Advisory Committee in the Spring of 1996 indicated that "it is impossible for UNH athletics programs to remain in the "status quo" position". The savings associated with eliminating the ski team would lessen the amount of horizontal reductions necessary in the remainder of the program.

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Impact on NCAA Division I and America East Membership

Eliminating skiing will not affect our membership in NCAA or America East. America East does not sponsor skiing.

Potential to Generate Revenue

No potential at the gate.

Impact on Student Spectators

Very limited spectatorship.

State and Regional Interscholastic Participation Rates

The NHIAA (New Hampshire Interscholastic Activities Association) currently has 75 public school members and 11 private school members. Of these 86 schools, there is limited participation based on 1994-95 data.

Specific Team Assessments

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Men's and Women's Golf

Impact of a Sport on the Athletic Budget

The total expenditures for Men's Golf for 1995-96 equaled \$27,758. The expenditures for Women's Golf totaled \$8,970. The elimination of Men's and Women's Golf would save approximately \$27,805 in operation, personnel, and grant in aid dollars.

Impact on the Title IX Provision of Eliminating a Sport

The elimination of men's and women's golf will have an impact on participation opportunities, 11 and 9 respectively. The elimination of any programs which offer opportunities to female students must be carefully examined and monitored within the Title IX agreement.

It is important to note that women's golf was recently added to meet Title IX requirements. However, the restructuring of athletics calls for a reexamination of programs while maintaining compliance with Title IX.

The Potential Loss of Tuition Dollars from Non-Scholarship Athletes

The golf program receives limited scholarship dollars (\$2500). While students on the golf teams do pay their own tuition and room and board, this rationale could be applied to several programs at UNH and cannot be employed as a defense for retaining a team.

Impact of Alumni Giving if a Sport is Eliminated

Gift income is fairly low for both men's and women's golf. If these programs are eliminated minimal impact on alumni support is anticipated. However, efforts could be made to redirect gifts to the general athletic fund.

The Condition of Existing Facilities for a Sport and Long Term Facility Needs

At present the men's golf team plays at Portsmouth Country Club and the women's golf team plays at Nippo Lake Golf Course. This does not impact field usage by any other sport.

Impact a Sport has on the Athletic Support Services

There are currently approximately 20 athletes on the men's and women's golf teams. A reduction of athletes in this sport would not have a great impact on support services.

Impact on Other Sports if a Team is not Eliminated

The analysis of the UNH Athletic Departments conducted by the Athletic Advisory Committee in the Spring of 1996 indicated that "it is impossible for UNH athletics programs to remain in the "status quo" position". The savings associated with eliminating the men's and women's golf would lessen the amount of horizontal reductions necessary in the remainder of the program.

Impact on NCAA Division I and America East Membership

Eliminating golf would not impact membership status as an NCAA Division I institution or status in the America East Conference. The NCAA requires that Division I institutions offer a minimum of seven sports for men and seven sports for women or six sports for men and eight sports for women. America East requires that each institution offer at least two men's and two women's individual sport programs and two men's and two women's team sport programs.

Potential to Generate Revenue

At present admission is not charged for men's or women's golf tournaments therefore the potential for generating revenue through ticket sales is minimal.

Impact on Student Spectators

Golf is not considered a spectator sport at UNH. The golf course is approximately 25 minutes from campus and draws a very small spectator base.

State and Regional Interscholastic Participation Rates

The NHIAA (New Hampshire Interscholastic Activities Association) currently has 75 public school members and 11 private school members. Of these 86 schools, 43 schools offered boys' golf and 13 offered girls' golf in 1994-95.

Specific Team Assessments

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Baseball

Impact of a Sport on the Athletic Budget

The total expenditures for Baseball for 1995-96 equaled \$201,990. The elimination of Baseball would save approximately \$117,112 in operation, personnel and grant in aid dollars. In addition, \$12,540 would be available for tuition payments.

Impact on the Title IX Provision of Eliminating a Sport

The impact of Title IX provisions would be to reduce the number of men participants and thus improve the ratio of female/male athletes participating on sports teams at UNH. This would bring the participation rates in the athletic program closer to the ratio needed for compliance with Title IX.

The Potential Loss of Tuition Dollars from Non-Scholarship Athletes

Men's baseball receives limited scholarship dollars and approximately half of the students are in-state. There are several out-of-state athletes, but the rationale of determining the impact of the tuition they generate is hard to predict. In addition, this rationale could be applied to any program being considered for elimination and cannot be employed as a defense for retaining a team.

Impact of Alumni Giving if a Sport is Eliminated

\$24,349 was recognized in revenue in FY96. The men's baseball team has had a steady flow of financial support in the past few years. If the sport was eliminated, some loss of alumni support could be expected. However, with the appointment of a person responsible for fundraising for the Athletic Department, it might be possible to redirect this alumni support to the general athletic fund.

The condition of Existing Facilities for a Sport and Long Term Facility Needs

The only sport that has a field designated exclusively for its use is men's baseball. It does share part of the outfield area with men's and women's soccer. The baseball field is used for both practice and competition which makes the maintenance of the field more difficult. The field could not be used for any other sport in its present configuration, nor could it be modified to accommodate another sport such as softball. The team practices in both the fall and spring seasons which has an impact on the practice and playing time of other sports. Another issue that affects the fields is the weather conditions during the spring season. The weather conditions provide a very short playing season and often significantly impact the start of outdoor practice sessions.

Impact a Sport has on Athletic Support Services

There are currently approximately 29 athletes on the men's baseball team. The team's impact on sports information and academic support services is high. The demand on the weight room and sports medicine is at a medium level during the season. A reduction of athletes would have a positive impact on the athletic support services which are already experiencing heavy loads.

Impact on Other Sports if a Team is Not Eliminated

The analysis of the UNH Athletic Departments conducted by the Athletic Advisory Committee in the Spring of 1996 indicated that "it is impossible for UNH athletics programs to remain in the "status quo" position". The savings associated with eliminating the men's baseball team (vertical cut) would minimize the amount of horizontal reductions necessary in the remainder of the program.

Impact on NCAA Division I and America East Membership

Eliminating baseball would not impact membership status as an NCAA Division I institution or status in the America East Conference. The NCAA requires that Division I institutions offer a minimum of seven sports for men and seven sports for women or six sports for men and eight sports for women. America East requires that each institution offer at least two men's and two women's individual sport programs and two men's and two women's team sport programs.

Potential to Generate Revenue

At present admission is not charged for men's baseball games. Therefore, the potential for generating revenue through ticket sales is hard to estimate. The fact that attendance is presently small without charging admission would lead one to predict that the revenue generated would be minimal.

Impact on Student Spectators

The men's baseball team has a small but dedicated following. Attendance is small and the season is short. Attendance is larger when the team has played at locations in New Hampshire other than Durham. There is a large number of K-12 students that participate in baseball within New Hampshire, but the time of the games and the lack of advertising has significantly limited the number of people that might attend. The UNH students have not shown a significant interest in watching UNH baseball games.

State and Regional Participation Rates.

The NHIAA (New Hampshire Interscholastic Activities Association) has 85 high school members (out of 86) that offered baseball in 1994-95

Specific Team Assessments

Men's Lacrosse

Impact of a Sport on the Athletic Budget

The total expenditures for Men's Lacrosse for 1995-96 equaled \$118,284. The elimination of Men's Lacrosse would save approximately \$77,565 in operation, personnel, and grant in aid dollars. In addition, \$6,420 would be available from tuition payments.

Impact on the Title IX Provision of Eliminating a Sport

While UNH does offer a women's lacrosse team, the elimination of men's lacrosse would bring participation rates in the athletic program closer to the ratio needed for compliance with Title IX. Thirty six participation opportunities would be eliminated for men.

The Potential Loss of Tuition Dollars from Non-Scholarship Athletes

Although men's lacrosse received limited scholarship dollars, and does attract many out-of-state student-athletes, this rationale could be applied to several programs at UNH and cannot be employed as a defense for retaining a team.

Impact of Alumni Giving if a Sport is Eliminated

\$28,739 was recognized in revenue in FY96. Much of this was gift income. The men's lacrosse team does have a stable following who do provide financial support to the program. If lacrosse is eliminated, some loss of alumni support should be anticipated. However, efforts could be made to redirect gifts to the general athletic fund.

The Condition of Existing Facilities for a Sport and Long Term Facility Needs

At present the men's lacrosse team practices and competes in the spring on the football fields. Ideally a separate practice field needs to be created to minimize damage to the game field. Additional field space is also necessary in the off-season (fall) when field space is at a premium.

Impact a Sport has on the Athletic Support Services

There are currently 36 athletes on the men's lacrosse team. A reduction of thirty-six athletes would have an impact on sports medicine and the use of the weight room; two areas that have been identified as experiencing overcrowding and low staff to athlete ratios (See Fields and Facilities Report).

Impact on Other Sports if a Team is not Eliminated

The analysis of the UNH Athletic Departments conducted by the Athletic Advisory Committee in the Spring of 1996 indicated that "it is impossible for UNH athletics programs to remain in the "status quo" position". The savings associated with eliminating the men's lacrosse team (vertical cut) would minimize the amount of horizontal reductions necessary in the remainder of the program.

Impact on NCAA Division I and America East Membership

Eliminating Lacrosse would not impact membership status as an NCAA Division I institution or status in the America East Conference. The NCAA requires that Division I institutions offer a minimum of seven sports for men and seven sports for women or six sports for men and eight sports for women. America East requires that each institution offer at least two men's and two women's individual sport programs and two men's and two women's team sport programs. If UNH were to eliminate men's lacrosse, the athletic program would still be providing opportunities in (baseball), basketball, soccer, tennis, (golf), cross country, indoor track and field, outdoor track and field, and swimming.

Potential to Generate Revenue

At present admission is not charged for men's lacrosse games, therefore the potential for generating revenue though ticket sales is minimal. The potential to generate funds through camps is also limited due to the lack of opportunities for individuals to play the sport at the interscholastic level.

Impact on Student Spectators

The men's lacrosse team has a fairly stable following. Attendance is not heavy but is consistent. Average attendance at home contests is approximately 150-200 spectators. Lacrosse is not a sport that has typically generated a large spectator base. While a few institutions (e.g. Johns Hopkins, Hobart, Syracuse) have created a national reputation in men's lacrosse and have tremendous spectator support, these programs typically have a long history of high level performance.

It is important to note that Baseball and Lacrosse are the only men's spectator sports offered in the spring at UNH. Eliminating lacrosse reduces those opportunities.

State and Regional Interscholastic Participation Rates

The NHIAA (New Hampshire Interscholastic Activities Association) currently has 75 public school members and 11 private school members. Of these 86 schools only 9 schools offered boy's lacrosse in 1994-95.

Supporting Documentation

Budget* (see attachments)	Baseball (M)	Lacrosse (M)	Golf (M&W)	Skiing (M&W)	Softball (W)
Total Expenditures	\$201,990**	\$118,284	M \$27,758 W \$8,970	\$249,014	NA
Redistribute to Fund 1000	\$12,540	\$6,420	M \$0 W \$0	\$48,085	NA
Saving to Athletics	\$117,112	\$77,565	M \$18,835 W \$8970	\$158,173	NA

* Figures taken from 13th Month Report, July 16, 1996

** The FY 97 budget for baseball has been reduced by approximately \$40,000

Athletic Aid*	Baseball (M)	Lacrosse (M)	Golf (M&W)	Skiing (M&W)	Softball (W)
# of Students Receiving Full or Partial Athletic Aid	14	3	M 1 W 0	M 2 W 10	N/A
New Hampshire Residents**	13	6	M 7 W 3	M 6 W 8	N/A
Non Residents**	16	30	M 4 W 6	M 16 W 18	N/A

* Figures taken from the 1995-1996 NCAA Squad List

** Figures taken from 1995-96 UNH Squad Roster

Sport Sponsorship*	Baseball (M)	Lacrosse (M)	Golf (M&W)	Skiing (M&W)	Softball (W)
# of NH high schools (86)	85	9	M 43 W 13	M 45 W 44	85
# of America East Colleges (10)	9	7	M 10 W 3	M 2 W 2	8
# of NCAA Div I Universities (305)	276	51	M 278 W 144	M 11 W 13	192

* Figures gained from NHIAA, America East, and the NCAA

Current Demand on Resources	Baseball (M)	Lacrosse (M)	Golf (M&W)	Skiing (M&W)	Softball (W)
Demand on Sports Information	high	medium	low	medium	high (est)
Demand on Sports Medicine*	medium in season low off season	medium in season low off season	none	low in season low off season	unknown
Demand on Academic Support**	high	medium	low	low	unknown
Demand on the Weight Room***	medium	medium	low	high	medium (est)

* Sports medicine demand estimated by UNH Sports Medicine Staff: the rating is based on the number of people from that sport that visit the sports medicine facilities during a day. Therefore, a sport with a small number of participants could have a low rating, yet a large percentage of the athletes on that team use the sports medicine facilities during the season. Another aspect to keep in mind is that

the length of a season for each sport is not a constant and some sports have multiple seasons and thus the demands is over a longer period of time. 15

** Academic services demand estimated by UNH Academic Support Staff: the rating is based on the number of participants, the average needs of the athletes in the sport, and the involvement or emphasis the coaches place on athletes' academic programs

*** Weight room demand estimated by UNH Weight Room Staff: high - 3 X per week, minimum 1 hour year round; medium - 2 X per week, seasonal usage; low - sporadic usage during preseason and competitive season

# of Sports Offered by Institutions in America East	Men's Sports	Women's Sports	Total # of Sports
Boston University	13	11	24
Northeastern University	9	9	18
University of Maine	10	8	18
University of Vermont	13	13	26 (no football)
Towson State University	11	12	23
University of Delaware	11	11	22
Hofstra University	9	8	17
University of Hartford	9	10	19 (no football)
Drexel University	10	9	19 (no football)
University of New Hampshire	13	15	28

Each of the 22 remaining teams have compelling reasons for their retention at UNH.

Football

Recognizing that football requires significant financial support for operation and student-athlete scholarships, as well as the impact on Title IX requirements due to the sheer numbers, the committee determined that football should be retained for the following reasons:

- impact on alumni giving
- impact on student life
- potential to generate revenue
- visibility of football in representing UNH
- consistent success in the Yankee Conference and NCAA Division I-AA

Men's and Women's Ice Hockey

The committee recognized the impact of ice hockey on the budget and support services however these programs were retained for the following reasons:

- recent construction of the Whittemore Center representing a 27.4 million dollar commitment on the part of the university
- history of success in both programs at the national level
- visibility of hockey in representing UNH
- impact on student life
- impact on alumni giving
- potential to generate revenue

Men's and Women's Basketball

- men's and women's basketball are required sport offerings for membership in our multi-sport conference, America East
- basketball has the highest institutional representation of any sport in the NCAA
- impact on student life
- potential to generate revenue
- impact on alumni giving

Gymnastics

- gymnastics is the most visible spectator sport for women at UNH
- history of regional and national success
- facility built in the 1980's with state funds to provide further opportunities to train and compete

Men's and Women's Soccer

- soccer is the fastest growing sport in the United States for boys and girls
- community support for the soccer program

Men's and Women's Swimming and Diving

- facility is already in place
- impact on support services is minimal
- spectator support is consistent, typically filling the stands in the natatorium
- success within the conference and ECAC

Men's and Women's Cross Country, Indoor Track and Outdoor Track

- \$750,000 has been donated specifically for the construction of an 8-lane Olympic size track
- large number of New Hampshire residents on cross country and track teams
- cross country and track and field provide opportunities for large numbers of individuals to train and compete at a minimal cost
- demands on support services are low
- history of success in America East and ECAC

Men's and Women's Tennis

- new facility - 14 lighted tennis courts
- community support and interest
- low cost
- demands on support services are low
- coaching position is not full-time

Field Hockey

- history of success in the America East conference and nationally
- impact on Title IX

Women's Lacrosse

18

- strong tradition and history at UNH - 1985 NCAA Champions
- impact on Title IX
- relatively low cost per student

Women's Crew

- NCAA emerging sport for women
- elevated from club to varsity status in 1993 due to interest - impact on Title IX
- crew provides significant numbers of opportunities for women athletes
- low demand on support services, except for weight room
- good alumni support

Women's Volleyball

- volleyball is one of the fastest growing sports for women
- potential for spectator development
- elevated from club to varsity status in 1995 due to consistent interest - impact on Title IX

Overview - UNH Athletics

Budget*	Ice Hockey (M)	Ice Hockey (W)	Football	Basketball (M)	Basketball (W)	Gymnastics	Soccer (M)	Soccer (W)
Total Expenditures	\$1,014,168	\$272,823	\$1,757,852	\$513,353	\$420,852	\$361,049	\$172,389	\$281,001
Redistribute to Fund 1000	\$215,350	\$94,050	\$733,233	\$129,026	\$118,950	\$120,670	\$6270	\$131,676
Savings to Athletics	\$261,003	\$158,409	\$788,722	\$267,105	\$276,652	\$216,549	\$98,188	\$147,214

* Figures taken from 13th Month Report, July 16, 1996

Athletic Aid*	Ice Hockey (M)	Ice Hockey (W)	Football	Basketball (M)	Basketball (W)	Gymnastics (W)	Soccer (M)	Soccer (W)
# of Students Receiving Full or Partial Athletic Aid	20	12	68	13	13	13	9	14
New Hampshire Residents**	5	2	10	5	4	3	3	4
Nonresidents**	26	25	84	12	9	15	23	23

* Figures taken from the 1995-1996 NCAA Squad List
 ** Figures taken from the 1995-96 UNH Squad Roster

Sport Sponsorship*	Ice Hockey (M)	Ice Hockey (W)	Football	Basketball (M)	Basketball (W)	Gymnastics	Soccer (M)	Soccer (W)
# of NH high schools (86)	21	8	36	85	84	9	82	39
# of America East Colleges (10)	5	2	7	10	10	3	10	8
# of NCAA Div I Universities (305)	51	Emerging Sport	115	301	284	102**	194	82

* Figures gained from NHIAA, America East, and the NCAA
 **Combined Division I, II, III

	Ice Hockey (M)	Ice Hockey (W)	Football	Basketball (M)	Basketball (W)	Gymnastics	Soccer (M)	Soccer (W)
Current Demand on Resources								
Demand on Sports Information	high	high	high	high	high	high	high	high
Demand on Sports Medicine	high	medium	high	medium	medium	high	high	high
Demand on Academic Support	high	high	high	high	medium	low	medium	medium
Demand on the Weight Room	high	medium	high	high	high	high	medium	medium

Budget*	Swim/Dive (M/W)	X/C/Track (M)	X/C/Track (W)	Tennis (M/W)	Field Hockey	Lacrosse (W)	Crew (W)	Volleyball
Total Expenditures	\$178,983	\$125,454	\$170,117	\$7890(M) \$22,464(W)	\$294,542	\$62,604	\$174,415	\$90,369
Redistribute to Fund 1000	\$48,060	\$2661	\$37,367	\$0(M) \$6270(W)	\$112,774	\$12,540	\$50,145	\$14,475
Savings to Athletics	\$97,396	\$110,009	\$132,433	\$7890(M) \$12,226(W)	\$177,438	\$45,136	\$96,936	\$75,894

* Figures taken from 13th Month Report, July 16, 1996

Athletic Aid*	Swim/Dive (M/W)	X/C/Track (M)	X/C/Track (W)	Tennis (M/W)	Field Hockey	Lacrosse (W)	Crew (W)	Volleyball
# of Students Receiving Full or Partial Athletic Aid	8(W)	9	12	1(W)	16	3	6	3
New Hampshire Residents	M 6 W 9	X/C 11 I/T 32 O/T 32	X/C 12 I/T 32 O/T 30	M 5 W 6	6	2	20	10
Nonresidents	M 16 W 18	X/C 7 I/T 18 O/T 20	X/C 10 I/T 23 O/T 21	M 8 W 11	16	16	34	7

* Figures taken from the 1995-1996 NCAA Squad List

Sport Sponsorship*	Swim/Dive (M/W)	XC/Track (M)	XC/Track (W)	Tennis (M/W)	Field Hockey	Lacrosse (W)	Crew (W)	Volleyball
# of NH high schools (86)	10(M) 19 (W)	XC 66 OT/F 59 IT/F 30	XC 63 OT/F 59 IT/F 30	46 (M) 45 (W)	51	0	1	44
# of America East Colleges (10)	8	XC 10 T/F 7	XC 10 T/F 7	9	9	7	3	8
# of NCAA Div I Universities (305)	159	XC 291 TF 249	XC 282 TF 230	276(M) 278(W)	76	34	40 (emerging sport)	279

* Figures gained from NHIAA, America East, and the NCAA

Current Demand on Resources	Swim/Dive (M/W)	XC/Track (M)	XC/Track (W)	Tennis (M/W)	Field Hockey	Lacrosse (W)	Crew (W)	Volleyball
Demand on Sports Information	medium	low	low	low	high	medium	low	high
Demand on Sports Medicine	medium	high	high	low	high	medium	medium	medium
Demand on Academic Support	medium	low	low	low	high	medium	low	medium
Demand on the Weight Room	high	low (XC) high (T/F)	low (XC) high (T/F)	low	medium	medium	high	high

Proposed System for Tiering of UNH Athletic TeamsTier ICriteria

Head Coach	100%
Assistant Coaches	100% of NCAA max
Scholarships	100% of NCAA max
Competition	Regional and Limited National Scope
Recruiting	Regional Scope
Sports Information	Full Support
Marketing	Full Support
Expectation	Top 1/3 in Conference; Regional Success; National Recognition

Men's

Football
Basketball
Ice Hockey

Women's

Gymnastics
Basketball
Ice Hockey
Soccer
Volleyball

Tier IICriteria

Head Coach	83 to 100%
Assistant Coaches	1 Assistant Coach - full-time/part-time
Scholarships	50-75% of NCAA max
Competition	Regional/New England Scope
Recruiting	Regional/New England Scope
Sports Information	Moderate Support
Marketing	Moderate Support
Expectations	Top 1/2 of Conference; Regional Success; Limited National Recognition

Men's

Soccer
X-country/Track

Women's

Swimming & Diving
X-country/Track
Field Hockey
Lacrosse

Tier III

Criteria

Head Coach	Part-time
Assistant Coaches	None
Scholarships	0-25% of NCAA max
Competition	Conference/New England Scope
Recruiting	New England Scope
Sports Information	Minimal Support
Marketing	None
Expectations	Competitive Within the Top 2/3 of Conference

Men's

Tennis
Swimming & Diving

Women's

Tennis
Crew

UNH Athletic Advisory Committee
Subcommittee on Fields and Facilities
December 3, 1996
Summary of Recommendations, in priority order

The UNH Athletic Advisory Committee recognizes that facilities and fields used by student-athletes must be safe (see Feb. 29, 1996 and June 4, 1996 reports). To this end, the Committee recommends that an ad-hoc safety committee be established within the athletics department whose charge is to annually assess the safety of UNH's fields and facilities. The findings of this committee will be presented to a review team*, who will set priorities, develop an action plan with deadlines, and present their report at the UNH Athletic Advisory Committee's December meeting each year. The Committee also recommends the following, in order of priority:

Priority #1: Reconstruction of the outdoor track. The track is currently unsafe for UNH athletes, and dollars have been identified for its reconstruction. This reconstruction will impinge on the present football and soccer fields, necessitating relocation of each field. Soccer could relocate to the current baseball field.

Priority #2a: Construction of safe practice fields for football, soccer, women's lacrosse and field hockey. It is recommended that all practice fields be upgraded and an all-weather play surface be constructed. The all-weather play surface would serve three functions: (1) it would eliminate the need to practice on, and wear down, competitive fields, (2) it provides a competition field for field hockey and lacrosse, and (3) it provides a surface for practice during inclement weather.

Priority #2b: UNH athletic fields be dedicated for use by intercollegiate sports. This will necessitate that Recreational Sports build fields for its own use. The Dept. of Athletics should work closely with Recreational Sports to phase-in the changeover in fields as to minimize impact on student recreation.

Priority #3: Expansion of Sports Medicine, Weight Room and Locker Room Facilities. It is imperative that the safety of our student-athletes be assured, and that the demand of UNH's 22 teams be met. This is currently not the case. Existing space is overcrowded, equipment is unsafe, and there is no private exam room in Sports Medicine. These and other findings were detailed in the June 4, 1996 report of this subcommittee, and agree with the recent findings of the SLBA, Inc. consultants for Health Services. Expansion of Sports Medicine and Weight Room facilities will, by necessity, underscore the need for increased staffing in both areas.

Priority #4: Renovate the indoor track into a true fieldhouse. This will provide a practice site for lacrosse, soccer, football and field hockey during inclement weather.

Priority #5: Add a gymnasium next to the gymnastics room as proposed in the 1987 Fieldhouse renovations. This provides practice sites for volleyball, men's and women's basketball and men's and women's soccer.

*Suggested members are Jean Mitchell (supervisor of fields and facilities), Steve Larson (UNH safety officer), Judy Ray (UNH athletics director), and Kevin Charles (from Office of VP for Student Affairs).

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UNH ATHLETIC ADVISORY COMMITTEE
MEMBERSHIP

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Assistant Professor, Kinesiology

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