



University of New Orleans  
Football Feasibility Study  
September 2021



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### **EXECUTIVE SUMMARY**



### **UNIVERSITY OF NEW ORLEANS – GENERAL AND ATHLETIC BACKGROUND**

#### General

Originally known as Louisiana State University in New Orleans (LSUNO), the college was initially established in 1956 when the United States Navy vacated their Naval Air Station on Lake Pontchartrain. The empty buildings were quickly renovated and in 1958 its doors were opened to 1,460 students, all of whom were freshmen. It was the first university in the south to be completely racially integrated.

The enrollment continued to grow and was over 3,000 by the first commencement in 1962. By 1969, total enrollment was over 10,000 and included graduate students. LSUNO became the University of New Orleans in 1974 and was the second largest university in the state of Louisiana. In December of 2011, UNO officially became part of the University of Louisiana system.

UNO sustained significant damage due to Hurricane Katrina in 2005. The school reopened more quickly than any other institution in the area but the storm caused a significant decrease in enrollment numbers. As of 2021, total enrollment is over 8,200 with more than 6,700 undergraduate students in 1,500 graduate students.

#### Athletics

The University of New Orleans (UNO) Privateers began competing in NCAA Division II athletics in 1969. During this DII tenure, men's golf earned two national championships during the 1970-1971 season and 1971-1972 season. In 1975, UNO transitioned to NCAA Division I and became a charter member of the Sun Belt Conference.

In 2009, following the Katrina caused decrease in enrollment and ensuing budget cuts, the LSU Board of Supervisors approved a proposed transition from NCAA DI to NCAA DIII. UNO left the Sun Belt Conference in 2010 and competed as an independent while transition details were being worked out. After financial and institutional studies were completed, the Board approved a transition to DII instead. Women's golf, and men's and women's cross country were added in 2011 to fulfill the minimum 10 sport requirement of DII athletics. By 2012, however, it was decided that UNO would remain at the DI level and in 2013 the university joined the Southland Conference.



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From 1965 to 1970, UNO fielded a club football team but dropped the program in 1971. Over the ensuing 36 years, several unsuccessful attempts were made to establish an NCAA football program. In 2008, UNO club football was finally reinstated. The team had a limited budget and a limited number of players but managed to draw over 3,500 fans to their games. The team was short-lived and suspended again in 2012. The Privateers are currently assessing the feasibility of an NCAA football program.



**FOOTBALL START-UP COSTS**

Collegiate Consulting compiled financial data regarding the costs associated with starting a football program. This includes field equipment, coaches' items, protective gear and more. In total, all items recommended come to \$258,488.

Cloth items, such as jerseys, practice pants and belts, total \$82,954. The most expensive items are game jerseys due to price and quantity.

Football Cloth Items			
Item	Quantity	Unit Price	Total
Game Jerseys-Light	125	\$ 141.00	\$ 17,625
Game Jerseys-Dark	125	\$ 141.00	\$ 17,625
Game Pants-Light	125	\$ 65.00	\$ 8,125
Game Pants-Dark	125	\$ 65.00	\$ 8,125
Game Belts-Light	125	\$ 7.00	\$ 875
Game Belts-Dark	125	\$ 7.00	\$ 875
Game Socks-Light	125	\$ 5.75	\$ 719
Game Socks-Dark	125	\$ 5.75	\$ 719
Nylon Girdle Shell-White w/Pads	125	\$ 46.00	\$ 5,750
Practice Jerseys w/Numbers	125	\$ 32.00	\$ 4,000
Practice Pants	125	\$ 43.00	\$ 5,375
White Web Belts	125	\$ 1.20	\$ 150
Practice Helmet Covers	30	\$ 5.75	\$ 173
Game Jersey and Pant Hangers	125	\$ 15.50	\$ 1,938
Pride Packs (short,t-shirt, mesh bag)	125	\$ 30.00	\$ 3,750
Sideline Capes w/Logo	125	\$ 55.00	\$ 6,875
Arm Play Wrist Coaches	25	\$ 10.25	\$ 256
<b>Football Cloth Item Cost</b>			<b>\$ 82,954</b>

Costs for miscellaneous items such as footballs, equipment bags and kickoff tees total \$15,633. Due to quantity, travel bags are the most expensive cost, while helmet racks have the highest unit cost.



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Football Miscellaneous Equipment			
Item	Quantity	Unit Price	Total
Footballs	60	\$ 60.00	\$ 3,600
Helmet Racks (holds 60)	2	\$ 350.00	\$ 700
Shoulder Pad Racks (holds 50)	2	\$ 280.00	\$ 560
Equipment Bags	6	\$ 65.00	\$ 390
Electric Ball Inflators	2	\$ 150.00	\$ 300
Kickoff Tees	12	\$ 5.00	\$ 60
Extra Point Tees	12	\$ 5.00	\$ 60
Soccer Style Kickoff Tees	12	\$ 9.00	\$ 108
Kicking Net w/Carry Case	2	\$ 300.00	\$ 600
Ball Holders for Kickoffs	3	\$ 35.00	\$ 105
Travel Bags	80	\$ 75.00	\$ 6,000
Receiver Gloves	45	\$ 27.00	\$ 1,215
Lineman Gloves	45	\$ 35.00	\$ 1,575
Stop Watches	12	\$ 30.00	\$ 360
<b>Football Miscellaneous Equipment Cost</b>			<b>\$ 15,633</b>

Football field equipment will cost \$72,615. Though the quantity is low, the seven-man blocking sled is the most expensive item.



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Football Field Equipment			
Item	Quantity	Unit Price	Total
Sideline Markers	1	\$ 1,000.00	\$ 1,000
Down Markers	2	\$ 395.00	\$ 790
Down Marker Carry Bag	1	\$ 100.00	\$ 100
Chain Sets	2	\$ 425.00	\$ 850
End Zone Pylons (set of 6)	4	\$ 150.00	\$ 600
Field Sideline Rubber Cleat Cleaner	2	\$ 45.00	\$ 90
Watering Stations (hose hookup)	2	\$ 1,200.00	\$ 2,400
Sideline Cooling Fans	2	\$ 1,500.00	\$ 3,000
Sideline Vests (set of 3)	2	\$ 65.00	\$ 130
Knee High Training Ropes	2	\$ 360.00	\$ 720
Replacement Ropes	1	\$ 150.00	\$ 150
7-Man Blocking Sled	1	\$10,800.00	\$ 10,800
5-Man Blocking Sled	1	\$ 7,730.00	\$ 7,730
Tackle Sled (1-man)	1	\$ 1,900.00	\$ 1,900
Lineman's Chute	1	\$ 1,150.00	\$ 1,150
Runner's Gauntlet	1	\$ 4,600.00	\$ 4,600
Blocking Dummies	24	\$ 275.00	\$ 6,600
Pop-Up Dummies	3	\$ 429.00	\$ 1,287
Hand Shields	16	\$ 60.00	\$ 960
Body Shields	16	\$ 119.00	\$ 1,904
Stepover Dummies	16	\$ 99.00	\$ 1,584
Lineman's Split Markers	3	\$ 90.00	\$ 270
Field Practice Cones (4")	72	\$ 5.00	\$ 360
Portable Football/Soccer Combo Goals	1	\$ 2,490.00	\$ 2,490
Permanent Goal Posts	1	\$ 7,500.00	\$ 7,500
Field Wireless Headsets (9)	1	\$ 5,500.00	\$ 5,500
Sideline Benches (15')	6	\$ 650.00	\$ 3,900
Goal Post Pads w/Logo	2	\$ 450.00	\$ 900
Jugs Football Machine	1	\$ 2,500.00	\$ 2,500
Jugs Football Machine Cart	1	\$ 850.00	\$ 850
<b>Football Field Equipment Cost</b>			<b>\$ 72,615</b>



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Protective gear like pads, helmets and neck restrictors costs \$80,205. Due to unit price and quantity, helmets and shoulder pads are the most expensive items.

Football Protective Gear			
Item	Quantity	Unit Price	Total
Helmets w/Cages	125	\$ 300.00	\$ 37,500
Shoulder Pads	125	\$ 200.00	\$ 25,000
Shoulder Injury Pads	125	\$ 25.00	\$ 3,125
Hip Pad Sets	125	\$ 15.00	\$ 1,875
Knee Pads - Regular	125	\$ 12.00	\$ 1,500
Big Boy Oversized Thigh Pads	36	\$ 18.00	\$ 648
Rib Vests	36	\$ 28.00	\$ 1,008
Shoulder Pad Elastic	12	\$ 34.00	\$ 408
Shoulder Pad Laces	2	\$ 24.00	\$ 48
Chin Straps	125	\$ 12.50	\$ 1,563
Hinged Knee Braces (linemen)	48	\$ 59.00	\$ 2,832
Jaw Pads	100	\$ 7.00	\$ 700
Helmet Pumps	12	\$ 12.50	\$ 150
Hardware Kits	4	\$ 90.00	\$ 360
T-Nut Wrenches	12	\$ 9.50	\$ 114
Replacement Cleats (for shoes)	500	\$ 0.50	\$ 250
Cleat Wrenches	12	\$ 9.00	\$ 108
Bicep Pads	24	\$ 23.00	\$ 552
Neck Restrictors	24	\$ 53.50	\$ 1,284
Helmet Decals	150	\$ 7.50	\$ 1,125
Helmet Numbers	2	\$ 27.50	\$ 55
<b>Football Protective Gear Cost</b>			<b>\$ 80,205</b>

Items for the coaching staff, such as caps, raingear and practice clothes, come to \$7,082. At \$169 apiece, the sideline raingear is the most expensive cost.



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<b>Football Coaches' Accessories</b>			
<b>Item</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Total</b>
Caps w/Logo	20	\$ 20.00	\$ 400
Sideline Raingear	20	\$ 169.00	\$ 3,380
Whistles and Lanyards	20	\$ 6.50	\$ 130
Polo Shirts w/Logo	20	\$ 40.00	\$ 800
Sideline Slacks	20	\$ 50.00	\$ 1,000
Practice Shorts and Tees	20	\$ 50.00	\$ 1,000
Sideline Coaching Boards	3	\$ 60.00	\$ 180
Coaches Clipboards w/Field	12	\$ 16.00	\$ 192
<b>Football Coaches' Accessories Cost</b>			<b>\$ 7,082</b>

## EFFECTS OF FOOTBALL ON ENROLLMENT

Collegiate Consulting conducted an analysis of NCAA Division I & Division II institutions that added varsity football programs for the 2014 season. We revisited those programs in the 2019 study, to ascertain the continued impact of football. The study was conducted to determine the extent to which adding a football program could increase university enrollment. Full-time undergraduate male and female enrollment figures were collected for schools initially between 2006 and 2014. Fifteen Division I and II programs had started a football team within that seven-year period. Collegiate Consulting returned and collected their most recent undergraduate and male/female enrollment figures from their respective .edu sites.

After determining the inaugural year for football at those 15 institutions, enrollment data was analyzed in the year prior to and after the first football season. Collegiate Consulting calculated the percent change between the years before and after football began. Data was also analyzed to determine how enrollment had changed in the years since the football program started.

Institution (Year Starting Football)	Total Yr Before Football	Total Year After Football	2018-19 Enrollment	% Change in Year After Adding FB	% Change to Today
Alderson Broaddus University (2013)	776	995	952	28%	23%
Campbell University (2008)	3,119	3,063	4,243	-2%	36%
Colorado State University - Pueblo (2008)	3,068	3,866	4,621	26%	51%
Florida Institute of Technology (2013)	2,779	3,063	5,154	10%	85%
Georgia State University (2010)	16,957	17,564	25,770	4%	52%
Lake Erie College (2008)	799	817	955	2%	20%
Lincoln University of Pennsylvania (2008)	1,863	1,999	2,122	7%	14%
Mercer University (2013)	3,677	3,662	4,803	0%	31%
Old Dominion (2009)	12,810	14,445	19,540	13%	53%
Stetson University (2013)	2477	2,067	3,065	-17%	24%
University of New Haven (2009)	3,079	3,642	5,216	18%	69%
University of North Carolina - Charlotte (2013)	18,039	16,761	24,387	-7%	35%
University of South Alabama (2010)	8,527	8,678	10,988	2%	29%
University of the Incarnate Word (2009)	5,110	5,464	5,994	7%	17%
University of Texas - San Antonio (2011)	20,622	21,186	26,444	3%	28%
<b>Overall Average</b>	<b>6,913</b>	<b>7,151</b>	<b>9,617</b>	<b>3%</b>	<b>39%</b>
<b>DI Average</b>	<b>10,149</b>	<b>10,321</b>	<b>13,915</b>	<b>2%</b>	<b>37%</b>
<b>DII Average</b>	<b>2,061</b>	<b>2,397</b>	<b>3,170</b>	<b>16%</b>	<b>54%</b>

Analysis indicated that those institutions that had added football saw a full-time undergraduate enrollment increase of 3%. However, among Division II



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members only, full-time undergraduate enrollment spiked 16% after the first season of football. Even more impressive is those figures increase to 54% for the Division II institutions when calculating today's enrollment figures; the overall increase is 39%.

### **Male Full-Time Undergraduate Enrollment**

Collegiate Consulting also examined the male full-time undergraduate enrollment at the Division I and II institutions that have started football since 2008. UT San Antonio had seen the largest male enrollment growth over the past four years, adding 500 male students at the time of the original study. Alderson Broaddus saw an increase of more than 230 male students after announcing the addition of football (from 2011 to 2012).

The updated analysis illustrates that every institution with the exception of Lincoln Memorial has seen significant increase in male enrollment. The overall

average is 32%; the Division I average is 34%. The Division II average is higher than the DI average and the overall average increase, with a 41% percent increase in male enrollment.

Institution (Year Starting Football)	Total Yr Before Football	Total Year After Football	2018-19 Enrollment	% Change in Year After Adding FB	% Change to Today
Alderson Broaddus University (2013)	408	517	528	27%	29%
Campbell University (2008)	1,495	1,443	2,100	-3%	40%
Colorado State University - Pueblo (2008)	1,339	1,812	2,237	35%	67%
Florida Institute of Technology (2013)	2,017	2,236	2,584	11%	28%
Georgia State University (2010)	6,718	7,314	10,488	9%	56%
Lake Erie College (2008)	318	389	435	22%	37%
Lincoln University of Pennsylvania (2008)	749	834	714	11%	-5%
Mercer University (2013)	1,389	1,245	1,790	-10%	29%
Old Dominion (2009)	5,855	6,867	8,754	17%	50%
Stetson University (2013)	1,087	909	1,309	-16%	20%
University of New Haven (2009)	1,525	1,825	2,467	20%	62%
University of North Carolina - Charlotte (2013)	9,286	7,878	12,437	-15%	34%
University of South Alabama (2010)	3,700	3,903	4,780	5%	29%
University of the Incarnate Word (2009)	1,719	1,943	2,374	13%	38%
University of Texas - San Antonio (2011)	10,644	11,229	13,275	5%	25%
<b>Overall Average</b>	<b>3,217</b>	<b>3,356</b>	<b>4,418</b>	<b>4%</b>	<b>37%</b>
<b>DI Average</b>	<b>4,655</b>	<b>4,748</b>	<b>6,367</b>	<b>2%</b>	<b>37%</b>
<b>DII Average</b>	<b>1,059</b>	<b>1,269</b>	<b>1,494</b>	<b>20%</b>	<b>41%</b>



**RIPPLE EFFECT OF STUDENT-ATHLETES ON ENROLLMENT**

A Division II study at the University of Nebraska-Kearney (UNK) bears mentioning as UNO considers adding football. The study was conducted to determine the impact of student-athletes on overall university enrollment.

The 2001 qualitative study researched the impact or “ripple effect” of student-athlete enrollment at UNK. It was designed to determine if there is a direct or indirect correlation between a student-athlete attending a university and his/her impact on overall enrollment; directly through encouraging friends and relatives to enroll or indirectly through the publicity and recognition that a student-athlete’s college announcement has.

The study involved interviews and completion of a 16-question survey of 184 UNK student-athletes in nine sports. Prior to the survey, the theory was that there is a direct correlation between student-athletes and overall enrollment and that athletics in general is a critical component in the enrollment initiatives of the University.

Student-Athlete Ripple Effect			
Sport	# of Athletes	# of Friends/Relatives	Add'l Students per S-A
Swimming/Diving	11	20	1.82
Wrestling	13	35	2.69
Softball	9	16	1.78
MBB	11	24	2.18
Volleyball	12	26	2.17
T&F/XC	47	79	1.68
Women's Golf	6	7	1.17
Baseball	25	52	2.08
Football	50	94	1.88
<b>TOTAL</b>	<b>184</b>	<b>353</b>	<b>1.92</b>
Gender	# of Athletes	# of Friends/Relatives	Add'l Students per S-A
Male	127	253	1.99
Female	57	100	1.75
<b>TOTAL</b>	<b>184</b>	<b>353</b>	<b>1.92</b>



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The results of the survey proved the researcher's hypothesis. Overall enrollment impact was 1.92 additional students per student-athlete, with males (1.99) having a higher ripple effect than females (1.75). The impact of the student-athletes was evident, as there was nearly a 2:1 ratio with regard to overall enrollment. Based on the results, the study further hypothesized that the impact of all 400 student-athletes would equate to enrolling approximately 768 additional students.

The subjective analysis concluded that membership in a higher-profile conference, adding a sport or changing divisional alignment would provide an additional boost to the ripple or multiplier effect. Thus, as UNO considers the addition of football, the overall institutional benefit is the ability to increase enrollment and visibility through the ripple effect.

## SUN BELT CONFERENCE – FOOTBALL WIN-LOSS RECORD

Collegiate Consulting compiled the five-year win-loss record for football teams in the Sun Belt Conference to aid in the assessment of competitiveness of the conference.

Of all Sun Belt Conference football teams, Appalachian State has been the most consistently competitive program over the past five seasons; having the best five-year record of all members, averaging 10-3 overall and 7-1 against conference opponents. In the conference, Arkansas State proved to be a close second with a five-year average record of 6-2.

Conversely, Texas State has been the least-competitive football program in the conference over the past five seasons with an average record of 3-9 overall and 2-6 within the conference. Not to be overlooked, Coastal Carolina also has a 2-6 record, with the caveat that it was not a participant for three of the five seasons.

Sun Belt Five-Year Football Average Win-Loss Records			
Institution	Overall	Conf	Finish
	Appalachian State University	10-3	7-1
Arkansas State	8-5	6-2	2
Coastal Carolina	4-8	2-6	7
Georgia Southern University	7-5	5-3	5
Georgia State University	4-8	3-5	7
Louisiana-Lafayette	6-7	5-3	4
Louisiana-Monroe	4-8	3-5	7
University of South Alabama	5-8	3-5	6
Texas State University	3-9	2-6	8
Troy University	8-5	5-3	4

Appalachian State has the best single-season record going 11-2 overall in 2018-2019 and 2015-2016 and 7-1 within the conference each season from 2015-2016 to 2018-2019.

Georgia State had the worst overall season in 2014-2015 going 1-11. Texas State and Georgia State share the worst single season conference record with Texas State going 0-8 in 2016-2017 and Georgia State going 0-8 in 2014-2015 against conference opponents.



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Institution	Sun Belt Football Five-Year Win-Loss Records														
	2018-2019*			2017-2018			2016-2017			2015-2016			2014-2015		
	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish
Appalachian State University	11-2	7-1	1	9-4	7-1	2	10-3	7-1	1	11-2	7-1	2	7-5	6-2	3
Arkansas State	8-5	3-9	1	7-5	6-2	3	8-5	7-1	2	9-4	8-0	1	7-6	5-3	5
Coastal Carolina	5-7	2-6	4	3-9	2-6	10									
Georgia Southern University	10-3	6-2	3	2-10	2-6	11	5-7	4-4	6	9-4	6-2	3	9-3	8-0	1
Georgia State University	2-10	1-7	5	7-5	5-3	4	3-9	2-6	9	6-7	5-3	4	1-11	0-8	11
Louisiana-Lafayette	7-7	5-3	2	5-7	4-4	6	6-7	5-3	5	4-8	3-5	7	9-4	7-1	2
Louisiana-Monroe	6-6	4-4	3	4-8	4-4	7	4-8	3-5	7	2-11	1-7	11	4-8	3-5	7
University of South Alabama	3-9	2-6	4	4-8	3-5	9	6-7	2-6	8	5-7	3-5	5	6-7	5-3	6
Texas State University	3-9	1-7	5	2-10	1-7	12	2-10	0-8	11	3-9	2-6	10	7-5	5-3	4
<b>Troy University</b>	<b>10-3</b>	<b>7-1</b>	<b>2</b>	<b>11-2</b>	<b>7-1</b>	<b>1</b>	<b>10-3</b>	<b>6-2</b>	<b>3</b>	<b>4-8</b>	<b>3-5</b>	<b>8</b>	<b>3-9</b>	<b>3-5</b>	<b>8</b>

\*First season the Sun Belt Conference split football into East and West divisions



**SUN BELT CONFERENCE – FOOTBALL STAFFING**

Collegiate Consulting compiled data on football staff for the Sun Belt Conference as a point of comparison for the University of New Orleans.

The total average number of football staff for the Sun Belt is 16, with the most being 9.9, on average, for assistant coaches and 1.2 for quality control (aside from head coaches). All current conference members have one football head coach and all member-institutions, besides Georgia State, have 10 assistant coaches on staff.

All Sun Belt football-sponsor members have at least one director of football operations on staff, four employ quality control personnel (Appalachian State, Arkansas State, Georgia State and South Alabama) and all but Coastal Carolina and Troy make use of graduate assistants.

Appalachian State has the largest paid football staff in the Sun Belt Conference with 21 staff members. Coastal Carolina and Troy have the smallest paid football staff with 12 members, which include one head coach, 10 assistant coaches and one director of operations.

Sun Belt Conference Football Staffing											
Coaching Position	Appalachian State University	Arkansas State University	Coastal Carolina	Georgia Southern University	Georgia State University	University of Louisiana at Lafayette	University of Louisiana at Monroe	University of South Alabama	Texas State University	Troy University	Average
Head Coach	1	1	1	1	1	1	1	1	1	1	1
Assistant Coach	10	10	10	10	9	10	10	10	10	10	9.9
Director of Operations	1	1	1	1	1	2	2	1	1	1	1.4
Quality Control	4	2	0	0	4	0	0	2	0	0	1.2
Graduate Assistant	3	3	0	4	1	3	3	4	4	0	2.5
	21	17	12	16	16	16	16	18	16	12	16.0



**SUN BELT CONFERENCE – FOOTBALL SALARIES**

Collegiate Consulting compiled data on football staff salaries within the Sun Belt Conference as a point of comparison for the University of New Orleans.

The average base salary for a football head coach in the Sun Belt Conference is over \$709,9800. The highest-paid head coach in the conference is at Louisiana-Lafayette and receives a total compensation package of \$880,000. Three other conference members (Arkansas State, Coastal Carolina, Texas State) also have salaries for head football coaches more than \$800,000. Louisiana-Monroe offers the smallest head coach base salary in the conference at \$360,000 and is the only one below \$600,000 in total compensation.

Included in many head coaches’ contracts are bonuses based upon achievement. Six schools offer bonuses: Arkansas State, Georgia Southern, Georgia State, Louisiana-Monroe, Texas State and Troy. Georgia Southern offers the largest maximum bonus with \$424,000, while Texas State offers the smallest at \$79,167 – although Texas State does offer its head coach \$2,000 in other university compensation not performance-mandated.

If the apex of the bonuses were to be achieved, Georgia Southern’s head coach would earn the most: \$1.1 million. Troy’s head coach would earn a very close second at 1.075 million and Arkansas State’s head coach would make more than \$972,000. With the maximum bonus earned, Louisiana-Monroe’s head coach would still receive less than \$140,000 less than the next coach’s base salary – Georgia State’s at \$604,800.

Sun Belt - Football Staff Salaries				
School	Total Potential Compensation	Base Salary	Other University Compensation	Max Bonus
Arkansas State	\$ 972,500	\$ 825,000	\$ -	\$ 147,500
Appalachian State	\$ 750,000	\$ 750,000	\$ -	\$ -
Coastal Carolina	\$ 850,000	\$ 850,000	\$ -	\$ -
Georgia Southern	\$ 1,104,000	\$ 680,000	\$ -	\$ 424,000
Georgia State	\$ 824,800	\$ 604,800	\$ -	\$ 220,000
Louisiana-Lafayette	\$ 880,000	\$ 880,000	\$ -	\$ -
Louisiana-Monroe	\$ 480,000	\$ 360,000	\$ -	\$ 120,000
South Alabama	\$ 675,000	\$ 675,000	\$ -	\$ -
Texas State	\$ 881,167	\$ 800,000	\$ 2,000	\$ 79,167
Troy	\$ 1,075,000	\$ 675,000	\$ -	\$ 400,000



### **SUN BELT CONFERENCE – FOOTBALL FACILITIES**

Collegiate Consulting gathered data on football facilities in the Sun Belt Conference for the purpose of comparison.

The average age of football stadiums in the Sun Belt Conference is 39 years (1982). The oldest stadium in the conference is Veterans Memorial Stadium at Troy University which opened in 1950 and has been in continuous use for 71 years. The newest Stadium is Hancock Whitney Stadium at South Alabama which was completed in 2020. With the exception of Coastal Carolina and South Alabama, all stadiums were built prior to 2000, but all have had major upgrades within the past five years.

The capacity of all football stadiums in the Sun Belt is above 20,000 with an average capacity over 28,500. Louisiana-Lafayette's Our Lady of the Lourdes Stadium can hold the largest number of fans, more than 41,000. Brooks Stadium at Coastal Carolina is the smallest in the conference at 21,000. All stadiums offer some sort of premium seating, including club seats and luxury boxes.

All Sun Belt football stadiums have an artificial turf playing surface and an HD video scoreboard. Most conference members also have a field house or endzone football facility containing locker rooms, strength and conditioning rooms, football offices and other spaces.



# Collegiate Consulting Report

SUN BELT CONFERENCE FOOTBALL FACILITIES							
SCHOOL	FACILITY NAME	YEAR BUILT	CAPACITY	LUXURY SEATS	CLUB SEATS	SUITES	RECENT RENOVATIONS
Appalachian State	Kidd Brewer Stadium - "The Rock"	1962	30,000	Luxury Suites & Club Seats	500	18	Field turf playing surface. 2009: luxury suites and club seats added. 2016-2017: expanded seating and concession areas, new video board and ribbon boards. 2020-2021: New 88,233 square-foot endzone facility opened with football locker room, weight room, offices, team areas, 1,000 additional Club seats, athletic training space, retail and dining areas.
Arkansas State	Allison Field at Centennial Bank Stadium	1974	30,406	Luxury Suites, Club Seats, 42 Loge boxes	344	20	Pro Green Turf playing surface. Multi-level press box with media area, coaching and broadcasting booths, video control booth, camera area, suites and club seating. 2014: 32' x 50' Daktronics LED videoboard. 2019: two level, 66,500 square-foot football facility with new weight room, athletic training room, team locker room, meeting rooms, player lounge and academic rooms.
Coastal Carolina	Benton Field at Brooks Stadium	2003	21,000	Yes			Teal Powerblade SD teal colored turf playing surface "The Surf Turf." Seating expanded in 2017 and 2019 with premium options. 55,400 square-foot Marrio and Josh Norman Field House added at north end of stadium – includes 9,000 square-foot varsity weight room, locker rooms, meeting rooms, 1,600 end zone seats, second-floor athletic offices, third-floor football offices and HOF.
Georgia Southern	Glen Bryant at Allen E Paulson Stadium	1984	25,000	President's Luxury Sky Suites, Club level seating, 26 Booster Boxes	yes	yes	Shaw Legion HP synthetic turf playing surface. Two-level press box with 50 seats and film deck, 26 private Booster boxes, Eagle Club seating. 2006: Gene Bishop Field House – locker rooms for teams and officials, hospitality room and club level seating.
Georgia State	Center Parc Stadium	1993	25,000	Yes	yes	yes	Originally the Centennial Olympic Stadium, converted to Turner Field for baseball. Reconfigured in 2017 Center Parc Stadium for Georgia State - reoriented lower bowl, covered upper level seating, upgraded locker rooms, multiple premium seating options, Field Turf playing surface.
Louisiana at Lafayette	Cajun Field at Our Lady of the Lourdes Stadium "The Swamp"	1971	41,264	2,577 chairbacks			Pro Grass artificial turf playing surface. Largest capacity stadium in Sun Belt. 2014: expanded end zone seating, new concessions and restrooms, 30' x 54' Daktronics HD video board.
Louisiana at Monroe	JPS Field at Malone Stadium	1978	27,617				Field Turf playing surface. 2011: 23' x 48' HD video board, new sound system. 2016: New 11,750 square-foot field house with locker rooms, coaching staff offices, hall of fame, patios overlooking field.
South Alabama	Abraham A Mitchell Field at Hancock Whitney Stadium	2020	25,450	Suites and 42 Loge Boxes		11	Field Turf playing surface. Terrace standing room, 42 loge boxes, 11 suites, 96 concession points of sale. Musco LED lighting, Daktronics HD videoboard, Daktronics HD ribbon boards, new sound system
Texas State	Jim Wacker Field at Bobcat Stadium	1981	30,000	Legacy Suites and Champions Club seats	450	15	Field Turf Duraspine ProTurf playing surface. Fifteen Legacy suites and Champions Club seating for 450 added in 2009. Daktronics HD scoreboard and LED ribbon Boards.
Troy	Larry Blakeney Field at Veterans Memorial Stadium	1950	30,420	Sky Boxes and Club seats	400	27 Sky Boxes	Matrix Helix Real Fill playing surface. Six story press box with 27 Sky Boxes, rooms for media hosting, club banquet area for up to 1,000. 2014: 1,240 square-foot Daktronics HD LED video board, two 300-foot Daktronics slim LED ribbon boards. 2017: 3150 square-foot Daktronics HD LED video board, three story end zone facility containing 402 club seats, strength and conditioning room, locker rooms, athletic training
September 2021				Collegiate Consulting			space, nutrition area, cool down pools, player lounge, football offices and meeting rooms.
			Average	28,616	424	16	

to a third party without written consent from Collegiate Consulting.



## SUN BELT CONFERENCE – WOMEN'S SPORTS WIN-LOSS RECORD

Collegiate Consulting compiled the five-year win-loss records for softball and women's soccer teams in the Sun Belt Conference to aid in the assessment of the competitiveness of the conference.

Louisiana-Lafayette has been the most consistently competitive softball program over the past five seasons, averaging 45-11 overall and 20-3 against conference opponents from the 2014-2015 season through the 2018-2019 season. It also has the best single season overall record going 47-8 and best single-season conference record going 21-1, both during the 2017-2018 season.

Sun Belt Conference Softball Five-Year Average			
Institution	Overall	Conf	Finish
	Appalachian State University	14-37-0	2-19-0
Coastal Carolina	29-26-0	10-17-0	9
Georgia Southern University	24-30-0	10-15-0	7
Georgia State University	33-25-0	14-10-0	4
University of Louisiana at Lafayette	45-11-0	20-3-0	1
University of Louisiana at Monroe	27-28-0	9-15-0	7
University of South Alabama	36-18-0	15-9-0	3
Texas State University	37-21-0	15-8-0	3
UT-Arlington	28-27-0	10-14-0	6
Troy University	28-28-0	10-13-0	6

Appalachian State has been the least competitive softball program over the five seasons studied here with an average overall record of 14-37 and an average conference record of 2-19. They also have the least successful single-season conference record at 1-22 during the 2015-2016 season and also the poorest single-season overall record at 11-45 for the 2016-2017 season.



## Collegiate Consulting Report

Sun Belt Conference Softball Five-Year Win-Loss Records															
Institution	2018-2019			2017-2018			2016-2017			2015-2016			2014-2015		
	Overall	Conf	Finish	Overall	Conf	Finish									
Appalachian State University	17-35-0	4-10-0	10	14-34-0	2-22-0	10	11-45-0	2-22-0	9	14-35-0	1-22-0	9			
Coastal Carolina	26-28-0	9-17-0	9	32-23-0	10-16-0	8									
Georgia Southern University	28-25-0	12-15-0	7	24-29-0	12-15-0	6	30-27-0	13-11-0	5	12-39-0	4-20-0	8			
Georgia State University	30-25-0	13-12-0	4	36-25-0	18-9-0	3	33-28-0	13-11-0	4	38-22-0	14-10-0	5	30-26-0	12-9-0	3
University of Louisiana-Lafayette	41-16-0	21-6-0	2	47-8-0	23-1-0	1	46-9-0	21-2-0	1	42-12-0	20-3-0	1	49-10-1	19-1-0	1
University of Louisiana-Monroe	24-29-0	10-17-0	8	33-30-0	11-16-0	7	24-34-0	7-17-0	8	30-22-0	10-12-0	6	25-27-0	6-14-0	6
University of South Alabama	29-27-0	13-13-0	6	35-20-0	15-12-0	4	33-18-0	17-6-0	2	40-13-0	16-4-0	2	42-14-0	15-6-0	2
Texas State University	43-16-0	18-5-0	1	42-17-0	18-8-0	2	40-22-0	15-9-0	3	32-21-0	14-6-0	3	26-30-0	9-12-0	5
UT-Arlington	31-27-0	15-11-0	3	32-28-0	14-13-0	5	29-20-0	8-16-0	7	27-28-0	8-15-0	7	21-33-0	4-16-0	8
Troy University	34-26-0	14-13-0	5	20-34-0	8-19-0	9	31-25-0	11-13-0	6	32-23-0	14-9-0	4	22-30-2	5-13-0	7

Of all Sun Belt Conference women's soccer teams, South Alabama has been the most consistently competitive program over the past five seasons with an average overall five-season record of 15-5-1 and average conference record of 8-2-0. South Alabama also has the best single-season conference record going 8-0 during the 2015-2016 season and best single-season overall record going 19-3-1 for the 2014-2015 season.

Sun Belt Conference Women's Soccer Five-Year Averages			
Institution			
	Overall	Conf	Finish
Appalachian State University	8-9-2	5-4-1	5
University of Arkansas-Little Rock	11-7-3	4-3-2	8
Arkansas State University	6-10-2	3-6-1	10
Coastal Carolina	10-7-2	6-3-1	3
Georgia Southern University	7-10-2	4-5-1	3
Georgia State University	7-7-4	3-5-2	6
University of Louisiana-Lafayette	7-10-2	3-5-1	7
University-Louisiana at Monroe	5-12-1	2-7-1	9
University of South Alabama	15-5-1	8-2-0	1
Texas State University	10-7-2	6-3-1	4
Troy University	10-9-2	5-4-1	2

Conversely, Louisiana-Monroe has been the least competitive women's soccer program in the conference over the past five seasons with an average record of 5-12-1 overall and 2-7-1 within the conference. They also have the poorest single season record going 0-17 overall and 0-10 against conference opponents during the 2018-2019 season.



# Collegiate Consulting Report

Sun Belt Conference Women's Soccer Five-Year Win-Loss Records															
Institution	2018-2019			2017-2018			2016-2017			2015-2016			2014-2015		
	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish
Appalachian State University	8-8-1	7-3-0	4	4-11-4	3-5-2	8	10-8-2	4-4-2	4	10-6-4	5-3-1	4	8-11-0	5-4-0	5
University of Arkansas-Little Rock	13-5-4	7-2-1	2	9-9-3	4-4-2	5	12-8-1	6-3-1	3	8-7-5	3-2-4	5	11-7-1	2-6-1	8
Arkansas State University	8-7-3	5-5-0	7	9-6-2	5-4-1	4	6-8-3	4-5-1	7	3-14-1	1-7-1	8	4-14-0	1-8-0	10
Coastal Carolina	8-8-1	7-3-0	3	11-8-1	4-5-1	6	12-6-3	6-2-2	1						
Georgia Southern University	5-14-1	4-6-0	9	8-9-2	4-5-1	7	6-10-1	3-7-0	11	6-11-2	3-5-1	7	11-6-2	5-3-1	3
Georgia State University	8-10-2	5-4-1	6	3-11-3	1-7-2	11	5-6-6	2-4-4	8	11-6-4	4-4-1	6	6-10-4	4-4-1	6
University of Louisiana-Lafayette	3-12-3	2-7-1	10	5-10-2	2-6-2	10	8-9-2	4-4-2	5	8-10-2	2-6-1	8	9-8-2	4-4-1	7
University of Louisiana-Monroe	0-17-0	0-10-0	11	3-13-2	3-6-1	9	7-9-3	4-4-2	6	7-12-1	1-8-0	9	8-10-1	2-7-0	9
University of South Alabama	8-9-2	5-4-1	5	14-6-1	9-1-0	1	15-6-1	7-3-0	2	18-3-2	9-0-0	1	19-3-1	8-0-1	1
Texas State University	11-5-4	8-0-2	1	10-6-1	8-2-0	2	6-9-3	3-5-2	10	12-6-0	6-3-0	3	11-7-2	5-3-1	4
Troy University	5-14-1	4-6-0	8	8-10-2	6-4-0	3	7-10-3	3-5-2	9	14-4-2	6-2-1	2	16-6-0	6-3-0	2



## Collegiate Consulting Report

### SUN BELT CONFERENCE – WOMEN'S SPORTS STAFFING

Collegiate Consulting has compiled data on staffing for softball and women’s soccer in the Sun Belt Conference as a point of comparison for the University of New Orleans.

The average number of coaching staff members in the Sun Belt Conference is three. All current member-institutions have a single softball head coach and a maximum of two assistant coaches. Coastal Carolina, Georgia Southern, South Alabama, UT-Arlington and Troy all have three paid coaches on their softball staff (one head coach and two assistant coaches).

Georgia State has the fewest paid coaches with only one head coach on staff. Louisiana-Lafayette, Louisiana-Monroe, and Texas State all have four paid staff members. All three make use of graduate students either as managers or assistants in some other capacity.

Coaching Position	Sun Belt Conference Softball Staffing										Average	
	Appalachian State University	Coastal Carolina	Georgia Southern University	Georgia State University	University of Louisiana-Lafayette	University of Louisiana-Monroe	University of South Alabama	Texas State University	UT-Arlington	Troy University		
Head Coach	1	1	1	1	1	1	1	1	1	1	1	1
Assistant Coach	2	2	2	0	2	2	2	2	2	2	2	2
Graduate Student Manager	0	0	0	0	0	0	0	0	0	0	0	0
Graduate Assistant	0	0	0	0	0	2	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3.0</b>

Similar to softball, all women’s soccer teams in the Sun Belt have one head coach on staff. The average number of total women’s soccer staff members for Sun Belt teams is 3.1. Arkansas State, Coastal Carolina, Georgia State, and Louisiana at Lafayette also employ at least one associate head coach.

All Sun Belt members, with the exception of Georgia State, also have at least one assistant coach on staff. Louisiana-Lafayette has the most paid women’s soccer staff members of all conference schools with four (one head coach, one associate head coach, one assistant coach, one graduate student manager). Georgia Southern has the fewest soccer staffers, with a single head coach and a single assistant coach.

Coaching Position	Sun Belt Conference Women's Soccer Staffing										Average	
	Appalachian State University	Arkansas State University	Coastal Carolina	Georgia Southern University	Georgia State University	University of Arkansas-Little Rock	University of Louisiana-Lafayette	University of Louisiana-Monroe	University of South Alabama	Texas State University		Troy University
Head Coach	1	1	1	1	1	1	1	1	1	1	1	1
Associate Head Coach	0	1	1	0	0	0	1	0	0	0	0	0
Assistant Coach	2	1	1	1	0	2	1	0	2	2	2	2
Graduate Student Manager	0	0	0	0	0	0	0	0	0	0	0	0
Graduate Assistant	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3.1</b>



## SUN BELT CONFERENCE – WOMEN'S SPORTS COACHING SALARIES

Collegiate Consulting has compiled data on women’s sports coaching salaries within the Sun Belt Conference as a point of comparison for the University of New Orleans.

The average salary for a women’s soccer head coach in the Sun Belt Conference is \$44,418. All conference members except Georgia State have at least one assistant coach with an average salary across all programs of \$24,546.

Softball head coaches in the Sun Belt earn an average of \$58,500, while the average softball assistant coach salary is just less than \$27,600.

Sun Belt Softball & Women's Soccer Coaches' Salary Comparison	
Coaching Position	Sunbelt
<b>Women's Soccer</b>	
Head Coach	\$ 44,418
Assistant Coach 1	\$ 24,546
<b>Softball</b>	
Head Coach	\$ 58,510
Assistant Coach 1	\$ 27,590
<b>Average</b>	<b>\$ 38,766</b>



**SOUTHLAND CONFERENCE – FOOTBALL WIN-LOSS RECORD**

Collegiate Consulting compiled the five-year win-loss record for football teams in the Southland Conference to aid in the assessment of the competitiveness of the conference. It should be noted that the records of the five former Southland members who have recently moved out of the conference are not included in this analysis.

Commented [SB1]: enny and RCW – is it even worth noting this? I feel like it is not.

Of all Southland Conference football teams, McNeese State has been the most consistently competitive program over the past five seasons. McNeese State has the best five-year record of all members, averaging 7-4 overall and 6-3 against conference opponents. It also had the best single-season record going 10-1 overall and 9-0 within the conference during the 2015-2016 season.

Conversely, Houston Baptist has been the least competitive football program in the conference over the past five seasons with an average record of 2-9 overall and 1-8 within the conference. Nicholls State had the least successful overall season in 2014-2015, going 0-12. Houston Baptist and Northwestern State share the lowest single-season conference record, with Houston Baptist going 0-9 in 2017-2018 and 2018-2019 and Northwestern State going 0-9 in 2016-2017 against conference opponents.

Institution	Southland Football Five-Year Win-Loss Records														
	2018-2019			2017-2018			2016-2017			2015-2016			2014-2015		
	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish
Houston Baptist University	1-10	0-9	11	1-10	0-9	11	4-7	3-5	7	2-9	0-8	11	2-9	1-7	10
University of the Incarnate Word	6-5	6-2	2	1-10	1-7	9	3-8	3-6	9	6-5	5-4	4	2-9	2-6	9
McNeese State University	6-5	5-4	6	9-2	7-2	3	6-5	5-4	4	10-1	9-0	1	6-5	4-4	6
Nicholls State University	9-4	7-2	1	8-4	7-2	4	5-6	5-4	5	3-8	3-6	10	0-12	0-8	11
Northwestern State University	5-6	4-5	8	4-7	4-5	6	10-1	0-9	11	4-7	4-5	6	6-6	4-4	8
Southeastern Louisiana University	4-7	4-5	9	6-5	6-3	5	7-4	7-2	3	4-7	3-6	8	9-4	7-1	1

Southland Football Five-Year Average			
Institution			
	Overall	Conf	Finish
Houston Baptist University	2-9	1-8	10
University of the Incarnate Word	4-7	3-5	7
McNeese State University	7-4	6-3	4
Nicholls State University	5-7	4-4	6
Northwestern State University	6-5	3-6	8
Southeastern Louisiana University	6-5	5-3	5



**SOUTHLAND CONFERENCE – FOOTBALL STAFFING**

Collegiate Consulting compiled data on football staff numbers for the Southland Conference as a point of comparison for the University of New Orleans. Staffing, especially in football, shows a dominant allocation for athletic department expenses, as well as campus cultural prominence.

All current Southland Conference members have one football head coach and three of the seven have 10 assistant coaches on staff (Houston Baptist, Incarnate Word and McNeese State). Four current conference members have at least one director of football operations on staff (Houston Baptist, Incarnate Word, McNeese State and Southeastern Louisiana), two employ quality control personnel (Houston Baptist, Incarnate Word) and two make use of graduate assistants (Incarnate Word and Northwestern State).

The University of the Incarnate Word has the largest paid football staff in the Southland Conference with 18 staff members. Nicholls State University has the smallest paid staff in the conference at nine (one head coach and eight assistants).

Southland Conference Football Staffing							
Coaching Position	Houston Baptist University	University of the Incarnate Word	McNeese State University	Nicholls State University	Northwestern State University	Southeastern Louisiana University	Average
Head Coach	1	1	1	1	1	1	1.0
Assistant Coach	10	10	10	8	8	9	9.2
Director of Operations	1	2	1	0	0	1	0.8
Quality Control	4	1	0	0	0	0	0.8
Graduate Assistant	0	4	0	0	3	0	1.2
<b>TOTAL</b>	<b>16</b>	<b>18</b>	<b>12</b>	<b>9</b>	<b>12</b>	<b>11</b>	<b>13.0</b>



### **SOUTHLAND CONFERENCE – FOOTBALL SALARIES**

Collegiate Consulting compiled data on football staff salaries within the Southland Conference as a point of comparison for the University of New Orleans.

When examining this section, it is important to note that salary allocations vary based on performance and responsibilities.

The average salary for a football head coach in the Southland Conference is over \$202,305. Nicholls State University has the highest paid head coach in the conference at \$256,000, while Houston Baptist has the lowest at \$171,000.

The average salary for an assistant coach range from \$88,140 to \$23,725. Incarnate Word's first assistant is the only assistant coach to make more than \$100,000. Incarnate Word is the only institution to have a football director of operations (\$48,400) and equipment manager (\$24,185).

As far as graduate assistants, Houston Baptist and Incarnate Word are the only institutions that list salaries for these positions.



## Collegiate Consulting Report

Southland Conference Football Salaries - 2019								
Position	Houston Baptist	Incarinate Word	McNeese St.	Nicholls St.	Northwestern St.	SELA	Average	Median
Head Coach	\$ 171,000	\$ 218,100	\$ 186,000	\$ 256,000	\$ 150,980	\$ 231,750	\$ 202,305	\$ 202,050
Assistant Coach-#1	\$ 91,200	\$ 100,900	\$ 78,000	\$ 81,320	\$ 90,780	\$ 86,640	\$ 88,140	\$ 88,710
Assistant Coach-#2	\$ 85,344	\$ 85,900	\$ 78,000	\$ 81,400	\$ 90,680	\$ 86,640	\$ 84,661	\$ 85,622
Assistant Coach-#3	\$ 84,226	\$ 42,900	\$ 76,000	\$ 50,720	\$ 60,980	\$ 58,336	\$ 62,194	\$ 59,658
Assistant Coach-#4	\$ 83,900	\$ 30,900	\$ 72,000	\$ 61,000	\$ 51,380	\$ 55,440	\$ 59,103	\$ 58,220
Assistant Coach-#5	\$ 73,700	\$ 35,900	\$ 69,257	\$ 50,800	\$ 50,780	\$ 51,408	\$ 55,308	\$ 51,104
Assistant Coach-#6	\$ 65,460	\$ 60,900	\$ 69,000	\$ 47,000	\$ 50,650	\$ 47,376	\$ 56,731	\$ 55,775
Assistant Coach-#7	\$ 60,711	\$ 59,900	\$ 56,000	\$ 38,600	\$ 46,980	\$ 41,740	\$ 50,655	\$ 51,490
Assistant Coach-#8	\$ 48,732	\$ 56,900	\$ 50,000	\$ 38,500	\$ 38,660	\$ 40,824	\$ 45,603	\$ 44,778
Assistant Coach-#9		\$ 58,900	\$ 12,000	\$ 36,000		\$ 40,320	\$ 36,805	\$ 38,160
Assistant Coach-#10		\$ 35,900	\$ 12,000	\$ 12,000		\$ 35,000	\$ 23,725	\$ 23,500
Director of Operations		\$ 48,400					\$ 48,400	\$ 48,400
Graduate Assistants	\$ 26,364	\$ 4,200					\$ 15,282	\$ 15,282
Graduate Assistants		\$ 4,200					\$ 4,200	\$ 4,200
Graduate Assistants		\$ 4,200					\$ 4,200	\$ 4,200
Graduate Assistants		\$ 4,200					\$ 4,200	\$ 4,200
Graduate Assistants		\$ 4,200					\$ 4,200	\$ 4,200
Graduate Assistants		\$ 4,200					\$ 4,200	\$ 4,200
Quality Control		\$ 10,724					\$ 10,724	\$ 10,724
Football Equipment		\$ 24,185					\$ 24,185	\$ 24,185
Admin Ass't				\$ 23,546			\$ 23,546	\$ 23,546
Other	\$ 37,601						\$ 37,601	\$ 37,601
<b>TOTAL</b>	<b>\$ 828,238</b>	<b>\$ 895,609</b>	<b>\$ 758,257</b>	<b>\$ 776,886</b>	<b>\$ 631,870</b>	<b>\$ 775,474</b>	<b>\$ 777,722</b>	<b>\$ 776,180</b>



### SOUTHLAND CONFERENCE – FOOTBALL SCHOLARSHIPS

Collegiate Consulting compiled data on scholarships for football in the Southland Conference to aid UNO in understanding the scholarship allocation within the conference. This information was pulled from 2020 NCAA FRS Reports.

The Division I maximum scholarship allocation for football is 63.00. The average Southland institution provides 61.48 scholarships to its football student-athletes. Houston Baptist, the University of the Incarnate Word and Northwestern State offer the DI maximum, while Nicholls State gives out the fewest at 56.83. In the middle, Southeastern Louisiana and McNeese State award 61.32 and 61.75, respectively.

Southland Conference - Football Scholarships	
Institution	Equivalency
<b>DI Max</b>	<b>63.00</b>
Houston Baptist University	63.00
University of the Incarnate Word	63.00
McNeese State University	61.75
Nicholls State University	56.83
Northwestern State University	63.00
Southeastern Louisiana University	61.32
<b>Average</b>	<b>61.48</b>



### **SOUTHLAND CONFERENCE – FOOTBALL FACILITIES**

Collegiate Consulting has gathered data on football facilities in the Southland Conference for the purpose of comparison.

The average capacity of football stadiums in the Southland is just less than 10,500 with a large variation in capacities. Cowboy Stadium at McNeese State can hold the largest number of fans at over 17,500. Husky Stadium at Houston Baptist is the smallest in the conference at 5,000, less than a third of the capacity of McNeese State. All stadiums offer some sort of premium seating, including club seating options, chairbacks and luxury boxes.

Strawberry Stadium at Southeastern Louisiana is the oldest stadium in the conference, built in 1937. A 2012 renovation included new artificial playing surface, upgraded locker rooms and press box. Houston Baptist's Husky Stadium is the newest stadium, opening in 2014.

Southland stadiums have artificial turf playing surface and multi-level press boxes. Most conference members also have a field house or endzone football facility containing locker rooms, strength and conditioning rooms, football offices, and other spaces.



## Collegiate Consulting Report

Southland Conference - Facilities: Football				
SCHOOL	FACILITY NAME	YEAR BUILT	CAPACITY	RECENT RENOVATIONS
Houston Baptist University	Husky Stadium	2014	5,000	The stadium has grandstand and chairback seating, two press boxes, a covered camera deck, concession stands and a weight room
University of the Incarnate Word	Gayle and Tom Benson Stadium	2008, renovated 2010	6,000	There is bleacher seating on both sides of the field, along with six skyboxes. The facility also contains two press boxes. In 2015, the Olympic-standard running track surrounding the field was resurfaced. On the side of the field is the Benson Fieldhouse which contains a weight room, athletic training facility, locker rooms, meeting areas and coaches offices
McNeese State University	Cowboy Stadium	1965, renovated 2008	17,610	The facility has a three-tier press box, a scoreboard and sound system and an attached field house with box seating
Nicholls State University	John L. Guidry Stadium	1972, renovated 2017	10,500	There is a three-level press box, a presidential suite, a 30-seat club level, Hall of Fame, a turf field and a LED Nevco video scoreboard. Next to the stadium is the Frank Barker Athletic Building, which houses the Nicholls football coaches' offices, locker rooms, the athletic training department and athletic staff
Northwestern State University	Turpin Stadium	1975	15,971	The stadium has an artificial playing surface, club and chairback seating and a double-decked press box. Next to the stadium is the Fieldhouse which houses administrative and coaching offices, dressing rooms, training rooms, weight room, lounges, meeting areas and film rooms
Southeastern Louisiana University	Strawberry Stadium	1937, renovated 2012	7,408	Football, soccer and track and field have home games and matches at the stadium. Within the stadium is a state-of-the-art synthetic field, locker rooms, a press box and club suites
<b>Average</b>			<b>10,415</b>	



**SOUTHLAND CONFERENCE – FOOTBALL OPERATING EXPENSES**

The average Southland institution has football operating expenses totaling \$895,573. McNeese State has the largest operating expenses at \$1.13 million. Southeastern Louisiana University has the second-largest expenses at \$1.06. Nicholls State University has the lowest operating expenses at just below \$700,000.

Travel, equipment and guarantees are the most expensive and are the only ones with six-figure averages. Travel is the largest at \$262,749, with Southeastern Louisiana spending the most and Northwestern State spending the least. Equipment is the second highest at \$153,314 and guarantees at \$130,214. With only three institutions listing medical expenses, the line item has the lowest average at \$8,128.

University of Incarnate Word spends the most on guarantees (\$195,000), recruiting (\$140,000) and administrative expenses (\$56,000). UIW spends the least on game-day expenses (\$30,000) and student-athlete meals (\$10,000).

McNeese State University also spends the most on three line items: equipment (\$170,919), membership (\$32,705) and student-athlete meals (\$190,461). McNeese does not spend the least amount in any of the listed line items.

Both Nicholls State and Northwestern State spend the least on four line items.

Southland Conference - Football Operating Expenses													
Institution	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Instt. Support	Medical	Membership	S-A Meals	Other	Total
Houston Baptist University							\$ 56,000						
University of the Incarnate Word	\$ 195,000	\$140,000	\$ 215,000	\$ 151,418	\$ 30,000						\$ 10,000	\$ 44,000	\$ 841,418
McNeese State University	\$ 156,580	\$ 55,151	\$ 277,039	\$ 170,919	\$ 82,637	\$ 47,895	\$ 50,451	\$ 7,797	\$ 32,705	\$190,461	\$ 60,041	\$ 60,041	\$1,131,676
Nicholls State University	\$ 23,159	\$ 307,977	\$ 133,401	\$ 98,426	\$ 16,133	\$ 18,928			\$ 5,213	\$ 29,420	\$ 35,796	\$ 668,453	
Northwestern State University	\$ 63,200	\$ 74,145	\$ 168,194	\$ 149,152	\$ 72,823	\$ 124,843	\$ 6,243	\$ 57,567	\$16,550	\$ 15,275	\$ 13,612	\$ 14,369	\$ 775,973
Southeastern Louisiana University	\$ 106,074	\$ 34,382	\$ 345,533	\$ 161,680	\$ 79,914	\$ 128,122	\$ 40,878		\$ 38	\$ 15,000	\$ 79,755	\$ 68,968	\$1,060,344
<b>Average</b>	<b>\$ 130,214</b>	<b>\$ 65,367</b>	<b>\$262,749</b>	<b>\$153,314</b>	<b>\$72,760</b>	<b>\$ 79,248</b>	<b>\$34,500</b>	<b>\$ 57,567</b>	<b>\$ 8,128</b>	<b>\$ 17,048</b>	<b>\$ 64,650</b>	<b>\$44,635</b>	<b>\$ 895,573</b>



## Collegiate Consulting Report

### SOUTHLAND CONFERENCE – FOOTBALL REVENUE

Collegiate Consulting compiled revenue data for football programs in the Southland Conference in order to illustrate how UNO would compare. It should be noted that private institutions are not required to disclose this information, therefore only public university data is included in this report. The information in this section was pulled from 2020 NCAA FRS Reports.

#### Revenue

The average Southland institution generates \$3.72 million across all streams. The line items with the highest averages are direct institutional support (\$1.89 million), student fees (\$669,469) and guarantees (\$547,600).

According to available data, the University of the Incarnate Word has the highest overall football revenue at \$4.72 million, while Northwestern State has the lowest at \$3.22 million.

McNeese State University has the highest revenue in four line items, the most of any institution. McNeese generates \$557,910 more in ticket sales than Southeastern Louisiana, the second-highest generating institution. McNeese is also the only institution to generate six figures in both program, parking and concession sales and licensing and sponsorships. No other institution generates more than \$40,000 from these line items.

Northwestern State sees the least revenue when compared to the other Southland institutions in ticket sales (\$187,424) and royalties/licensing (\$17,675). UIW receives the most revenue of all reporting schools from direct institutional support (\$4.15 million) but receives significantly less than all other members in contributions (\$52,300).

Southland Conference - Football Revenue														
Institution	Ticket Sales	Student Fees	Direct Instit. Support	Indirect Instit. Support	Guarantees	Contributions	In-Kind	NCAA/Conference Distributions	Prog. Park & Concess. Sales	Licensing & Sponsorships	Endow & Invest	Bowl Revenue	Other	Total
Houston Baptist University														
University of the Incarnate Word			\$4,149,827		\$513,000	\$52,300								\$4,715,127
McNeese State University	\$1,005,181	\$265,661	\$837,788		\$475,000	\$279,248	\$18,614	\$50,968	\$197,298	\$214,898			\$40,006	\$3,384,662
Nicholls State University	\$204,051	\$959,790	\$1,082,263		\$700,000	\$140,285	\$2,820		\$24,218	\$22,059		\$151,507		\$3,286,993
Northwestern State University	\$187,424	\$723,213	\$1,473,635	\$57,567	\$600,000	\$124,507	\$13,526		\$16,408	\$17,675			\$4,750	\$3,218,705
Southeastern Louisiana University	\$447,271	\$729,212	\$1,916,544		\$450,000	\$253,743	\$38,326	\$57,788	\$3,459	\$36,333	\$50,489		\$63	\$3,983,228
<b>Average</b>	<b>\$460,982</b>	<b>\$669,469</b>	<b>\$1,892,011</b>	<b>\$57,567</b>	<b>\$547,600</b>	<b>\$170,017</b>	<b>\$18,322</b>	<b>\$54,378</b>	<b>\$60,346</b>	<b>\$72,741</b>	<b>\$50,489</b>	<b>\$151,507</b>	<b>\$14,940</b>	<b>\$3,717,743</b>



## Collegiate Consulting Report

### SOUTHLAND CONFERENCE – WOMEN'S SPORTS WIN-LOSS RECORDS

Collegiate Consulting compiled the five-year win-loss records for softball and women's soccer teams in the Southland Conference to aid in the assessment of the competitiveness of the conference. It should be noted that the records of the five former Southland members that left the conference in 2021 are not included in this analysis. More importantly, when reviewing the past season finishes for the seven schools reviewed here, it's important to keep in mind that this was a conference of 12 member-institutions during the five-year 2014-2019 duration.

McNeese State has been the most consistently competitive softball program over the past five seasons, averaging 41-18 overall and 21-5 against conference opponents from the 2014-2015 season through the 2018-2019 season. McNeese State also has the best single-season overall record going 43-14 during the 2016-2017 season. Northwestern State has the best single-season conference record going 22-3 during the 2015-2016 season.

The University of the Incarnate Word (UIW) has been the least competitive softball program over the five seasons studied here, with an average overall record of 16-36 and an average conference record of 6-20. UIW also has the poorest single-season conference record at 4-23 during the 2015-2016 season. Texas A&M-Corpus Christi has the poorest single season overall record at 10-36 for the 2017-2018 season.

Institution	2018-2019			2017-2018			2016-2017			2015-2016			2014-2015			Five Year Average		
	Overall	Conf	Finish	Overall	Conf	Finish												
Houston Baptist University	9-34	6-21	11	17-26	8-19	10	15-29	7-19	10	12-32	5-20	11	22-28	14-13	5	15-30	8-18	9
University of the Incarnate Word	15-34	7-20	10	13-40	6-21	11	18-34	7-20	11	12-39	4-23	12	21-31	7-14	12	16-36	6-20	11
McNeese State University	41-21	18-9	2	43-18	24-3	1	43-14	23-4	1	36-20	21-5	2	40-17	20-6	1	41-18	21-5	1
Nicholls State University	40-15	21-6	1	37-20	19-8	3	39-17	21-5	2	26-22	12-14	7	19-34	9-16	11	32-22	16-10	5
Northwestern State University	28-25	14-13	7	22-33-1	12-15	8	27-25	10-17	8	36-18	22-3	1	30-22	15-10	2	29-25	15-12	5
Southeastern Louisiana University	38-21	18-9	3	26-29	12-15	7	23-32	6-21	12	22-30	15-10	4	19-29	10-17	10	26-28	12-14	7
Texas A&M-Corpus Christi	14-37-1	5-22	12	10-36	4-20	12	18-30	7-19	9	20-28-1	15-11	6	16-36	11-15	9	16-33	8-17	10

Southland Softball			
Institution	Five Year Average		
	Overall	Conf	Finish
Houston Baptist University	15-30	8-18	9
University of the Incarnate Word	16-36	6-20	11
McNeese State University	41-18	21-5	1
Nicholls State University	32-22	16-10	5
Northwestern State University	29-25	15-12	5
Southeastern Louisiana University	26-28	12-14	7
Texas A&M-Corpus Christi	16-33	8-17	10



## Collegiate Consulting Report

Of the Southland Conference women's soccer teams, Houston Baptist has been the most consistently competitive program over the past five seasons with a total overall five-season record of 47-38-11 and total conference record of 34-14-7. Houston Baptist also has the best single season conference record going, 8-2-1 during the 2018-2019 season. Southeastern Louisiana has the best single-season overall record going 13-5-4 for the 2015-2016 season.

Conversely, UIW has been the least competitive women's soccer program in the conference over the past five seasons with a total record of 14-63-9 overall and 10-37-8 within the conference. They also have the poorest single-season record going 2-13-1 overall and 1-9-1 against conference opponents during the 2017-2018 season.

Institution	Southland Women's Soccer Five-Year Win-Loss Records																	
	2018-2019			2017-2018			2016-2017			2015-2016			2014-2015			Five Year Average		
	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish	Overall	Conf	Finish
Houston Baptist University	10-8-1	8-2-1	11	7-7-3	6-3-2	2	10-10-1	5-5-1	5	10-6-1	8-3	5	10-7-5	7-1-3	2	15-30	8-18	9
University of the Incarnate Word	3-12-1	3-7-1	4	2-13-1	1-9-1	7	4-11-2	3-7-1	12	3-14-2	1-8-2	9	2-13-3	2-6-3	12	16-36	6-20	11
McNeese State University	13-7-1	7-3-1	6	12-6-1	8-3	4	9-10-1	4-6-1	3	6-11	3-8	6	8-10-1	6-5	11	41-18	21-5	1
Nicholls State University	3-15	1-10	12	6-11-1	3-7-1	10	6-8-2	3-6-2	10	6-10-1	4-7	8	10-10	5-6	9	32-22	16-10	5
Northwestern State University	10-10	4-7	3	6-12	2-9	8	10-8-1	7-3-1	11	5-9-4	2-6-3	4	6-12-1	3-7-1	10	29-25	15-12	5
Southeastern Louisiana University	7-7-4	4-4-3	10	5-10-3	3-6-2	5	7-11-2	4-6-1	9	13-5-4	6-3-2	7	12-8	5-6	4	26-28	12-14	7
Texas A&M-Corpus Christi	5-9-3	2-7-2	5	6-9-3	3-6-2	8	3-14-1	3-7-1	8	5-11-2	5-5-1	10	4-9-3	3-7-1	6	16-31	8-17	10

Southland Women's Soccer			
Institution	Five-Year Average		
	Overall	Conf	Finish
Houston Baptist University	15-30	8-18	9
University of the Incarnate Word	16-36	6-20	11
McNeese State University	41-18	21-5	1
Nicholls State University	32-22	16-10	5
Northwestern State University	29-25	15-12	5
Southeastern Louisiana University	26-28	12-14	7
Texas A&M-Corpus Christi	16-31	8-17	10



## Collegiate Consulting Report

### SOUTHLAND CONFERENCE – WOMEN'S SPORTS STAFFING

Collegiate Consulting compiled data on sports staffing for softball and women's soccer in the Southland Conference as a point of comparison for the University of New Orleans. Staffing in this area is specifically important to see what numbers are designated to women's programs (in contrast to men's teams in the conference).

All current Southland members have a single softball head coach and a maximum of two assistant coaches. McNeese State, Northwestern State, Southeastern Louisiana State and Texas A&M-Corpus Christi all have three paid coaches on their softball staff. Nicholls State has the fewest paid coaches with only one head coach on staff. Houston Baptist has the most with four, which include one head coach, one assistant coach, one graduate manager, and one graduate assistant. Houston Baptist is the only current Southland member with graduate students on staff.

Coaching Position	Southland Conference Softball Staffing							
	Houston Baptist University	University of the Incarnate Word	McNeese State University	Nicholls State University	Northwestern State University	Southeastern Louisiana University	Texas A&M-Corpus Christi	Average
Head Coach	1	1	1	1	1	1	1	1
Assistant Coach	1	1	2	0	2	2	2	1.4
Graduate Manager	1	0	0	0	0	0	0	0.1
Graduate Assistant	1	0	0	0	0	0	0	0.1
<b>Sum</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2.7</b>

Similar to softball, all women's soccer teams in the Southland have one head coach on staff. McNeese State is the only institution to also employ an associate head coach. Incarnate Word, Southeastern Louisiana and Texas A&M-Corpus Christi have two assistant soccer coaches, while the remaining teams have just one. Incarnate Word has the most women's soccer staff members of all conference schools with five (one head coach, two assistant coaches, one volunteer assistant coach and one graduate student manager). Both Houston Baptist and Nicholls State have the fewest soccer staffers, each with a single head coach and a single assistant coach.

Coaching Position	Southland Conference Soccer Staffing							
	Houston Baptist University	University of the Incarnate Word	McNeese State University	Nicholls State University	Northwestern State University	Southeastern Louisiana University	Texas A&M-Corpus Christi	Average
Head Coach	1	1	1	1	1	1	1	1
Associate Head Coach	0	0	1	0	0	0	0	0.1
Assistant Coach	1	2	1	1	1	2	2	1.4
Volunteer Assistant Coach	0	1	0	0	0	0	0	0.1
Graduate/Student Manager	0	1	0	1	0	0	0	0.3
Graduate Assistant	0	0	0	0	0	0	0	0.0
<b>Sum</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3.0</b>



## SOUTHLAND CONFERENCE – WOMEN'S SPORTS COACHING SALARIES

As a point of comparison for the University of New Orleans, Collegiate Consulting compiled data on women's sports coaching salaries within the Southland Conference.

The average salary for a women's soccer head coach in the Southland Conference is just above \$62,000. All conference members have at least one assistant coach; this shows a pattern of fund distribution. The average salary for first assistant coaches across all schools is about \$35,000. For members with a second assistant coach, the average salary is about \$26,000. Incarnate Word and Nicholls State also have paid graduate students on staff who earn an average of \$7,800.

Across all Southland Conference members, the average salary for softball head coaches is almost \$66,000. All schools with the exception of Nicholls State have an assistant softball coach with an average salary of nearly \$39,000. McNeese State, Northwestern State, Southeastern Louisiana State and Texas A&M-Corpus Christi all employ a second assistant coach with an average salary of about \$28,500. Only Houston Baptist has paid graduate students on staff (two). The average payment for graduate students is just over \$13,500.

Women's Sports Coaches' Salary Comparison 2018-2019	
Coaching Position	Southland
<b>Women's Soccer</b>	
Head Coach	\$ 62,078
Assistant Coach 1	\$ 34,990
Assistant Coach 2	\$ 26,183
Graduate Assistant	\$ 7,800
<b>Softball</b>	
Head Coach	\$ 65,878
Assistant Coach 1	\$ 38,650
Assistant Coach 2	\$ 28,499
Graduate Assistant	\$ 13,663
<b>Average</b>	<b>\$ 34,717</b>



### SOUTHLAND CONFERENCE – WOMEN'S SOCCER AND SOFTBALL SCHOLARSHIPS

Collegiate Consulting compiled data on scholarship equivalencies for women’s soccer and softball in the Southland Conference to aid UNO in determining how they compare within the conference.

The Division I maximum scholarship allocation for softball is 12. The average scholarship equivalency for the Southland conference is 10.86. Houston Baptist and University of the Incarnate Word (UIW) are the only two member-institutions to offer the DI maximum of 12. Southeastern Louisiana gives the fewest equivalencies in the conference with just 8.21.

Southland Conference - Softball Scholarships	
DI Max	12.00
Houston Baptist University	12.00
University of the Incarnate Word	12.00
McNeese State University	N/A
Nicholls State University	10.37
Northwestern State University	11.03
Southeastern Louisiana University	8.21
Texas A&M-Corpus Christi	11.56
<b>Avg Equiv</b>	<b>10.86</b>

For women’s soccer, the maximum Division I scholarship allowance is 14. Similar to softball, Houston Baptist and UIW are the only conference members to give out the DI maximum equivalencies. Nicholls State allots the fewest at 9.3. The average equivalencies for all Southland women’s soccer programs is 11.83.



## Collegiate Consulting Report

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<b>Southland Conference - Women's Soccer Scholarship</b>	
<b>DI Max</b>	<b>14.00</b>
Houston Baptist University	14.00
University of the Incarnate Word	14.00
McNeese State University	N/A
Nicholls State University	9.30
Northwestern State University	10.65
Southeastern Louisiana University	10.68
Texas A&M-Corpus Christi	12.33
<b>Avg Equiv</b>	<b>11.83</b>



## Collegiate Consulting Report

### SOUTHLAND CONFERENCE - SOFTBALL REVENUE AND EXPENSES

Collegiate Consulting aggregated revenue and expense data for softball programs in the Southland Conference in order to illustrate how UNO would compare within the conference. It should be noted that private institutions are not required to disclose this information, therefore only public university data is included in this report.

#### Revenue

The average total revenue across all streams for Southland Conference softball programs reporting is \$404,913. According to available data, Nicholls State has the highest revenue of all reporting softball programs in the Southern Conference at \$540,715. Notably, three of the four softball programs report similar total revenues between \$527,000 and \$541,000 (Nicholls State, Northwestern State and Southeastern Louisiana). For these same three softball programs, the overwhelming majority of revenue comes from direct institutional support (\$315,011) and student fees (\$164,369).

Texas A&M-Corpus Christi (TAMUCC) has the lowest total revenue at merely \$11,120 and derives its revenue primarily from sports camps (\$7,845). Unlike the other programs, TAMUCC sees no revenue from student fees or direct institutional support.

Southland Conference - Softball Revenue																	
Institution	Ticket Sales	Student Fees	Direct Institutional Support	Indirect Institutional Support	Guarantees	Contributions	In-Kind	Compensation and Benefits from Third Party	Media Rights	NCAA/Conference Distributions	Program, Merch, Parking and Concessions Sales	Resale, Licensing, Advertisements, Sponsorships	Sports Camp Revenue	Alumni Association Endowment and Investment Income	Real Estate	Other	Total
Northern Baptist University																	
University of the Incarnate Word																	
Nicholls State University																	\$404,913
Nicholls State University																	\$540,715
Northwestern State University	\$ 4,819	\$ 164,369	\$ 315,011	\$ 13,779		\$ 46,805	\$ 418				\$ 11,001	\$ 10,000					\$ 527,000
Southeastern Louisiana University	\$ 11,011	\$ 164,369	\$ 315,011	\$ 13,779	\$ 5,000	\$ 47,111	\$ 381				\$ 11,001	\$ 10,000				\$ 5,311	\$ 529,940
Texas A&M-Corpus Christi	\$ -	\$ 11,120	\$ -	\$ -	\$ -	\$ -	\$ -						\$ 7,845				\$ 11,120
<b>Average</b>	<b>\$ 2,261</b>	<b>\$ 164,369</b>	<b>\$ 315,011</b>	<b>\$ 13,779</b>	<b>\$ 2,500</b>	<b>\$ 47,944</b>	<b>\$ 1,046</b>	<b>\$ 418</b>	<b>\$ 11,001</b>	<b>\$ 10,000</b>	<b>\$ 5,311</b>	<b>\$ 10,000</b>	<b>\$ 7,845</b>	<b>\$ 5,311</b>	<b>\$ -</b>	<b>\$ 5,311</b>	<b>\$ 404,913</b>

#### Expenses

The average total expenses across all categories for reporting institutions are \$159,646. Of the categories looked at here, team travel and equipment account for the largest part of overall expenses at an average of \$47,079 and \$35,101, respectively. In categories where all schools are reporting, student-athlete meals account for the least amount of average expenditures at \$1,799. TAMUCC reports the highest expenditures in all categories across all reporting conference members with total softball expenses of \$263,495. The lowest expenditures can be found at Nicholls State at \$96,772.



# Collegiate Consulting Report

Institution	Southland Conference - Softball Expenses											Total	
	Recruiting	Team Travel	Equipment	Game Expenses	Expenses Paid to Other Institutions	Fundraising, Marketing, & Promotion	Athletic Facilities Expenses	Overhead & Administrative Fees	Medical Expenses and Insurance	Membership Dues	Student-Athlete Meals (non-travel)		Other
Houston Baptist University	-	-	-	-	-	-	-	-	-	-	-	-	-
University of the Incarnate Word	-	-	-	-	-	-	-	-	-	-	-	-	-
McNeese State University	-	-	-	-	-	-	-	-	-	-	-	-	-
Nicholls State University	\$ 5,938	\$ 62,320	\$ 16,552	\$ 2,379	\$ 3,614	\$ 214	\$ 46	\$ 415	\$ 1,760	-	-	-	\$ 93,238
Northwestern State University	\$ 7,486	\$ 43,053	\$ 38,046	\$ 7,578	-	\$ 4,661	\$ 4,820	\$ 80	\$ 251	\$ 20,007	\$ 125,982	-	\$ 125,982
Southeastern Louisiana University	\$ 721	\$ 28,667	\$ 29,950	\$ 21,867	-	\$ 7,947	\$ 2,512	\$ 43,768	\$ 480	\$ 1,149	\$ 15,265	-	\$ 152,333
Texas A&M-Corpus Christi	\$ 19,154	\$ 54,275	\$ 55,854	\$ 17,880	-	-	\$ 48,705	\$ 31,717	\$ 345	\$ 4,035	\$ 31,530	-	\$ 263,495
<b>Average</b>	<b>\$ 8,325</b>	<b>\$ 47,079</b>	<b>\$ 35,101</b>	<b>\$ 12,426</b>	<b>\$ 3,614</b>	<b>\$ 4,274</b>	<b>\$ 2,512</b>	<b>\$ 24,334</b>	<b>\$ 15,899</b>	<b>\$ 416</b>	<b>\$ 1,799</b>	<b>\$ 22,267</b>	<b>\$ 158,762</b>

\* - 2019 Data



## Collegiate Consulting Report

### SOUTHLAND CONFERENCE – WOMEN’S SOCCER REVENUE AND EXPENSES

Collegiate Consulting compiled revenue and expense data for women’s soccer programs in the Southland Conference in order to illustrate how UNO would compare within the conference. It should be noted that private institutions are not required to disclose this information, therefore only public university data is included here.

#### Revenue

The average total revenue across all streams for Southland Conference women’s soccer programs reporting is \$375,822. According to available data, Southeastern Louisiana has the highest overall revenue for women’s soccer at \$570,539. As with most women’s soccer programs in the conference, the vast majority of revenue comes from direct institutional support (\$401,473) and student fees (\$143,046). Texas A&M-Corpus Christi (TAMUCC) has the lowest total revenue at a mere \$8,490 and derives that revenue almost solely from guarantees (\$6,943) and reports receiving no direct institutional support or student fees.

Institution	Ticket Sales	Student Fees	Direct Institutional Support	Indirect Institutional Support	Guarantees	Contributions	In-Kind	Compensation and Benefits From Third Party	Media Rights	NCAA/Conference Distributions	Program, Novelty, Perks and Consumer Sales	Regalia, Licensing, Advertisements and Sponsorships	Sports Camp Revenue	Athletic Personnel Endowment and Investment Income	Royal Revenue	Other	Total
Houston Baptist University																	
University of the Incarnate Word																	
McNeese State University																	
Nicholls State University		\$ 178,004	\$ 201,000														\$ 379,004
Northwestern State University		\$ 176,103	\$ 296,904														\$ 473,007
Southeastern Louisiana University		\$ 143,046	\$ 401,473	\$ 11,406	\$ 6,000	\$ 8,401	\$ 3,100			\$ 1,917		\$ 2,000	\$ 4,000				\$ 570,539
Southeastern Louisiana University		\$ 143,046	\$ 401,473	\$ 11,406	\$ 6,000	\$ 8,401	\$ 3,100			\$ 1,917		\$ 2,000	\$ 4,000				\$ 570,539
Texas A&M-Corpus Christi		\$ 1,493			\$ 6,943												\$ 8,436
<b>Average</b>	<b>\$ 1,851</b>	<b>\$ 143,046</b>	<b>\$ 296,904</b>	<b>\$ 11,406</b>	<b>\$ 6,000</b>	<b>\$ 8,401</b>	<b>\$ 3,100</b>	<b>Revenue</b>	<b>Revenue</b>	<b>Revenue</b>	<b>\$ 75</b>	<b>\$ 2,000</b>	<b>\$ 4,000</b>	<b>\$ 1,917</b>	<b>Revenue</b>	<b>Revenue</b>	<b>\$ 375,822</b>

#### Expenses

The average total expenses across all categories for reporting institutions are \$146,097. Of the categories looked at here, team travel accounts for the largest portion of overall expenses at an average of \$60,411. In categories where all schools are reporting, fundraising/marketing/promotion accounts for the smallest portion of average expenditures at \$2,163. TAMUCC reports the highest expenditures in all categories across all reporting conference members with total women’s soccer expenses of \$278,123. The lowest expenditures can be found at Nicholls State at \$60,201.

Institution	Southland Conference – Women’s Soccer Expenses											Total	
	Recruiting	Team Travel	Equipment	Game Expenses	Guarantees Paid to Other Institutions	Fundraising, Marketing, & Promotion	Athletic Facilities Expenses	Overhead & Administrative Fees	Medical Expenses and Insurance	Membership Dues	Student-Athlete Meals (non-travel)		Other
Houston Baptist University													
University of the Incarnate Word													
McNeese State University													
Nicholls State University	\$ 2,197	\$ 33,389	\$ 10,584	\$ 9,809	\$ 1,390	\$ 204	\$ 2,045			\$ 85	\$ 488		\$ 60,201
Northwestern State University	\$ 1,710	\$ 65,294	\$ 20,659	\$ 12,500		\$ 2,083	\$ 6,532	\$ 3,004			\$ 3,087	\$ 29,616	\$ 144,545
Southeastern Louisiana University	\$ 6,331	\$ 44,152	\$ 21,202	\$ 11,587		\$ 1,169	\$ 1,825	\$ 1,542		\$ 678	\$ 6,698	\$ 6,310	\$ 101,517
Texas A&M-Corpus Christi	\$ 14,606	\$ 98,810	\$ 12,509	\$ 8,366		\$ 5,197	\$ 23,940	\$ 43,015		\$ 495	\$ 9,459	\$ 11,300	\$ 278,123
<b>Average</b>	<b>\$ 6,226</b>	<b>\$ 60,411</b>	<b>\$ 16,241</b>	<b>\$ 10,241</b>	<b>\$ 1,390</b>	<b>\$ 2,163</b>	<b>\$ 1,825</b>	<b>\$ 21,015</b>	<b>\$ 23,010</b>	<b>\$ 585</b>	<b>\$ 4,832</b>	<b>\$ 12,067</b>	<b>\$ 146,097</b>



## Collegiate Consulting Report

### EXPENSE PRO FORMA

Collegiate Consulting projected five-year expenses as part of the University of New Orleans' evaluation of adding football and women's soccer. For this evaluation, the 2024-25 season would be the first year of a full Southland Conference/FCS schedule, with the 2023-2024 season being a practice year. For women's soccer, the season would start the fall of 2024. Collegiate Consulting used data from 2019, the last full year of intercollegiate athletics, to develop a future budget for the athletic department. Over the course of five years, Collegiate Consulting projects a \$3.41 million increase in UNO's athletic budget, with more than \$1.42 million of that coming from an increase in scholarships.

Pro Forma Summary - Expenses					
Expenses	2023-24	2024-25	2025-26	2026-27	2027-28
Scholarships	\$ -	\$ 808,271	\$ 1,656,955	\$ 1,389,583	\$ 1,424,323
Sports Operations	\$ 375,000	\$ 745,000	\$ 1,040,000	\$ 1,060,800	\$ 1,082,016
Administrative Operations	\$ 197,500	\$ 437,800	\$ 331,809	\$ 339,363	\$ 347,144
Administrative Salaries	\$ 55,675	\$ 262,655	\$ 407,561	\$ 419,338	\$ 431,468
Coaching Salaries	\$ 298,025	\$ 841,675	\$ 1,004,661	\$ 1,025,427	\$ 1,046,635
<b>TOTAL</b>	<b>\$ 926,200</b>	<b>\$ 3,095,401</b>	<b>\$ 4,440,987</b>	<b>\$ 4,234,512</b>	<b>\$ 4,331,586</b>

#### Scholarships

By the 2025-26 season, Collegiate Consulting recommends operating at the NCAA scholarship maximum for both sports. This will require the addition of 77 scholarships and \$1.74 million by the fifth year.

Scholarships	NCAA Maximum	2023-24		2024-25		2025-26		2026-27		2027-28	
		EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET
Football	63.00	0.00	\$ -	31.50	\$ 661,313	63.00	\$ 1,355,691	63.00	\$ 1,389,583	63.00	\$ 1,424,323
W-Soccer	14.00	0.00	\$ -	7.00	\$ 146,958	14.00	\$ 301,265	14.00	\$ 308,796	14.00	\$ 316,516
<b>Men's Total</b>	<b>63.00</b>	<b>0.00</b>	<b>\$ -</b>	<b>38.50</b>	<b>\$ 808,271</b>	<b>77.00</b>	<b>\$ 1,656,955</b>	<b>77.00</b>	<b>\$ 1,698,379</b>	<b>77.00</b>	<b>\$ 1,740,839</b>

#### Sports Operations

Operating costs are expected to start at \$375,00 in the first season and grow to \$1.08 million by the 2027-28 season. Football would account for at least 85% of the additional costs for every season. Collegiate Consulting developed the pro forma based on putting UNO within the median of the Southland Conference sports operating budgets.



## Collegiate Consulting Report

Operating	2023-24	2024-25	2025-26	2026-27	2027-28
Football	\$ 325,000	\$ 650,000	\$ 890,000	\$ 907,800	\$ 925,956
W-Soccer	\$ 50,000	\$ 95,000	\$ 150,000	\$ 153,000	\$ 156,060
<b>Total Amount</b>	<b>\$ 375,000</b>	<b>\$ 745,000</b>	<b>\$ 1,040,000</b>	<b>\$ 1,060,800</b>	<b>\$ 1,082,016</b>

### Administrative Operations

Operation costs for athletic administration are set at \$197,500 million in 2023-24. In the second year, costs are expected to slightly spike to \$437,800 partially due to the additions to strength and conditioning. By the fifth year, expenses are expected to settle at \$347,144, which is an increase of \$149,644.

Administration Operations	2023-24	2024-25	2025-26	2026-27	2027-28
Administrative	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255
Corporate Sales/Advancement	\$ -	\$ 7,500	\$ 15,000	\$ 15,450	\$ 15,914
Facilities & Operations	\$ 7,500	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391
Start-up Equipment	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ -
Football Equipment	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ 80,000
Insurance	\$ -	\$ 60,000	\$ 110,000	\$ 113,300	\$ 116,699
Marketing & Promotions	\$ -	\$ 15,000	\$ 20,000	\$ 20,600	\$ 21,218
Sports Information	\$ -	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927
Strength & Conditioning	\$ -	\$ 100,000	\$ 15,000	\$ 15,450	\$ 15,914
Ticket Office	\$ -	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391
Athletic Training	\$ -	\$ 25,000	\$ 40,000	\$ 41,200	\$ 42,436
<b>Total Operations</b>	<b>\$ 197,500</b>	<b>\$ 437,800</b>	<b>\$ 331,809</b>	<b>\$ 339,363</b>	<b>\$ 347,144</b>

### Administrative Salaries

To develop the salary pro forma, Collegiate Consulting utilized benchmarking from the 2018-2019 the Southland Conference Salary Survey. From the 2023 season to the 2027 season, administrative salaries are expected to increase from \$55,675 to \$431,468, a change of \$375,793.

Collegiate Consulting had the overall salary and benefits information for administrative staffing and utilized our professional judgement to ascertain individual salaries. Overall, Collegiate Consulting recommends the addition of six full-time positions and one part-time position. This includes an academic coordinator; a marketing and ticketing manager; an assistant sports information director; an assistant director of facilities; an assistant athletic trainer, and a full-time and a part-time assistant strength and conditioning coach.



## Collegiate Consulting Report

ADMINISTRATIVE SALARIES					
Position	2023-24	2024-25	2025-26	2026-27	2027-28
Compliance Coordinator	\$ 20,000	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709
Academic Coordinator	\$ -	\$ 17,500	\$ 35,000	\$ 36,050	\$ 37,132
Marketing & Ticketing Mgr	\$ -	\$ 18,000	\$ 36,000	\$ 37,080	\$ 38,192
Assistant SID	\$ -	\$ -	\$ 32,000	\$ 32,960	\$ 33,949
Ass't Director - Facilities	\$ -	\$ 35,000	\$ 36,050	\$ 37,132	\$ 38,245
Assistant Athletic Trainer	\$ 22,500	\$ 45,000	\$ 45,000	\$ 46,350	\$ 47,741
Assistant Athletic Trainer	\$ -	\$ 45,000	\$ 45,000	\$ 46,350	\$ 47,741
Assistant Strength & Conditioning	\$ -	\$ -	\$ 35,000	\$ 36,050	\$ 37,132
Assistant Strength & Conditioning (PT)	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
<b>TOTAL SALARY</b>	<b>\$ 42,500</b>	<b>\$ 200,500</b>	<b>\$ 320,250</b>	<b>\$ 329,408</b>	<b>\$ 338,840</b>
<b>BENEFITS (31%)</b>	<b>\$ 13,175</b>	<b>\$ 62,155</b>	<b>\$ 87,311</b>	<b>\$ 89,930</b>	<b>\$ 92,628</b>
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>\$ 55,675</b>	<b>\$ 262,655</b>	<b>\$ 407,561</b>	<b>\$ 419,338</b>	<b>\$ 431,468</b>

### Coaches Salaries

Identical to the administrative pro forma, Collegiate Consulting used the 2018-2019 Southland survey to develop salary figures for the coaching staff.

For the 2023-24 season Collegiate Consulting projects UNO should add three football coaches and one women's soccer coach. By the fifth year, football should have a coaching staff of 13, while soccer should have a head and assistant coach. Salaries are expected to total \$1.05 million by the 2027-28 season.

COACHES' SALARIES					
Position	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Football</b>					
Head Coach	\$ 105,000	\$ 210,000	\$ 214,200	\$ 218,484	\$ 222,854
Coordinator	\$ 45,000	\$ 90,000	\$ 91,800	\$ 93,636	\$ 95,509
Coordinator	\$ 45,000	\$ 90,000	\$ 91,800	\$ 93,636	\$ 95,509
Assistant Coach #3	\$ -	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672
Assistant Coach #4	\$ -	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672
Assistant Coach #5	\$ -	\$ -	\$ 55,000	\$ 56,100	\$ 57,222
Assistant Coach #6	\$ -	\$ -	\$ 52,000	\$ 53,040	\$ 54,101
Assistant Coach #7	\$ -	\$ -	\$ 45,000	\$ 45,900	\$ 46,818
Assistant Coach #8	\$ -	\$ -	\$ 40,000	\$ 40,800	\$ 41,616
Assistant Coach #9	\$ -	\$ -	\$ 35,000	\$ 35,700	\$ 36,414
Assistant Coach #10	\$ -	\$ -	\$ 25,000	\$ 25,500	\$ 26,010
Assistant Coach - GA	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Equipment Manager	\$ -	\$ 32,500	\$ 33,150	\$ 33,813	\$ 34,489
<b>Women's Soccer</b>					
Head Coach	\$ 32,500	\$ 65,000	\$ 66,300	\$ 67,626	\$ 68,979
Assistant Coach	\$ -	\$ 35,000	\$ 35,700	\$ 36,414	\$ 37,142
<b>TOTAL SALARY</b>	<b>\$ 227,500</b>	<b>\$ 642,500</b>	<b>\$ 917,350</b>	<b>\$ 935,497</b>	<b>\$ 954,007</b>
<b>BENEFITS (31%)</b>	<b>\$ 70,525</b>	<b>\$ 199,175</b>	<b>\$ 87,311</b>	<b>\$ 89,930</b>	<b>\$ 92,628</b>
<b>TOTAL SALARY + BENEFITS</b>	<b>\$ 298,025</b>	<b>\$ 841,675</b>	<b>\$ 1,004,661</b>	<b>\$ 1,025,427</b>	<b>\$ 1,046,635</b>



## Collegiate Consulting Report

### REVENUE PRO FORMA

Collegiate Consulting projected six-year revenue as part of the University of New Orleans's evaluation of adding football and women's soccer. As noted with the expense pro forma, Collegiate Consulting used data from 2019 to develop the pro forma.

For the pro forma, Collegiate Consulting used a five-year timeline to serve as a guideline for the additions. From the base year to the year five, Collegiate Consulting projects total revenue to grow from \$926,200 to \$4.37 million, an increase of \$3.44 million. The largest increases belong to game guarantees, which accounts for 32% of the change in revenue.

Pro Forma Revenue - Summary					
	2023-24	2024-25	2025-26	2026-27	2027-28
Student Athletic Fees	\$ -	\$ 667,584	\$ 677,598	\$ 687,762	\$ 698,078
Direct Institutional Support	\$ 406,200	\$ 1,485,913	\$ 2,145,000	\$ 1,310,000	\$ 1,135,000
Ticket Revenue	\$ -	\$ 100,000	\$ 225,000	\$ 236,250	\$ 248,063
Game Guarantee	\$ -	\$ -	\$ 250,000	\$ 900,000	\$ 1,100,000
Program Revenue	\$ 520,000	\$ 628,500	\$ 733,300	\$ 769,965	\$ 808,463
NCAA/Conference	\$ -	\$ 213,044	\$ 357,686	\$ 369,340	\$ 381,381
<b>TOTAL REVENUE</b>	<b>\$ 926,200</b>	<b>\$ 3,095,041</b>	<b>\$ 4,388,583</b>	<b>\$ 4,273,317</b>	<b>\$ 4,370,985</b>
<b>TOTAL</b>	<b>\$ 926,200</b>	<b>\$ 3,095,401</b>	<b>\$ 4,440,987</b>	<b>\$ 4,234,512</b>	<b>\$ 4,331,586</b>

#### Institutional Support

Two forms of institutional support were analyzed: student athletics fee and direct institutional support. By the 2027-28 season, revenue is projected to total \$1.83 million, an increase of \$1.43 million. Direct institutional support is expected to have the highest growth, going from \$406,200 to \$1.14 million in five years.

Institutional Support	2023-24	2024-25	2025-26	2026-27	2027-28
Student Athletic Fees	\$ -	\$ 667,584	\$ 677,598	\$ 687,762	\$ 698,078
Direct Institutional Support	\$ 406,200	\$ 1,485,913	\$ 2,145,000	\$ 1,310,000	\$ 1,135,000
<b>TOTAL</b>	<b>\$ 406,200</b>	<b>\$ 2,153,497</b>	<b>\$ 2,822,598</b>	<b>\$ 1,997,762</b>	<b>\$ 1,833,078</b>

#### Ticket Revenue

Of the two sports, football is the only program expected to generate ticket revenue. By the fifth year, football is expected to produce \$248,063 in new ticket sales.

Ticket Revenue	2023-24	2024-25	2025-26	2026-27	2027-28
Football	\$ -	\$ 100,000	\$ 225,000	\$ 236,250	\$ 248,063
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 225,000</b>	<b>\$ 236,250</b>	<b>\$ 248,063</b>



## Collegiate Consulting Report

### Game Guarantees

Similar to ticket revenue, football is the only sport expected to earn revenue from game guarantees. Game guarantees are expected to kick in during the 2025-26 season, accruing \$250,000 in revenue. By the 2027-28 season, revenue is expected to grow to \$1.10 million.

Game Guarantee	2023-24	2024-25	2025-26	2026-27	2027-28
Football	-	\$ -	\$ 250,000	\$ 900,000	\$ 1,100,000
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 900,000</b>	<b>\$ 1,100,000</b>

### Program Revenue

In the first year, program revenue is predicted to be \$520,000. By the 2027-28 season, revenue is expected to grow by \$288,463 to \$808,463. In the fifth year, football specific revenue accounts for over 75% of all program revenue.

Program Revenue	2023-24	2024-25	2025-26	2026-27	2027-28
Corporate Sponsorship	\$ -	\$ 65,000	\$ 125,000	\$ 131,250	\$ 137,813
Royalties/Licensing	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153	\$ 24,310
Concessions, Parking	\$ -	\$ 17,500	\$ 35,000	\$ 36,750	\$ 38,588
FB-Specific	\$ 500,000	\$ 525,000	\$ 551,250	\$ 578,813	\$ 607,753
<b>TOTAL</b>	<b>\$ 520,000</b>	<b>\$ 628,500</b>	<b>\$ 733,300</b>	<b>\$ 769,965</b>	<b>\$ 808,463</b>

### NCAA/Conference Revenue

By the 2024-25 season, UNO is predicted to start earning revenue from the NCAA and the Southland. By the fifth year, UNO will be earning a total of \$381,381, primarily from NCAA equivalencies.

NCAA/Conference	2023-24	2024-25	2025-26	2026-27	2027-28
NCAA - Sports Sponsorship	\$ -	\$ 88,816	\$ 92,369	\$ 96,063	\$ 99,906
NCAA - Equivalencies	\$ -	\$ 124,228	\$ 265,317	\$ 273,277	\$ 281,475
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 213,044</b>	<b>\$ 357,686</b>	<b>\$ 369,340</b>	<b>\$ 381,381</b>

## **APPENDIX A: College Football's Bottom-Line Impact: Exploring the Relationship of Football Performance on Athletic Finances for Division I Institutions Today**

Authors: Spencer D. Wyld and David C. Wyld

### ABSTRACT

**Purpose:** This study examines a heretofore unaddressed area in both sport and economics literature, looking at the relationship between on-the-field college football team performance and the financial performance of university athletic operations overall.

**Methods:** The researchers, building upon prior research employing econometrics to sports analysis, utilized data spanning 2005-2018 for 106 Division I college athletic programs to examine how specific aspects of offensive, defensive, and overall team football performance related to four measures of overall athletic department financial performance (donor contributions, corporate sponsorships, ticket sales, and profit).

**Results:** Based on three separate regression analyses, the study found that while institutional and state control variables were important in explaining overall differences in universities' athletic department performance in terms of donor contributions, corporate sponsorships and ticket sales, some football-specific factors were found to have significance as well. Overall, college athletic departments that had teams which produced exciting football on the field (with scoring and with a lack of turnovers) were found to be better performing off the field financially in contributing to the overall success of their university's athletic programs.

**Conclusions:** The present research demonstrates for the first time how – and how much – on-field football team performance can play a role in athletic operations overall from a financial standpoint. The researchers go on to analyze directions – and challenges – for future research in this area, especially considering the implications of the COVID-19 pandemic for college sports operations.

**Applications in Sport:** For athletic departments and athletic administrators, the findings in the present research provide new insights on what donors, sponsors, and fans of their football programs value in terms of on-field performance of their respective university's football team.



### INTRODUCTION

Football: "The Straw That Stirs the Drink" for College Athletics Financially Today

According to the most recent data from the NCAA (National Collegiate Athletic Association) (28), there are over half a million student athletes in colleges and universities across America today that compete in 24 sanctioned sports. In the case of college athletic departments, the breadth and diversity of sports that universities typically offer their students the opportunity to participate in today is impressive – and often surprising to those outside of the respective institutions – far beyond the spectator sports like football, basketball, and baseball that fill our television screens that draw audiences from across the country today (16).

While the number of specific sports offerings varies greatly based on the size and "athletic intensity" of individual universities, one thing holds true across almost all institutions: From a strategic management perspective (5, 20), football is the key driver of athletic department operations. Both in tangible terms – attendance, donations, sponsorships, and yes, revenue – and in intangible measures, including media coverage, branding and name recognition, along with that most elusive "thing" of all for universities – school "spirit" and identification – football is today, without a doubt, the most important of all college sports in terms of what it means to the university from a financial, operational, and yes, strategic standpoint.

Whether the centrality of football to athletic department operations in universities at present is "right" or not is a topic for another day and certainly, many more journal articles and conferences. However, the fact is that today, football is, as baseball great Reggie Jackson famously put it, "the straw that stirs the drink" (26) in terms of collegiate athletic departments. No less an authority than noted author Malcolm Gladwell (17) has observed that today, "college football is a big business" (n.p.), and as such, it is useful to view football programs in terms of business metrics – including their revenue and yes, their profitability – i.e., the amount of money they generate in excess of their expenses that helps fund, in most cases and to a great extent enable, the remainder of much of college athletics.

#### *Football and Athletics' Bottom-Line*

Just how big and important are college football programs to college and university athletic operations overall today? Each year for the past few years, Forbes magazine has ranked college football programs based on their

financial success. The most recent Forbes report (39) demonstrates evidence to show just how important the football program is to the college athletics operations today. Table 1 (Top 10 College Football Programs in Terms of Revenue and Profitability) shows the revenues, expenses and yes, profitability, for the biggest and most successful – in terms of these financial metrics at least – college football teams. These “profits,” which in practical terms are the excess funds generated by the football program, help fund the overall athletic department offerings and operations for institutions.

Table 1: Top 10 College Football Programs in Revenue and Profitability

Institution	3 Year Average Revenue (2016-2018) (Millions)	3 Year Average Expenses (2016-2018) (Millions)	3 Year Average Gross Profit (2016-2018) (Millions)	3 Year Average Gross Profit (2016-2018) (Percentage)
1 Texas A&M University	\$147	\$53	\$94	63.95%
2 University of Texas	\$147	\$55	\$92	62.59%
3 University of Michigan	\$139	\$56	\$83	59.71%
4 University of Alabama	\$134	\$73	\$61	45.52%
5 Ohio State University	\$132	\$57	\$75	56.82%
6 University of Oklahoma	\$129	\$48	\$81	62.79%
7 University of Georgia	\$125	\$51	\$74	59.20%
8 University of Notre Dame	\$120	\$44	\$76	63.33%
9 University of Florida	\$117	\$48	\$69	58.97%
10 Auburn University	\$117	\$52	\$65	55.56%
<b>Average for Top 10 Programs</b>	<b>\$131</b>	<b>\$54</b>	<b>\$77</b>	<b>58.84%</b>
<b>Total for Top 10 Programs</b>	<b>\$1,307</b>	<b>\$537</b>	<b>\$770</b>	

Source Info: “College Football’s Most Valuable Teams: Reigning Champion Clemson Tigers Claw Into Top 25,” by Chris Smith, *Forbes*, September 12, 2019.

Retrieved from <https://www.forbes.com/sites/chris-smith/2019/09/12/college-football-most-valuable-clemson-texas-am/#cbcea77a2e7e>.

Based on the most recent three years complete data available (from 2016-2018) for the Forbes’ rankings, all of the top 10 ranked football programs generated in excess of \$100 million in revenue annually and, with an average profit margin approaching 60% (58.84%), these football programs returned – on average – \$77 million dollars a year to their athletic departments to sustain their operations. Collectively, these top 10 football programs alone generated in excess of \$1.3 billion dollars in revenue annually in the most recent time period, returning some \$770 million to their respective schools’ athletic operations. This demonstrates just how big a business college football is today – and just how important the revenue and profits (i.e., excess funds) are to universities and the operations of their overall athletic programs.

### *Positioning the Present Study*

With the preeminence of football in athletic programs today, not just in terms of attention, but in terms of revenue generation for universities and their overall athletic operations, the present research is geared towards addressing a research gap that has not been addressed to date in either the sports or economics literature. The specific research gap is this: While we can analyze the importance of the relationship between the football program and the overall athletic operation within a university from a purely financial perspective, which is no doubt important today, there has not been a study to date that has employed a widely used method in the fields of sports and economics to use econometrics to examine the intersection of sports performance and economic variables. Thus, this study is unique in that it is an initial attempt to link on-field football team performance (and the derivative end-of-season rewards for such performance) with the financial performance of college athletic programs. As such, it both builds upon prior econometrically based sports research. It is hoped that this study will open-up a whole new way of not just looking at college athletics from a research standpoint, but also helping universities and athletic administrators to better evaluate and manage their football and athletic operations.

The central question in the present research is this: While there are multiple factors that help determine athletic department revenues, is it possible that specific aspects of the performance of a school's football team could factor into the school's total athletic department revenue and yes, its profitability, in a predictable manner? And so as to better understand the relationships between on-the-field football team performance and athletic department financial performance, we use econometric analysis to explore the effects of specific aspects of football team performance on four financial measures of athletic department operations:

1. Donor contributions,
2. Corporate sponsorships,
3. Ticket sales, and
4. Profit.

Beyond exploring if football team performance causes such effects, we also examine a timing question. This is whether the team's previous year or current year on-the-field football performance has a stronger effect on financial measures of athletic department operations. The study used data from Sports Reference (for on-the-field football performance) and from the Knight Commission on Intercollegiate Athletics College Athletics Financial Information (CAFI) Database (for university athletic department financial performance).

### *Review of Related Literature*

Econometric analysis of sports performance, antecedents, causation, correlation, and results has a long history of use across many types of sports, both at the team and individual levels. For instance, performance at the Olympic Games has been a particularly lively area of econometric inquiry, with a rich line of inquiry into economic, demographic and social correlations with both national (team) and individual performance. Such research on Olympic performance is exemplified by the works of the likes of Lui and Suen (27), Forrest, Sanz, and Tena (12), and Bernard and Busse (3), as well as econometric analyses of the performance of paralympic teams/athletes (7, 38). Likewise, econometric analysis has been applied to seek determinants of both soccer (football) team performance (see for example the analyses done by Haas, et al. [19] on German football and Pestana-Barros, et al. [32], on Brazilian football). Econometric analyses have even “drilled down” to examine the impact of such global economic and social variables on micro, in-game decision making, including player substitution patterns (9) and referee decisions (35, 36).

Such an econometric approach to analyzing sports performance has been taken wide afield in both the sport and economic literature. Examples of just how far include prior published econometric examinations of economic, social, and demographic variables on sporting outcomes and team/individual results and metrics include prior research on subjects as diverse as:

- Major League Baseball (MLB) (13);
- The National Basketball Association (NBA) (14);
- The National Football League (NFL) (21); and
- Australian Rules Football (AFL) (41).

There has also been econometric modeling used in analyzing in-game performance metrics in the NFL, such as the work of Arkes (1), which examined the importance of offensive elements (running versus passing) in pro football.

College sports, and specifically college football, have seen a fair number of econometric analyses in recent years, with prior studies having looked primarily at college football success (i.e., winning) as a causal variable on the college applications/admissions (33) and on the economics of college towns (2). And while there has been a great deal of research – and discussion – in terms of ranking athletic spending, donations to athletic programs and on the field success in college football (39, 45), there has



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been a dearth of formal, econometric analyses into college football conducted to date on par with that done on other sports in both the economic and sport literature. Thus, our research seeks to examine college football in a new, novel way and apply econometric analysis to the sport to address this research gap.

### METHODS

This section details the research methods employed in the current research. It describes the data incorporated into the study, along with detailing the methodology and the hypotheses of the present research.

#### *Data*

In the following sections, the sourcing of the data utilized in the current research is detailed, and the various measures used in the study are defined. The three categories of data are:

1. College Athletics Financial Data
2. Football Data
3. School and State Control Data

#### *College Athletics Financial Data*

The source for financial data on college athletics programs is the Knight Commission on Intercollegiate Athletics' College Athletics Financial Information (CAFI) Database (23). The CAFI database contains a breakdown of the athletic department revenue and expenses of public Division I institutions. As such, the CAFI includes data for both Football Bowl Subdivision (FBS) and Football Championship Subdivision (FCS) schools. Financial data for these universities comes directly from NCAA (National Collegiate Athletic Association) Financial Report Forms that are self-reported annually by each public institution. In total, the database for the present research incorporates financial data spanning the 2005 to 2018 timeframe.

The present study examines only Division I FBS institutions, excluding those universities within the FCS. The decision to remove FCS schools from the database for the current research stems from the vast differences that exist between FBS and FCS institutions. Not only are there profound financial differences to be found between universities operating in the two levels of Division I football (4), but there is also a significant distinction in the overall structure of the football season between FBS and FCS institutions. This is the fact that FBS universities play their regular seasons in hopes of going to one

of the many end-of-season bowl games (which becomes an important source of additional revenue for them), while FCS schools compete to be slotted into a national playoff system that affords them to play in a championship-determining tournament, but which does not provide the kind of financial payouts that bowl games provide to institutions.

Thus, after screening the CAFI data to eliminate institutions that did not maintain continuous Division I FBS status, the military academies, and all schools in Pennsylvania (due to a state law precluding financial disclosures,) Figure 1 (Map of the 106 Universities Under Review) shows the locations of all the 106 schools that comprise the final dataset employed in the present research.

Figure 1: Map of the 106 Universities Under Review



*Note: This map features the logos of the university included in this study. Flagship universities are designated with a gridded box around the logo. For full list of universities, please contact the corresponding author.*

In Table 2 (Summary Statistics of College Athletics Financial Variables), we see the summary statistics of the three revenue variables drawn from the CAFI database, along with our calculated profit variable, derived from the source data for the 106 universities under review. These four financial variables can be defined in the following manner:

1. Donor Contributions: This is the athletic department's monetary funding coming from groups and individuals above that generated by ticket revenue from all sports in a year by the school.
2. Corporate Sponsorships: This is the sum of sponsorships, advertising, licensing, and royalty revenue received by the school's athletic department in a year.
3. Ticket Sales: This is the sum of all revenue from ticket sales to NCAA events for all sports generated by the athletic department at each institution in a year.
4. Profit: This is the overall "profitability" of each school's athletic department operations across all sports. This "bottom-line" figure for each school is derived by subtracting the institution's total athletic expenses from its total athletic revenue for the year from the Knight Commission on Intercollegiate Athletics' College Athletics Financial Information (CAFI) database. And note, while all schools ideally aim to operate their athletic programs to have at least some profit (where annual athletic revenue exceeds athletic expenses), some do have negative profit – or operate at losses – when their annual athletic expenses indeed exceed their athletic revenue.

Table 2: Summary Statistics of College Athletics Financial Variables.

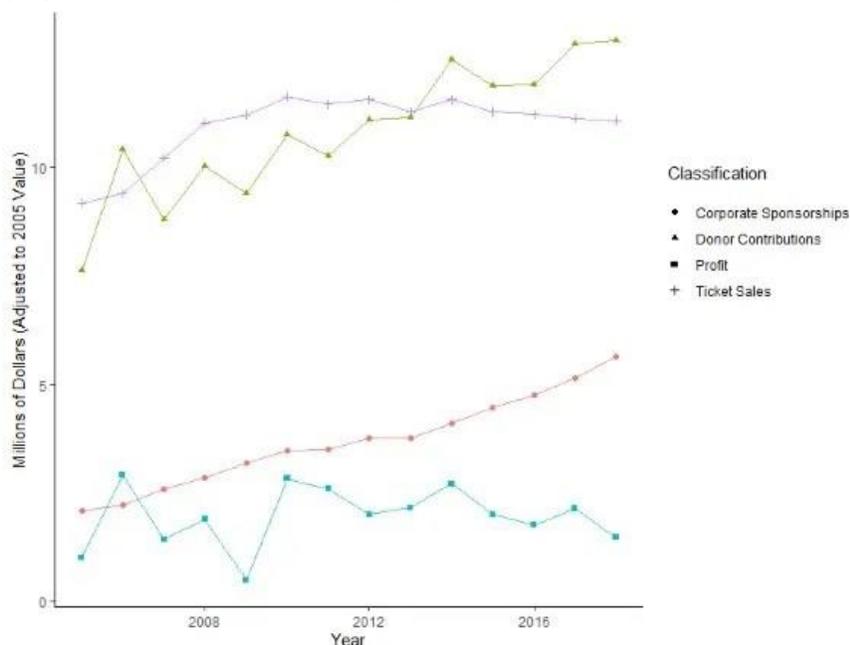
	N	Mean	Median	Std Dev	Min	Max
Donor Contributions	1286	11.0225	7.3045	12.1805	–	204.8768
Corporate Sponsorships	1286	3.8194	2.3747	4.3299	–	36.8629
Ticket Sales	1286	10.9449	8.141	10.7495	0.1131	57.9658
Profit	1286	2.0214	0.2995	7.4071	-18.2082	156.3727

Note: Data for the revenue-related variables come from the CAFI database. They have been adjusted to 2005 dollar values using a BLS (Bureau of Labor Statistics) inflation calculator.

Figure 2 (Annual Averages of the Four College Athletics Financial Variables [Adjusted to 2005 Dollar Values]) shows that even with inflation considered (as the data accounts for inflation by making use of the BLS (Bureau of Labor Statistics) inflation calculator, Corporate Sponsorships and Donor Contributions have both markedly increased over the 2005-2018 time period for college athletic programs. This trend has been driven by the rise in football-related incomes during this time period across Division I programs, especially for the largest programs in the Power 5 conferences. Interestingly, Profit shows an inconsistent pattern, for while the amount of dollars flowing into these programs has grown significantly, so too have the expenses associated with football programs. This is because many universities, especially in recent years, have increased their spending

associated with football specifically in an attempt to “keep up” with the most prominent (and in most cases, the largest revenue) programs (18). Finally, the reader should note the inconsistency found in Ticket Sales over the past decade-plus, reflecting the overall challenge for college sports, as with all spectator sports, to generate actual fan attendance at events – including Division I football games (44) – in an era of advancing technology and media availability (25, 46).

Figure 2: Annual Averages of the Four College Athletics Financial Variables (Adjusted to 2005 Dollar Values).



Note: Data comes from the CAFI database and is adjusted to 2005 dollar values by using BLS (Bureau of Labor Statistics) inflation calculator.

### Football Data

The source for all football statistical data used in the current study is Sports Reference (4). The data covers the same 2005-2018 time period under review. As stated previously, this research takes into account what are really two different, but definitely related, categories of football performance data. These are first, on-field football team performance, and secondly, the

derivative end-of-season data that encompasses both overall team performance and the rewards garnered by the football team for their on-field performance. The latter category includes both measures that are entirely within the team's control (including the number of wins and their margin of victory) and metrics that are strongly influenced, but not absolutely related, to the team's overall performance (national poll rankings and bowl game appearances).

In regard to football team performance then, the present research takes into account three categories of performance metrics from the Sports Reference data spanning 2005-2018 to create our football variables. These football variables can be categorized and defined in the following manner:

1. **Offensive Measures:** From Sports Reference's College Football Team Offense Data:
  - a. **Passing TD:** This is the per game average number of passing touchdowns scored by the school for the season.
  - b. **Rush TD:** This is the per game average number of rushing touchdowns scored by the school for the season.
  - c. **TO:** This is the per game average number of turnovers by the school for the season. It is an indicator of offensive efficiency.
2. **Defensive Measure:** From Sports Reference's College Football Team Defense Data:
  - a. **Opponent TO:** This is the per game average number of turnovers by the school's opponents for the season. It is an indicator of defensive efficiency.
3. **End-of-Season (Total Team Performance) Measures:** From Sports Reference's College Football Team Data, College Football Standings Data, and College Football Bowl Games Data:
  - a. **MOV:** This is the average margin of victory (MOV) for the school over the season. This is calculated for all games – both wins and losses – so it is important to recognize that a school could have either a negative or positive margin of victory across the span of an entire season.
  - b. **Wins:** This is the number of games won by the school in a season.
  - c. **Bowl:** This is a binary variable indicating whether the school played in a post-season bowl game.
  - d. **AP:** This is a binary variable indicating whether the school was ranked in the Associated Press's (AP) year-end Top 25 poll.

Table 3 (Summary Statistics of Football Variables) shows the overall summary statistics in regard to these football variables, with the exception

of the two binary variables for bowl game appearances and year-end AP poll rankings.

Table 3: Summary Statistics of Football Variables

	N	Mean	Median	Std Dev	Min	Max
Passing TDs per Game	1286	1.654	1.6	0.6472	0.3	4.4
Rushing TDs per Game	1286	1.6904	1.6	0.6571	0.3	4.2
TOs per Game	1286	1.7043	1.7	0.4561	0.4	3.3
Opponent TOs per Game	1286	1.7176	1.7	0.441	0.6	3.4
Margin of Victory	1286	1.4093	1.7	11.3505	-31.1	39.5
Number of Wins	1286	6.6975	7	3.0996	–	15

### *School and State Control Data*

The present research employs four variables to account for differences between the institutions and to control for that effect as we look at the impact of the football variables specifically. The source for institutional characteristics data utilized in this study is the National Center for Education Statistics (NCES) Integrated Postsecondary Education Data System's (IPEDS) database (31). The four school-related control variables can thus be defined in the following manner:

1. P5: This is a binary variable indicating whether the university is a member of one of the Power 5 Conferences (consisting of the present Power 5, Atlantic Coast Conference, Big Ten Conference, Big 12 Conference, Pac-12 Conference, and Southeastern Conference, and the Big East Conference prior to conference realignment and the end of the BCS [Bowl Championship Series] period in 2014 (14).
2. Flagship: This is a binary variable indicating whether the institution is its state's flagship university (i.e., the most known university in each state).
3. Grad Rate: This is each institution's 6-year graduation rate for a given year.
4. Enrollment: This is the total enrollment at each institution divided by 1000 for a given year.

The present study also uses state characteristics to account for differences between the locations of institutions across the country. The main source for data on state-specific characteristics is the Federal Reserve Economic Data (FRED) database, published by the Federal Reserve Bank of St. Louis (11). From the FRED database, the researchers garnered four state-specific

variables to characterize the economy of the state in which each institution is sited. These four state-related control variables are:

1. Population: This is each institution's state population divided by 1 million in a given year.
2. Bachelors: This is the percentage of each institution's state population that has a bachelor's degree or higher in a given year.
3. GDP: This is the annual per capita GDP (Gross Domestic Product) for the state in which the institution is located, calculated by dividing the state's GDP divided by state population's in a given year (expressed in thousands of dollars).
4. Unemployment Rate: This is the annual unemployment rate for the state in which the institution is located.

Table 4 (Summary Statistics of School and State Control Variables) presents summary statistics for both the four school and four state control variables employed in the present research.

Table 4: Summary Statistics of School and State Control Variables.

	N	Mean	Median	Std Dev	Min	Max
<b>School Control Variables:</b>						
6 Year Graduation Rate	1286	61.8387	60.8	15.2253	26.9	94.6
Enrollment (000)	1286	29.6937	28.16	11.2543	8.517	73.378
<b>State Control Variables:</b>						
State Population (M)	1286	10.0558	6.5054	9.2673	0.5227	39.4616
Population that Hold Bachelor's Degree or Higher (%)	1286	27.2067	26.6	4.6595	16.5	41.7
State GDP per Person (000)	1286	48.2044	47.0179	8.9809	29.5593	85.4499
State Unemployment Rate (%)	1286	6.3092	5.8042	2.2716	2.4342	13.6584

### Methodology and Hypothesis

The current research makes use of regression analysis to explore the relationship between football performance variables and four variables reflecting the financial performance of the school's college athletics department overall. Controlling factors in the regressions are considered to be two-fold, encompassing both the characteristics of the institution itself and the economy of the state in which the respective university is located. Through such an econometric analysis of Division I universities, the present study lends insights into how on-field football performance impacts the financial state of universities and their athletic programs overall today.

$$\begin{aligned}
 \text{Donor Contribution}_{i,t} &= B_0_{i,t} + B_1 \text{Pass TD}_{i,t} + B_2 \text{Rush TD}_{i,t} + B_3 \text{TO}_{i,t} \\
 &+ B_4 \text{Opponent TO}_{i,t} + B_5 \text{MOV}_{i,t} + B_6 \text{Wins}_{i,t} + B_7 \text{Bowl}_{i,t} + B_8 \text{AP}_{i,t} + B_9 \text{P5}_{i,t} \\
 &+ B_{10} \text{Flagship}_{i,t} + B_{11} \text{Grad Rate}_{i,t} + B_{12} \text{Enrollment}_{i,t} + B_{13} \text{Population}_{i,t} \\
 &+ B_{14} \text{Bachelors}_{i,t} + B_{15} \text{GDP}_{i,t} + B_{16} \text{Unemployment}_{i,t}
 \end{aligned}$$

The hypothesis under review (shown in the econometric equation above, henceforth referred to as Formula 1) looks at the impact of football performance variables on the financial performance variables in the same (the observation) year. The supposition is that passing and rushing touchdowns will have a positive impact on Donor Contributions, Corporate Sponsorships, and Ticket Sales, while turnovers by the offense will have a negative impact on these same three financial metrics. On the defensive side, we believe that opponent turnovers will have a positive relationship with these three financial metrics. The researchers also posit that the cumulative performance variables, both those under the team's control (margin of victory and wins) and those outside of the team's control (AP poll ranking and bowl game appearance) will have a positive effect on Donor Contributions, Corporate Sponsorships, and Ticket Sales. Finally, the researchers do not anticipate there being a consistent relationship between any of the football performance variables and Profit. While one would anticipate that having a more successful (i.e. winning) football team would correlate to a more profitable athletic department overall, as discussed previously, the vagaries and variances to be found in each university's athletic spending across the board will make this relationship less clear and consistent than with the other three financial metrics.

Formula 1 will be used in the regressions on the four college athletics financial performance variables, with the football performance variables noted as follows (and please note that for all variables, the subscripts *i* and *t* represent the institution and the year of observation):

- Pass  $TD_{i,t}$  is the average number of passing touchdowns per game earned by an institution's football team in the observation year;
- Rush  $TD_{i,t}$  is the average number of rushing touchdowns per game earned by an institution's football team in the observation year;
- $TO_{i,t}$  is the average number of offensive turnovers committed per game by an institution's football team in the observation year;
- Opponent  $TO_{i,t}$  is the average number of offensive turnovers committed by the opposing team's offense per game in the observation year;
- $MOV_{i,t}$  is the average number of points by which the institution's football team wins or loses games.  $Wins_{i,t}$  is the number of wins the institution's football team earns during the observation year;
- $Bowl_{i,t}$  is a binary indicator that designates a value of 1 if the institution's football played in a post-season bowl game; and
- $API_{i,t}$  is a binary indicator that designates a value of 1 if the institution's football team ended the year in the Associated Press's year end Top 25 poll.

### RESULTS

This section presents the results of the regressions to test the hypothesis under review in the present study and the researchers' interpretations of the findings from the total of 1286 observations gathered for the 106 Division I during the 2005-1018 time period under review.

Table 5 (Results of Observation Year Regressions on Football Variables) displays the results of our regressions on the four athletics financial performance variables with football performance variables from the observation year (i.e., the same year).

Table 5: Results of Observation Year Regressions on Football Variables.



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	Donor Contributions (\$M)	Corporate Sponsorships (\$M)	Ticket Sales (\$M)	Profit (\$M)
<b>Team Performance Variables:</b>				
Pass TD	0.8791 *	0.2747	-0.3668	-0.1
Rush TD	1.2557 *	0.6295 ***	0.4043	0.648
TO	-1.5484 **	-0.0009	-0.4832	-0.089
Opponent TO	-1.7838 **	-0.861 ***	-2.3733 ***	-0.922
MOV	0.0517	-0.0007	0.0656	0.063
Wins	-0.2453	-0.0195	0.0692	-0.1045
<b>Off the Field Team Variables:</b>				
Bowl	0.9507	0.1503	0.4528	0.2675
AP	3.293 ***	0.5738	2.9781 ***	1.5056 *
<b>School Control Variables:</b>				
P5	10.8092 ***	1.9526 ***	9.63 ***	1.7275 **
Flagship	2.534 ***	1.8443 ***	5.3019 ***	0.9288
Grad Rate	0.0991 ***	0.0411 ***	0.0873 ***	0.0258 *
Enrollment	0.0533	0.1068 ***	0.1632 ***	0.05
<b>State Control Variables:</b>				
Population	0.3013 ***	0.071 *	0.0511	0.0832
Bachelors	-0.3795 ***	-0.1821 ***	0.7243 ***	-0.1647 **
GDP	-0.0054	0.0888 ***	0.1321 ***	-0.0324
Unemployment	0 ***	0	0	0
<b>Constant:</b>	<b>8.8006 **</b>	<b>-3.4111 ***</b>	<b>10.119 ***</b>	<b>4.4354 *</b>
N Obs.	1286	1286	1286	1286
R2	0.4784	0.4851	0.7133	0.1136
Adjusted R2	0.4718	0.4786	0.7097	0.1024

### Discussion

Through the regression analyses, the researchers found that far more of the variability to be found between the 106 Division I college athletics programs' financial performance could be explained by the control variables – both in regard to the characteristics of the institutions themselves and the demographic and economic attributes of the states in which they are located – than the actual performance of each university's football team. This is not to be regarded as a surprising finding in any way, as indeed, the nature of the university and the state in which it is sited should be strongly correlated with the overall financial performance of the school's athletic program. Yet, the absolute strength of these rather constant forces demonstrates just how important it is for university and athletic leaders to recognize the "lay of the land" in their locale and how their unique institutional and location situation impacts – and in many cases, restricts – just how competitive their athletic programs can be – from a financial perspective – in the seemingly ever-increasingly competitive world of college athletics today. The importance of



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these situational variables does appear to be an important consideration for universities today, and as such, the researchers plan to conduct a follow-up study to specifically investigate the role of both location and institutional factors in this regard.

With that being said however, the regressions do also show that the “football factor” has an impact – and in some cases, it has a quite significant impact – on the financial performance of college athletics departments, specifically the four college athletics financial performance variables (Donor Contributions, Corporate Sponsorships, Ticket Sales, and Profit). In examining the findings in regard to the eight-football performance related variables, the researchers will show how the results of the regressions support the fact that exciting – and winning – football does matter in terms of producing better financial outcomes for college athletic programs overall.

In regard to the “excitement” factor, there were some interesting and revealing findings from our research. First, there is the matter of scoring measures, which in this study are represented by Passing and Rushing Touchdowns. These measures were found to be positively related to both Donor Contributions and to Corporate Sponsorships, but with differing levels of significance. However, there was not a significant correlation found between these two offensive metrics and with Ticket Sales or Profits. Next, there is the matter of turnovers – both those committed by the team themselves and by their opponents. Interestingly, both on-field performance metrics relating to turnovers – both those committed by the team’s offense and achieved by their defense – were found to be negatively correlated with the financial variables under review for the most part, and with some significant relationships to be found, especially in regard to turnovers committed by opponents. This can be taken as a sign that good, exciting football – with high-quality play by both teams (with a lack of turnovers and high scoring being good indicators of such) – is a positive attribute for the quality of play that does enter into the financial equation for institutions.

The results of the regressions also reveal interesting findings in terms of the matter of what winning on the field means in terms of financial metrics for the athletic program overall. First, perhaps not surprisingly when dealing with such a large number of football programs (106) over more than a decade, both the number of wins and the margin of victory statistics “evened out” and were not found to be significant in the regression analysis. While the fact that a team appeared in a bowl game was not found to be significant, whether a team appeared in the final AP rankings was quite significant in terms of the positive impact on financial performance. With the

well-documented proliferation of bowl games (43), which has made it both difficult and even controversial for all bowls to find eligible teams to play in them (10), the bowl game finding should not be surprising. However, with the AP ranking being an indicator of not just an institution having a winning program, but one that finds the university as having a program regarded among the nation's best upon the conclusion of the season, one can interpret the findings as meaning that fans – and monetary supporters today – can delineate the difference between simply having a team that is not simply “bowl eligible,” but one that performs well enough on the field to be ranked in the top 25 in the nation.

In sum, while the correlations found between the eight football performance measures and the four financial metrics of college athletic operations were not as strong as anticipated, especially as compared to the control variables relating to the school and its location, there was a logic and a soundness to the results from the 1286 observations included in the three regressions. The findings demonstrate that in spite of the range of programs included in the study dataset, football programs that produce a higher quality, more exciting brand of football on the field will help generate better financial performance for their institutions overall. The weakest link is again with the profit measure, and this can be explained by the wide variance to be found in the profitability of college athletic programs today due to the vast differences in athletic expenditures today (34). Overall, the present research demonstrates that a quality product on the field does matter in the competitive college sports marketplace – both on and off the field – today.

### *Conclusions*

This study began by placing college football in the context of the overall structure of typical college athletic programs today, wherein the football program is most often the driver of the majority of revenue for the entire athletic operation of the institution. Better understanding the relationship between on-field football performance and the overall athletic department's financial performance in colleges and universities today is thus not only important for better university and athletic administration. Indeed, this is a critical research gap in the sport and economics literature that the present research has sought to examine for the first time. As such, this study is an initial, but pioneering, work in exploring the relationship between what happens on the college football field and how this impacts the overall health and financial performance of the institution's athletic program.

The results of the current study do shine a spotlight on relationships to be found between actual football team performance and the financial performance of the athletic program of the institution overall. As we have seen, the findings of the current research highlight the fact that there are a variety of connections to be found between specific aspects of football team performance and the four college athletic department measures surveyed in this study. These were detailed in the preceding section, with the present analysis having demonstrated that exciting, winning football does play an explanatory role in the financial performance of athletic department operations overall.

Looking ahead, the researchers look forward to seeing additional research being done in both the sport and economics fields to investigate the relationship between the on-field performance of college football teams and the financial performance of college athletics departments. One could see future contributions coming not just in the form of further econometric studies, but perhaps using other research approaches and arising in the fields of higher education studies and public administration as well. However, given the type of data that needs to be incorporated into such studies – football performance metrics and financial outcomes measures, it would appear that econometric analyses are the most appropriate way to approach studying the relationships between football and overall athletic program financial performance.

The current study represents a significant contribution to the literature on the economics of sports and the line of research that has examined sports from an econometric perspective. It stands as an initial attempt that links on-field college football performance with the financial performance of college athletic departments for institutions, and hopefully, subsequent research will build upon the present research to help better understand this critical equation for college athletics now and into the future.

### *Applications in Sport*

With the importance of football in the economics of college sports today for every institution in America, better understanding the connection between football performance and the overall financial performance of the athletic department is vital for all stakeholders not just in college athletics, but in universities in general. As a diversified enterprise, college athletics programs and their administrators benefit from research such as that conducted in the present research, and the researchers look forward to much more activity in this same vein in the future to further explore the connection between on-

field football performance and the financial success – and challenges – for college athletics programs overall.

For athletic departments and athletic administrators, the findings in the present research provide them with new insights on what donors, sponsors, and yes, fans of their football programs value in terms of on-field performance of their respective university's football team. Yes, football's bottom-line measures – wins and ultimately national rankings – do matter to their constituencies. While athletic programs, and certainly football coaches and their staff, may tout bowl game successes for their football teams, with the proliferation of bowl games, this may be of far lesser regard today in the minds of donors, sponsors, and ticket-buyers than athletic and even university administrators presently believe.

In regard to what kinds of football appeal to fans, this study shows that excitement factors – with high levels of offense and good, quality play – may mean more to the athletic department's bottom-line (in terms of revenue, donations, and sponsorships) than even wins and losses. While competitive pressures can and should dictate football coaches decision-making, one cannot help but recognize that today, in light of our findings, head coaches and their staff members might just need to rethink the true value of winning games in "unexciting ways" (e.g. with scores like 12-10 or 9-0). Winning in an unexciting fashion may thus not be nearly as valuable – from a bottom-line financial perspective – to the university's athletic department and its budget as when there is more excitement generated on the field. So too might winning against an unappealing schedule, as when Power 5 schools play too many weak opponents, often from the FCS ranks, today during a season. As such, our study pinpoints that yes, in college football today, winning, in and of itself, may not be enough – at least from a financial standpoint!

### *Acknowledgements*

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## **APPENDIX B: Becoming a “Real University:” The Strategic Benefits of Adding Football for NCAA Division I Institutions**

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In the midst of an economic crisis leading to extensive cuts in college athletics, at least 38 colleges in the past five years have either added or have plans to add football to their athletic programs. Of particular interest are schools that have traditionally been known as “commuter universities.” In response to increased competition from other colleges, many of these schools are adding football as a part of a larger strategic vision for creating a “better college product.” Using resource based (Barney, 1991) and institutional theories (DiMaggio & Powell, 1983), this study seeks to understand the strategic arguments used and the benefits sought by universities adding football on their campuses. This study employs qualitative content analysis methodology (Marshall & Rossman, 2006; Miles & Huberman, 1994) using publically available football feasibility studies from six NCAA Division I universities that have added (or have advertised plans to add) football over the past five years. Results indicate that football is seen as a vehicle for creating a sense of community and enhancing the institutional value of universities. Results also show that the dominant strategic rationale for adding these football programs is more consistent with institutional than resource-based theory. Implications of such strategy include an overemphasis on sport, and a corresponding lack of attention paid to other more innovative solutions to broader campus issues.

For NCAA Division I college athletic programs, it has become increasingly important for athletic directors and university administrators to use management principles to help create long-term strategies for adding market value, sustainable profits, and increased prestige to their programs and institutions. The competitive marketplace in college athletics, therefore, provides a rich context for examining strategic management in sport and higher education, as well as the issues associated with the short and long term viability of college athletics (particularly football) on college campuses. The purpose of this study is to examine the perceived benefits of football programs to a university and the perspective used in defending or promoting the football program as part of a university’s strategic plans. This study will contribute to theory by examining the kinds of arguments used for adding football in a competitive higher education marketplace. It will contribute to practice by outlining the advantages and disadvantages of adding football,

and showing how institutionalized thinking may preclude the identification of more creative competitive strategies.

### Background of College Football

On Saturdays in the fall, hundreds of thousands of students, alumni, and fans gather at stadiums nationwide not only to watch their favorite team play, but also to socialize with fellow supporters of their school in the stands, around tailgates, or even in luxury suites. Student groups, fraternities, and sororities can also be seen socializing with one another and organizing functions around football games. Many organizations, businesses, and university departments use football games to cultivate potential donors or help broker business deals with clients. Over the last twenty to thirty years, the potential for earning millions of dollars from football has grown tremendously.

Football is seen as a major revenue producer for universities large and small, and universities at times go to great lengths to strengthen or improve their football programs. For example, in 2008, the University of Texas football team earned \$87.6 million dollars in total revenues, more than any other program in the nation (Maher, 2009). Many schools consider football as a revenue producing sport (along with men's basketball) that helps provide financial resources for other varsity athletic teams. Thus, athletic departments spend large sums of money on operating expenses for football including coaches salaries, facilities, travel, and recruiting, hoping that their investment will pay off in ticket sales, donations, and merchandise revenue (Roy, Graeff, & Harmon, 2008).

This multimillion dollar annual investment in football, however, is difficult to maintain, even in the best of times. The current economic situation is making it even harder for college athletic departments to sponsor multiple sports, including football. Some schools have opted to raise student fees and provide athletic departments with other subsidies to help continue to field varsity sports (Longman, 2009). Other schools have made substantial cuts. For example, Stanford University recently cut 13% of their athletic staff (FitzGerald, 2009). Harvard University's \$11 billion reduction in their endowment has forced the athletic department to reduce their athletic programs (Lavelle, 2010). The sports usually affected by cuts are nonrevenue programs such as golf, wrestling, and soccer. However, football has not been spared from the recent economic downturn. At season's end in December 2009, both Northeastern and Hofstra decided to drop their football programs after more than 70 years of competition (Armstrong,



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2009). Both schools cited the need to prioritize and redirect resources toward other academic and athletic programs. These and other schools that have chosen not to offer football feel that these financial resources can be better used for other purposes.

Despite the fact that many schools are making difficult decisions regarding cutbacks to athletic budgets, programs, and staff, a number of universities are still considering adding football to their athletic offerings, and university presidents report that they continue to receive pressure from various constituencies to do so (Knight Commission on Intercollegiate Athletics, 2009). A newspaper and internet search revealed that at least 38 universities in the past five years have either added or have begun planning to add football to their athletic programs, including those at NCAA Divisions I, II, & III, and NAIA-affiliated institutions as shown in Table 1.

Table 1 Colleges and University



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School	Location	Level	First Season
Anna Maria College	Paxton, MA	NCAA Division III	2009
Becker College	Leicester, MA	NCAA Division III	2005
Birmingham-Southern College	Birmingham, AL	NCAA Division III	2007
Campbell University	Buies Creek, NC	NCAA Division I—FCS	2008
Castleton State College	Castleton, VT	NCAA Division III	2009
Cleveland State University	Cleveland, OH	NCAA Division I—FCS	2012
Colorado State University	Pueblo Pueblo, CO	NCAA Division II	2008
Concordia University Ann Arbor	Ann Arbor, MI	NAIA	2010
Dordt College	Sioux Center, IA	NAIA	2008
Finlandia University	Hancock, MI	NCAA Division III	2012
Gallaudet University	Washington, DC	NCAA Division III	2007
Georgia State University	Atlanta, GA	NCAA Division I—FCS	2010
Grand View University	Des Moines, IA	NAIA	2008
Hendrix College	Conway, AR	TBD	TBD
Kentucky Christian University	Grayson, KY	NAIA	2008
LaGrange College	LaGrange, GA	NCAA Division III	2006
Lake Erie College	Painesville, OH	NCAA Division II	2008
Lamar University	Beaumont, TX	NCAA Division I—FCS	2010
LeMoyne-Owen College	Memphis, TN	NCAA Division II	2011
Lincoln University	Oxford, PA	NCAA Division II	2009
Lindsey Wilson College	Columbia, KY	NAIA	2010
Marian College	Indianapolis, IN	NAIA	2007
North Carolina Wesleyan	Rocky Mount, NC	NCAA Division III	2005
Notre Dame College	South Euclid, OH	NAIA	2009
Old Dominion University	Norfolk, VA	NCAA Division I—FCS	2009
Pacific University	Forest Grove, OR	NCAA Division III	2010
Presentation College	Aberdeen, SD	NCAA Division III	2011
Seton Hill University	Greensburg, PA		2005
St. Vincent College	Latrobe, PA	NCAA Division III	2006
Stevenson University	Owings Mills, MD	NCAA Division III	2010
SUNY Maritime College	New York, NY	NCAA Division III	2006
The College of St. Scholastica	Duluth, MN	NCAA Division III	2008
Univ. of Texas at San Antonio	San Antonio, TX	NCAA Division I—FCS	2011
University of New Haven	West Haven, CT	NCAA Division II	2009
Univ. of North Carolina at Charlotte	Charlotte, NC	NCAA Division I—FCS	2013
University of North Carolina at Pembroke	Pembroke, NC	NCAA Division II	2007
University of South Alabama	Mobile, AL	NCAA Division I—FCS	2010
University of the Incarnate Word	San Antonio, TX	NCAA Division II	2009



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Colleges and universities are creating football exploration committees and even contracting with consulting companies that generate football feasibility studies that have cost as much as \$65,000 (Grillo, 2007). Clearly the effort and investment required to explore adding football during this economic climate shows that some university trustees, presidents, and other influential parties see football as a potential asset that can benefit the entire institution.

### Beyond Finances: Multiple Benefits of Football

While financial benefits may provide the primary impetus for developing football programs, there may be some additional benefits that this sport brings (or is perceived to bring) to campus. Student recruitment, media exposure, and increased prestige are some of the common benefits that are attributed to big time college football (Roy, et al., 2008). Football has also been thought to rally a community of students, faculty/staff, alumni, and area residents around a common cause: victory for their alma mater or favorite college team (Toma, 2003).

Both tangible and intangible benefits from football can affect the status and viability of the universities in which they reside. Kretchmar (2009) referred to these perceived benefits among others as institutional values. Institutional values can sometimes be emphasized more in athletics-related decision-making than their counterpart, identified by Kretchmar as educational values. Educational values are associated with the lessons and skills that are learned from participating in sport— from training, practicing, competing, traveling together, and so on (Kretchmar, 2009). While football may be, and usually is, used to enhance both types of value, either institutional or educational values may take precedence. Kretchmar argued that institutional ends often trump educational objectives, particularly when other sports are cut while additional resources are funneled into football and basketball. But the fact remains that football is commonly associated with powerful institutional values. For Presidents who have to worry about the welfare of their institutions, the addition of football (even during economic downturns) may still emerge as a promising, and perhaps even necessary, strategic option.

While many different types of colleges and universities are looking to add football, of particular interest is a sector of schools that have traditionally been known as “commuter universities” (e.g., Georgia State in Atlanta, GA, The University of Texas at San Antonio). These schools are typically urban or suburban and attract local students, but they do not provide many of the on-

campus amenities found at so-called residential universities. Commuter universities typically do not have a great proportion of students who live on or around campus, but rather accommodate individuals who commute from work and residences in the surrounding areas. With a lower number of students on campus during the evenings and weekends, fewer traditional campus activities are offered compared with residential universities..

With more online and community colleges also attracting students, these commuter universities are facing increasing levels of competition. One response to this competition has been to increase efforts to enhance the campus experience. Accordingly, some of these schools are adding or planning to add football as a part of a larger strategic effort to create a “better college product” for potential consumers. That is, football is perceived by some to be a tool for gaining a competitive advantage in a crowded college marketplace (Roy, et al., 2008; Smart & Wolfe, 2000). This fact raises two important issues that will receive attention in this article., . First, it is important to understand the perceived benefits associated with a football program. Or to put the matter in the form of a question, in what specific ways is football perceived to enhance the overall college product?

A second, but related issue is the strategic rationale for adding football. Management literature speaks to two theories that provide explanations for the implementation of competitive organizational strategies. One of them, the resource-based view (RBV), suggests that organizations seek to find resources that are valuable and hard to imitate to gain a competitive advantage (Barney, 1991). Under this view (which is more thoroughly outlined in the subsequent section), one would expect to see colleges looking for ways not just to add football, but to make it distinct, nonimitable, and aligned with other campus strategies geared toward attracting students. Another approach called Institutional Theory, suggests that organizations add a resource if they feel that other organizations offer it, and that any failure to follow suit puts them at a competitive disadvantage (DiMaggio & Powell, 1983; Goff, 2000). Under this theory, one would expect efforts to be made not at distinction or strategic integration, but at adding the resource with minimum cost (Goff, 2000).

When a RBV perspective is used, organizations can often grow in their creativity and new products or resources often blossom from innovative thinking (Barney, 1991). Colleges who adopt this perspective may find new ways to enhance their student experience via football or other strategic means. On the other hand, when an institutional perspective is used, creativity is often stifled, and organizations can become myopic in their

thinking. Colleges who adopt this perspective may close off options for other solutions for enhancing campus life by adopting or copying practices that are already in place at other schools. While some have suggested that football is or can be used as a new and creative strategic resource on college campuses (e.g., Goff, 2000; Roy et al., 2008), we will argue that in most cases adding football has become attractive for reasons supported more by institutional theory than a resource-based view. This has the effect, among other things, of stifling innovation and creativity in looking for ways to enhance institutional and educational value on campus.

### Theoretical Framework: Strategic Management

Admittedly, higher education is more than a business, and marketplace advantages over other academic institutions can be gained in ways that are compatible or incompatible with core values and purposes of higher education. Nevertheless, such strategic positioning is essential for college and university administrators. Leaders of institutions must look at potential assets like football in ways that transcend their purely educational value. As noted, one such perspective on strategic management is identified as the resource-based view (RBV). RBV has its roots in economic and business literature seeking to explain success in terms of capabilities or assets that are specific to a firm or organization. As explained above, according to the RBV (Barney, 1991), firms identify and use a particular resource to gain a sustainable competitive advantage over other firms in their particular marketplace. That is, RBV theorists argue that the key to gaining an advantage over other firms is to possess and deploy certain key resources in the marketplace (Fahy, 2000). Not every resource, however, is considered a key competitive resource. Barney (1991) stated that resources must be valuable, rare, hard to imitate, and not substitutable. Similarly, Fahy (2000) argued that advantage-creating resources include not only the resources themselves, but also their specific characteristics and the implementation thereof.

One example of the application of RBV to college athletics can be found in Smart and Wolfe's (2000) research where the authors argued that athletic programs in and of themselves were not a source of sustainable competitive advantage. Rather certain elements in the appropriation of teams were able to create an advantage, elements that were perceived as valuable by the consumer, that were not easy to replicate, and that were relatively rare. Such resources are difficult both to find and implement. Particularly in this tight economy, universities seeking a competitive edge among their peers by adding and deploying football on their campuses, yet without ensuring that

their product is valuable, rare, and nonimitable, will probably not gain a competitive advantage. Those resources, it can be argued, could be used more effectively elsewhere.

For strategic growth in a field or industry, using a resource-based view, firms must find a balance between effectively using the resources they already have and developing new resources (Wernerfelt, 1984). Current resources can and should be reinvented and transformed to help maintain effectiveness (Auh & Menguc, 2009). For example, universities may see the addition of football as a way to create a new resource while continuing to employ current athletic, academic and social resources to recruit students, earn prestige, and/or build a sense of community. Thus football would be integrated into an overall strategic plan using both new and current resources.

While RBV is a useful conceptual framework for analyzing the addition of football programs at colleges and universities, strategic implementation based on this theory has its limitations. One of the strengths of strategy based on RBV thinking is that it promotes the creation of resources (in this case new football programs) that enhance competitive advantage. Another strength is that firms (e.g., universities) can transform their image with the addition of a resource like a football team. An RBV strategy can also help an organization, particularly at the institutional level, create a unique position or niche within their industry.

However, RBV based strategies also introduce some challenges. For example, adding a new resource can be risky. If a school or an organization decides to add a major component as a new resource, and if that new component fails (including a lack of buy-in from important stakeholders), then the organization will have wasted much time, money, and effort. . In addition, administrators and leaders may have to spend yet even more time and money to correct their mistake and change strategic directions.

Another weakness of RBV specifically with regard to football programs is that other universities may be able to accomplish the same objectives (e.g., build a sense of community, build prestige, or recruit students) using other resources (Priem & Butler, 2001). This becomes problematic if those other strategies are more effective at achieving the objectives and/or less expensive to implement. Last, RBV strategies are challenging because as the resource at issue becomes more imitable, it loses its distinct advantage and uniqueness. While it may be a testament to a football program's success and

a compliment when imitated, over time the asset becomes less valuable because other universities are able to copy it for themselves.

Unlike RBV, which stresses economic rational choices, institutional theory is characterized by normative rational choices (Oliver, 1997). According to Auh and Menguc (2009), institutional theory suggests that the actions of organizations are "shaped by social influences and pressures to conform" (p. 758). In addition, institutional theory argues that organizations are likely to become increasingly similar in structure, culture, and output as the result of coercive, mimetic, and normative isomorphic pressures (DiMaggio & Powell, 1983). Thus, when organizations find a "key resource" it is often copied by other organizations until it becomes institutionalized. At this point other organizations may feel coerced to adopt that practice or resource whether it is efficient or optimal for their particular circumstances.. These organizations adopt the practice to maintain a sense of legitimacy and maintain or enhance prestige in their respective field or industry. In a sense, institutional theory suggests that organizations do not so much pursue competitive advantage, but seek to minimize competitive disadvantage. Such could be the case with college football. Its presence does not create an advantage over a nearby school, particularly one that also has football. But its absence may create a perception that it is not a fully legitimate or complete university. If it does not offer its students the opportunity to play or watch football, a major part of what is valuable about college life in the United States will be missing. The normative pressure to conform is considerable.

An example of the application of institutional theory in sport lies in Kikulis's (2000) research on governance changes in national sport organizations. Kikulis argued that pressure from the government, legal organizations, and the Canadian people influenced the changes that national sport organizations (NSO's) made to earn a sense of legitimacy and competency. As the organizations began to grow in size, more organizational structure was needed and the different NSO's began to see the advantage of becoming more structured with a volunteer board and a paid executive to help make important decisions. Thus, there was pressure for other NSO's to align with current industry trends, and soon all the NSO's adopted similar structures without regard to the effectiveness of that structure for their particular organization or situation.

This process can also be seen in universities that are contemplating the addition of football. Current students and alumni want to attend football games and socialize at these events. Board members and administrators hope to earn additional revenue through the sport. Admissions officers

expect to receive more applications because of the addition of a football team. When supporters of a college without football watch a peer institution with football seemingly flourish, they may well conclude that the perceived disadvantage needs to be eliminated. There are a number of potential advantages and disadvantages of decision-making based on institutional theory. One advantage is that institutional theory can identify best practices for a certain field or industry. When one organization is doing well by using a particular practice, other firms can mimic that practice and boost their performance. For instance, in college athletics, a number of “best practices” related to department structure, operations, and compliance have been identified..

One prime example is related to game day security at on-campus athletic venues. Currently, facility managers of major stadiums can use a 38 point checklist for game-day security operations that was developed in the years following the terrorist attacks of September 11, 2001 (Pantera et al., 2003). Institutionalization can also help establish standards or benchmarks against which organizations can measure themselves. For instance, most universities submit to an external accreditation process to show others that they meet minimum standards in education and are accountable for their commitment to higher education (Harvey, 2004).

However, one of the major disadvantages to institutionalization is that it may lead to a lack of creativity and increased homogeneity among similar institutions. This can ultimately lead to stagnation and decline within an industry (DiMaggio & Powell, 1983; Kikulis, 2000). If all universities looked the same and developed the exact same athletic department model, then there would be nothing unique and it would be quite difficult for anyone to gain a competitive advantage in terms of university athletics. In addition, if the major investment of adding football is perceived as the only way to build a sense of community or increase university prestige, then it may stifle the creative thinking of other methods for building community and may limit the resources to fund future community building initiatives.

Another disadvantage is that institutionalization can make it difficult for organizations to make a drastic policy or structural change even if it is ethically correct. For instance, in the southern region of the United States, it took many years of slow change before many universities allowed African Americans to play college football due to institutionalization and social pressures for conformity to the status quo of segregating blacks and whites (Borucki, 2003).

Considering the major investment involved in starting a football program at a university, and the large number of schools who are undertaking this endeavor even in an unfavorable economic climate, it is important to understand the factors underlying these decisions from a strategic perspective. Many university presidents and administrators believe that football can provide major benefits to their university. Exactly what are these benefits and how certain are these universities about actually reaping these them? Why are these benefits so important and is football the only (or best) method for achieving these benefits? Toward the ultimate strategic end of maintaining growth and vibrancy in college athletics, it is important to understand if these motivations are driven by a need to gain a competitive advantage or merely a way of universities to keep up with the status quo.

#### Method

##### *Sample*

The sample frame for this study included all NCAA Division I schools that added (or considered adding) football over the past five years. Division I offers the highest level of competition in all of college sports and requires the greatest financial investment for the purpose of funding teams. Eight Division I level universities in the past five years have explored and/or made the decision to add football to their athletic program (see Table 1). The football feasibility studies from six of the eight universities were acquired through inquiry and public records. These included Cleveland State University in Cleveland, OH (Carnegie = Doctoral/Research Universities), Georgia State University in Atlanta, GA (Carnegie = Research Universities), University of South Alabama (South Alabama or USA) in Mobile, AL (Carnegie = Master's Colleges and Universities), Old Dominion University (ODU) in Norfolk, VA (Carnegie = Research Universities), The University of North Carolina at Charlotte (UNC Charlotte; Carnegie = Doctoral/Research Universities) and The University of Texas at San Antonio (UTSA; Carnegie = Master's Colleges and Universities). These are all public universities that offer bachelors, masters, and doctoral degrees and have substantial undergraduate enrollments (Carnegie Classifications for enrollment profile range from Majority Undergraduate to Very High Undergraduate). These universities were all established during the 20th century and each has between 14,000 and 30,000 students currently enrolled. All are located in urban or suburban settings and, with the exception of UNC-Charlotte, all carry a Carnegie Classification for size and setting of L4/NR, that is, large four year, primarily nonresidential institutions.

#### *Procedure*

Qualitatively oriented content analysis was employed to assess the perceived benefits of football on campus and the strategic rationale used to substantiate the feasibility of such additions. In this analysis we present a picture of strategies employed by several universities and the way they understand and communicate these strategies. It is important to note that this study is not aimed at testing hypotheses or creating statistical inferences from the data (Miles & Huberman, 1994), but in exploring reasons cited by universities for adding football and how such thinking shapes and constrains their strategic planning as an organization. Each feasibility study was carefully reviewed and coded for themes related to benefits and strategy. While the feasibility studies were contracted with outside vendors and likely contain some voice of the preparer, according to the methodological sections of these analyses, the reports reflect and represent the voices, attitudes, and perspectives of critical stakeholders on each campus.

Thus, this source of data represents an available, condensed and compiled version of the shared perspectives regarding the desirability and feasibility of football on campus (Kozlowski & Klein, 2000).

Using procedures outlined by Carley (1993), the analysis of phrases was preferred over individual word counts or frequencies because they better capture broader themes related to values and strategies. Previous literature has identified at least five such themes related to benefits of college football: financial contributions, prestige, sense of community, media exposure, and student recruitment (Goff, 2000; Roy, et al., 2008; Sperber, 2001; Toma, 2003; Zimbalist, 1999). Table 2 displays the definitions of each benefit and a sample phrase that was coded accordingly. Utilizing these concepts, and with openness to other potential benefits that might emerge from the data, individual phrases from each feasibility study were coded and the frequency of each concept was recorded as it appeared in the document (Carley, 1993; Neuman, 2000). The frequency of each of the concepts (by phrase) was recorded for each university and those results were aggregated for the overall study. The counting of concepts helps demonstrate their relative importance, yet is not used for statistical inferences (Berleson, 1952).

Qualitative content analysis of phrases was also used to detect themes regarding strategic orientation, that is, RBV or institutionalization. As reviewed in the theoretical framework, it was assumed that the universities under investigation adopted one of these two strategic perspectives. Using these two themes, phrases from each feasibility study were coded and the frequency of each theme was recorded to demonstrate its relative

importance to the overall strategic decision and to understand the rationale for adding football on campus. The frequency of the themes was recorded for each university and those results were aggregated for the overall study. Sample statements reflecting each theme are presented in Table 3.

Table 2 Perceived Benefits of Adding Football

Perceived Benefit (Code)	Definition	Example Phrase
Sense of Community (SOC)	The perceived benefit that sport and football in particular bring numerous people together to form a group that develops cultural norms and traditions.	"The representatives envisioned the football program as the tool that would bring the student body together for a common cause and help cultivate the culture of GSU into a 'real university'."
Financial Benefit (FIN)	The perceived benefit that sport and football in particular can add additional revenue streams and increases donations to the university.	"Alumni donations to a school are very important, and are critical to the success of a football program. Almost fifty percent of the alumni said they would be willing to give financial contributions to the school to help support a football program during the first five years."
Prestige (PRES)	The perceived benefit that sport and football in particular can enhance the prestige and create a more favorable perception of the university.	"Consistently it was expressed that football would help increase the public perception that UNC Charlotte is a great institution."
Media Exposure (ME)	The perceived benefit that sport and football in particular can increase coverage and promotion of the university through multiple forms of media.	Recognition of the University can also be enhanced nationally through having successful sports teams. Participation in a new conference, the Colonial Athletic Association, starting in fall 2005, will provide exposure to Georgia State in the large media markets of Boston, New York, Philadelphia and Washington, D. C."
Student Recruitment (SR)	The perceived benefit that sport and football in particular can increase student applications, enrollment, and attract more athletes.	"Sixty-nine percent of the faculty believe that a football program will help student recruitment at the University."

Table 3 Strategic Motivations for a University Adding a Football Program

Strategic Motivation	Definition	Example Phrase
Resourced-Based View	The motivation of adding football to create an inimitable resource that will generate multiple benefits and add value to a university.	"A case can be made that the energy devoted to and generated by athletics can be a real asset to the 'collegiate' aspirations expressed in the University's Strategic Plan..."
Institutionalization	The motivation of adding football because of pressures to conform to a certain standard due to a perceived competitive disadvantage from not having a football program.	"The most basic question for the University is, 'Given our location in the state of Texas whose people have an extraordinary interest in college football, will UTSA ever be considered a leading university without sponsoring a successful and visible football program?'"

The feasibility studies were coded manually by one researcher, and spot coded by the second researcher to check for interrater reliability of coding—both in frequency and in meaning and interpretation of phrases (Marshall & Rossman, 2006; Neuman, 2000). Coding and themes were discussed until complete agreement was reached. All data were then entered into a spreadsheet to assist with sorting and calculating frequencies of the themes.

### Results

#### *Perceived Benefits*

The thorough content analysis of the feasibility studies showed that sense of community was the leading perceived benefit of adding a college football program. This theme was mentioned 68 times throughout all of the feasibility studies and also led the frequency count of all themes for four of the six universities studied. Student recruitment was the next most mentioned perceived benefit, appearing 31 times throughout the feasibility studies. Financial gain was third (appearing 28 times), followed by prestige (26 times), and media exposure (19 times).

Sense of community was a dominant theme overall and the most frequently mentioned value in the feasibility studies for Georgia State University, UNC Charlotte, University of South Alabama, and Cleveland State University. In

contrast to these four universities, Old Dominion University's rationale mentioned sense of community twice, but had five mentions each of financial and prestige benefits. UTSA mentioned prestige benefits five times compared with only four mentions of sense of community.

The universities studied felt, in general, that football could provide a stronger sense of community and create a more energetic atmosphere on campus. Georgia State's study stated, "College football programs can play a large role in building a sense of identity generating excitement for/about a school" (pp. 4, Section 3). It Table 3 Strategic Motivations for a University Adding a Football Program Strategic Motivation Definition Example Phrase Resourced-Based View The motivation of adding football to create an inimitable resource that will generate multiple benefits and add value to a university. "A case can be made that the energy devoted to and generated by athletics can be a real asset to the 'collegiate' aspirations expressed in the University's Strategic Plan..." Institutionalization The motivation of adding football because of pressures to conform to a certain standard due to a perceived competitive disadvantage from not having a football program. "The most basic question for the University is, 'Given our location in the state of Texas whose people have an extraordinary interest in college football, will UTSA ever be considered a leading university without sponsoring a successful and visible football program?'" also stated, "A football program can provide national exposure for the University and develop a sense of community and school spirit among members of the student body" (C.H. Johnson Consulting, 2006, pp. 7, Section 3). South Alabama's President felt that a football program and a school marching band "...serve as a catalyst for a wide range of student life activities, from tailgating to homecoming to any number of related experiences" (University of South Alabama, 2007a). Meanwhile, Cleveland State's feasibility study suggested that, "...football presents the opportunity to provide an enhanced student experience and create an engaged community of students, faculty, staff, alumni, and external community members" (Cleveland State University, 2009, p. 3). Essentially these schools felt that football would enhance student life on campus and also draw alumni and people from the surrounding community to the university (at least on football game days). This enhancement was viewed as a way to make their university more residential and thereby more attractive to nonlocal students.

While sense of community was the most dominant theme, student recruitment was also a major motivation for adding a football program. Facing competition with other schools in their respective states, these universities felt that football would allow them to recruit more men to their

university (to try out for and/or play football) and also attract more students in general. UNC Charlotte wanted to use football to connect to potential applicants and argued that “Many applicants and alumni are drawn to universities with football teams in search of the excitement of attending games and other activities”(University of North Carolina at Charlotte, 2008, p. 3). Old Dominion University’s survey (n = 4,000) revealed that over 80% of survey respondents felt that football would enhance ODU’s ability to recruit students and student athletes (PricewaterhouseCoopers, 2005). These feasibility studies argued that prospective students and student-athletes (football and nonfootball) are attracted by major football programs, and that both applications and enrollment would increase as a result of adding a team.

The universities in this study also indicated that the addition of a football team could garner increased media exposure for the athletic program and the university as a whole. They felt that football programs would receive opportunities to be featured locally and regionally on television, radio, internet sites, and newspapers. UNC Charlotte said, “The addition of football can be a significant element in the branding of the University. Further, successful Division I-A and competitive play at higher levels attracts national attention” (University of North Carolina at Charlotte, 2008, p. 4). This media exposure was also perceived to be related to revenue generation. Georgia State expressed, “The increased energy and attention generated from a significant program expansion should benefit all of the teams, and all of the teams must contribute to the effort to generate audience, revenue and publicity” (C.H. Johnson Consulting, 2006, p. 4 [Section 2]). Thus universities could leverage football to thrust themselves into the media spotlight, and the ensuing recognition that would come from it.

Most of the universities felt that adding a football program would enhance the prestige of the university. UTSA stated that, “increased media exposure [from football] should enhance the University’s image and recognition” (Carr Sports Associates, 2006, p. 5). The universities generally sought to be held in a higher regard by other institutions and their surrounding community. UNC Charlotte’s feasibility study stated, “...football would help increase the public perception that UNC Charlotte is a great institution.” (University of North Carolina at Charlotte, 2008, p. 4). Typically the universities in the study, sought to use football as a way to enhance the perception of the school as a “real university” in the eyes of consumers, potential students, and the community at-large.

In addition to the intangible benefits of adding football, these universities also desired financial benefits. They saw football as a vehicle to increase athletic revenues and increase gifts and donations to the school. "UTSA anticipates that Division I-AA and especially I-A competition would draw increased [financial] support from alumni, the corporate sector, and the community at-large"(Carr Sports Associates, 2006, p. 5). At Cleveland State, the university argued that "FCS football is economically feasible...[and] data from similar universities demonstrates the financial feasibility of adding football" (Cleveland State University, 2009, p. 4). Thus, not only did universities think they could afford to add a major college football program, but they also saw it as a way to bring in additional monies to their universities

### *Strategic Motivation*

As for the strategic motivations behind adding football, the feasibility studies indicated phrases related both to a deficit reduction (institutionalization) and a strategic resource (RBV) approach. Phrases indicating a strategic resource approach were found 19 times through the feasibility studies. While not the dominant theme in the feasibility studies, it was still mentioned by most of the schools. For example, Georgia State University noted, "A case can be made that the energy devoted to and generated by athletics can be a real asset to the 'collegiate' aspirations expressed in the University's Strategic Plan..." (C.H. Johnson Consulting, 2006, pp. 3, Section 2). Clearly the language in the statement displays Georgia State's desire to leverage this resource for the perceived benefits the university desires. The University of South Alabama stated, "...a football program would provide the University a venue through which it could create a marching band program and other student life programs deemed desirable by current and potential students as an outlet for their interest and talents, as well as a public point of pride for their institution..." (University of South Alabama, 2007b, p. 1). Cleveland State University said, "The addition of football would complement the department's other 17 sports and would not detract from existing investments in those sports" (Cleveland State University, 2009, p. 4). Thus, the universities considered football as a resource that could be strategically leveraged for additional ends.

Phrases that characterized institutionalization or a "keeping up with the Joneses" approach were found 32 times in the feasibility studies. UTSA and UNC Charlotte mentioned these kinds of strategic factors most prominently. For example, in UTSA's feasibility study, it stated, "The athletics competitive market also involves the actual sports contests. The strong desire to win and

gain recognition drives the upward spiral of emphasis and expense in salaries, capital outlay and operations.” (University of Texas at San Antonio, 2007, p. 5). Schools like UTSA that are involved in NCAA Division I athletics are under pressure to remain competitive athletically with schools in their conferences and division level; they need increasing financial resources to continue to recruit talented athletes and coaches and build a better athletic infrastructure. Georgia State also stated that “Competing in Division IAA [now FBS], in the CAA (Colonial Athletic Association), would give the opportunity to compete for a national championship with like-minded programs (C.H. Johnson Consulting, 2006, p. 4). Even though Georgia State currently competes for national championships with similar programs in other sports, football is perceived as having the most prestige and the university feels that the addition of football will allow them to keep pace with other peer universities at the Division I level.

The reports also indicated that the schools felt disadvantaged by not having a football team at their respective universities. For example, UNC Charlotte provided five (5) ramifications of not adding a football program: 1) lack of conference expansion (that is dependent on the potential of increased revenues from football playoff television contracts), 2) possible backlash from alumni who strongly desire a football program, 3) lack of connections to alumni, 4) restricted growth of the athletic program (due to a lack of athletic prestige relative to the academic rigors of the university), and 5) lack of an opportunity to draw the surrounding community to the campus (University of North Carolina at Charlotte, 2008). Thus, universities are feeling pressure to conform not only to student and alumni expectations, but also to the expectations and motivations of schools in their athletic conferences and geographical area. For example, Georgia State University felt that their location in downtown Atlanta, GA near Georgia Tech and within driving distance from the University of Georgia forced them to consider adding football to help their university grow in prominence from an academic and cultural perspective (C.H. Johnson Consulting, 2006). To remain competitive (both on and off the athletic field) with their more prestigious and popular peer institutions, universities like Georgia State, UTSA, and Old Dominion are feeling the pressure to add football.

### Discussion

The narratives and themes that emerged from the football feasibility studies raise awareness of universities’ strategic motivations and the most influential factors in their decisions to add a NCAA Division I level football programs to their athletic departments. The types of benefits revealed in this study were

fairly consistent with those in other studies (e.g., Roy et al., 2008). Certainly the abundance of these benefits suggests that football is perceived by the institution as being a worthwhile addition to a university's athletic department. Most of the universities in the study felt that the potential benefits—both monetary and nonmonetary—generated by football justified the financial costs associated with the implementation and maintenance of a Division I program. Thus, many of these commuter universities thought that adding football was the best strategy for elevating them to the status of a "real university."

Commuter schools obviously are feeling the pressures to conform to the perceived higher standards and prestige of noncommuter schools. Athletic program offerings and the competitiveness of those offerings are often perceived as an area of disparity between these nonresidential schools and more "complete" campuses. The presidents and board members of commuter universities seem to think that athletics can provide benefits and improve their reputation more readily than other potential strategic initiatives. They also indicate that initially enhancing athletics eventually aid academics due to the prestige, increased marketing, and increased funding generated by a strong athletic program (cf., Roy et al.; 2008; Zimbalist, 1999). While some commuter schools have increased their on-campus housing to encourage more students to reside on campus (e.g., Old Dominion, UTSA), they also seem to think that a football program will incentivize campus residence and provide the "complete" campus experience for these residential students. Thus, not only will current students be more satisfied with their college experience, but also more prospective students will be attracted to the university.

Though there were multiple perceived benefits of adding a football program, including financial gain, the overwhelming benefit mentioned was the creation of sense of community (SOC) on campus. All of the schools in this study are, in one way or another, in transition from commuter to residential campuses. They want to keep current students living on campus longer, and they want to attract more students who would consider going to a more residential campus. In the minds of the administrators and boards of these universities, they appear to think that football is the best method (or at least one of the best methods) for creating a sense of community that is currently lacking on campus and will bring students, alumni, faculty, staff, and the surrounding community together.

The fact that sense of community was mentioned as a perceived benefit was not necessarily surprising. However, the fact that it was the primary benefit

for the group of universities in this study was quite interesting and indicates a departure from the economic and visibility arguments that have dominated previous discussion of the benefits of football (Roy, et al., 2008; Sperber, 2001).

Another interesting finding was the fact that student recruitment was the second most mentioned perceived benefit in all of the feasibility studies. In previous literature, student recruitment was one of the least mentioned perceived benefits of a major college football program (Roy, et al., 2008; Zimbalist, 1999). The universities in this study clearly perceive a need to boost overall applications and enrollment and also possibly attract more males to their campuses either as potential student-athletes or students with an interest in football and major college athletics. The rationale behind adding football for student recruitment seems to be that administrators think that students who have a choice of attending their school or another school that is equal in academic prestige tend to choose the school that offers them the best chance at experiencing college football and athletics in a positive social setting. Thus, if they do not offer football, they are at a recruiting disadvantage relative to those schools that do. These public institutions also may feel pressure to increase enrollment to garner more tuition monies and thereby justify increased funding from the state for academic programs.

Quite surprisingly, the feasibility studies were also completely lacking in discussion or even mention of the educational benefits of football programs. In fact, if one did not know that these were feasibility studies for universities, one would have no indication that they were dealing with matters related to education at all. The reports indicate that universities benefit from football in ways that are not directly related to the educational purpose of the university (such as prestige, monetary benefits from multiple related revenue streams, and improved student recruitment). No mention was made of the potential educational benefits that might accrue to the football players themselves. While attracting more students could increase quality of students who can contribute to the campus educationally, and while attracting revenues may eventually trickle down to direct educational benefits, it is clear that these feasibility studies are about increasing institutional, not educational value at these universities (cf., Kretchmar, 2009). Using football for institutional, as opposed to educational enhancements, raises a host of questions about the fit between business and educational objectives and problems associated with this mixed model.

Regarding the strategic motivation and direction for adding football, the institutions use both resource-based view (RBV) and institutional arguments

as justification for the possible implementation of the sport. However, the missing elements and themes in the feasibility studies provided just as much insight as the themes that were well represented. For example, while both strategic arguments were present in the feasibility studies, a lack of specific directives for the type of football team, the quality, and the possible strategic niche was apparent. Most schools simply expressed a desire to have a football team and compete in the Football Championship Subdivision with the possibility of moving up to the Football Bowl Subdivision (FBS). Given the depth of the feasibility studies, it was surprising to find that there was no specific definition of a style of play or type of coach they wanted to pursue, or even a unique game day atmosphere that they wanted to create around the football team. Smart and Wolfe's (2000) research suggested that these kinds of elements (a specific style or coach or experience) were the kinds of factors that gave football programs a competitive advantage. If the universities in the study were truly approaching this decision from an RBV perspective, then one would expect more specific language in the studies about how football would create a specific niche and how it would differentiate itself from other schools. The differentiation would give the school a competitive edge because that school would have a resource that was unique and difficult to duplicate (cf. Barney, 1991). While the universities could have used stadium sites and facilities as well as coaching and/or game day atmosphere as points of differentiation that would set them apart from other universities, they failed to include any language that would support a RBV strategy. While the universities seemed to use this view as a justification for creating a football program, the absence of supporting strategic details reinforce the idea that this was clearly the minority strategy.

Approaching the arguments that the universities used to justify football from an institutional view, one would expect to see an emphasis on the areas of need or deficit for each school, and potential alternate solutions for addressing these areas. For instance, if there were a need to create a greater sense of community at the university, there may be multiple ways to accomplish this goal besides football (e.g., more social space for students, informal classes and activities that bring together students and community members, residential housing philosophy changes). It is unclear from their studies whether these universities tried these options and failed or whether they simply overlooked any alternate solutions. This lack of clarity also makes it difficult to determine whether increased pressure to add football was placed on the administration by trustees, donors, alumni, current students, or others.

It is also unclear if the football strategies will be the most effective ones. For example, if the universities want to attract more male students to the university, it is not a foregone conclusion that football is the best and most cost-effective way to achieve this end. Or, if these institutions are seeking ways to make themselves more attractive in a competitive educational marketplace, one could ask why there is not more emphasis on educational, rather than athletic initiatives? Yet, in the feasibility studies the universities did not raise these questions or analyze alternative solutions. The narratives, at the very least, could have provided other methods for solving problems such as enhancing the sense of community through other athletic programs already on campus, creating better facilities, adopting a better marketing and promotions strategy, or even possibly changing athletic conferences. Instead, football is identified as the cure-all for the universities' issues.

This can be problematic for universities because it fosters myopic thinking regarding solutions to key university issues. This myopic behavior imitates the actions of other schools rather than motivating and utilizing the creativity of university personnel to address the challenges of the university in a competitive marketplace. If sponsoring football at a large commuter campus turns out to be a "best practice," such conformist thinking will turn out to be shrewd strategy. If it is not, a school will have wasted valuable time and other resources that could have been put to better use in their unique situation.

An additional point of discussion is that the stated versus real motives for adding football cannot be ascertained through the method used in this study. One must assume that the feasibility studies represent the true intentions of the institution. It is possible, however, that presidents and other stakeholders may have additional motives or hidden agendas that were not made public, as university presidents must deal with the pressures of moving forward with these decisions despite conflicting motives by external stakeholders such as board members and boosters (Knight Commission (2009). Thus, the immediate causes for studying the feasibility of adding football may transcend the values identified in this study. Feasibility studies, in fact, may be exercises related to decisions that, for the most part, have already been made, given the pressures that presidents face. Nevertheless, these pressures are exerted by individuals who perceive value in athletics generally and football specifically. These individuals too may be thinking primarily in RBV or institutional terms.

Another item deserves mention. Strikingly, the feasibility studies contained very little discussion regarding the possible negative consequences of adding

a football team. Narratives provided extensive detail regarding the possible benefits from a football program, but they seemed to gloss over possible problems such as the difficulty of managing in excess of one hundred male athletes, escalating costs of operating football in the long term, increased student binge drinking on game day, and student perceptions of special treatment of football players (Bormann & Stone, 2001; Glassman, Werch, Jobli, & Bian, 2007; Rees & Schnepel, 2009). In short these studies did not underline the fact that it may not always be wise or fiscally responsible for universities to try to “Keep up with the Jones.”

Interestingly, as stated earlier, this may also be why so much of the discussion on the benefits of football in these reports is focused on creating a sense of community rather than the financial benefits accrued from adding football on campus. Like many economic impact arguments surrounding sport events and facilities, universities may be realizing that their constituents are not buying in to the financial arguments in support of football. As Howard and Crompton (2004) argue, “Increased public skepticism with the contention that substantial economic returns accrue from such investments does not necessarily mean subsidies should not be forthcoming. Rather, it means the proponents of public subsidies are required to demonstrate that there are alternate sources of spillover benefits that justify them” (p. 161). In other words, can a university’s annual subsidy of over \$2 million to athletics be justified on grounds other than economic impact? In these feasibility studies, the sense of community, media exposure, and other indirect benefits of football are certainly being touted as important, maybe even critical, justifications for the addition of football, perhaps because these benefits are the most important to the university as a whole, or perhaps because they are the most palatable.

### Conclusion and Directions for Future Research

This study examined the strategic motives and perceived benefits sought by NCAA Division I universities when adding football to their commuter campuses. While the content analysis revealed that there were instances of RBV and institutionalization, there was no one clear strategic motivation for the addition of football. However, it appeared that institutionalization was a greater factor for universities than RBV. Many of the peer institutions of the universities in this study either had football in place or were making plans to add football. Thus, when these universities observed others going through this process, it provided strong impetus for them also to pursue the same strategy.

In terms of future directions for research, a longitudinal study of these universities would definitely broaden the understanding of the issue. For example, it would be informative to follow-up with the universities (e.g., interview or survey administrators, faculty, athletic staff, and students and/or conduct economic impact analyses) to determine how successful they were in adding football and test whether they were able to reap the benefits they perceived they would. Most often universities invest considerable effort in examining the feasibility with no review or evaluation after implementation; this would be an insightful area of inquiry. In addition, while the sample size for this study was purposive in investigating schools of similar size and market niche, such a design limited the sample size and scope. It may add value to investigate other schools in Division II and III of the NCAA and possibly NAIA schools to examine similarities/differences in the perceived benefits of football. Finally, to examine the institutionalization of football, it would be helpful to investigate universities that perceived similar deficits on campus (e.g., lack of community, low male enrollment), but instead decided to use other resources (i.e., not football) to address these challenges. It may be possible that other schools were able to identify other effective strategic resources to creatively address their issues on campus, and those resources should be examined from a competitive advantage perspective.

Universities that are pondering the addition of football to their athletic programs must proceed cautiously, carefully, and have a true strategic direction guiding their decision. First, schools must be aware and open with all the facts and details concerning the risks and rewards of adding football, and make a sound decision that is best for all stakeholders of the universities (e.g., students, faculty, staff, alumni). For instance, students may be concerned with fee increases, while faculty and staff might have concerns about how funding tradeoffs affect academics. Schools should consider input from all of these groups. Second, while football may be indeed be a strategic resource in some contexts (i.e., of value, nonimitable), it is imperative that universities not automatically turn to this resource just because it has been effective for other universities. The sport of football is a popular and attractive investment for universities that seek financial gain, media exposure, and prestige. However, administrators must not be locked into institutionalization or "Keeping up with the Jones's." Instead they need to be diligent not to look only at one sport, facility, or initiative as the solution to their problems. By looking beyond football, schools may be able to identify other resources that would be truly strategic and give them the competitive edge that they seek in a crowded marketplace.



### **APPENDIX C: Can College Athletics Fundraisers Generate More Revenue By Adjusting Their Tiered Reward System?**

*By Nels Popp*

Nearly all NCAA Division I development teams utilize tiered reward systems with donors. Tiered reward systems determine gift value levels, then offer donors better rewards as they increase their giving level. Ultimately, the goal of any tiered reward system is to incentivize those at lower levels to take action in order to move to a higher level and acquire greater benefits. An airline, for example, hopes their frequent flier tiered reward system incentivizes travelers to consistently book with their airline (rather than shop around), due to the allure of free flights or better seat upgrades.

Past research suggests ([Harbaugh, 1998](#); [McCall & Voorhees, 2010](#)) when donors give to programs with tiered reward systems, the large majority give only enough to put them into the desired tier. For example, if an athletics department requires a gift of between \$500 and \$1,499 to qualify for a tier which includes the ability to buy four football season tickets, the large majority of donors are going to give \$500 to \$600. Almost no donor is going to give \$1,450; instead, that donor is more likely going to give \$1,500 and move into the next tier, which (presumably) includes better benefits.

Because we understand this about consumer behavior, it is important for development staffs to strategically design their tiered reward systems, begging the question: How are the number of tiers or the minimum gifts required to join those tiers established? And more importantly, what would be the impact on donor behavior if those levels were manipulated? A few years ago, one of our Sport Administration graduate students here at the University of North Carolina, Javonte Lipsey, asked those very questions. Unable to find a great answer, Javonte turned his questions into a [graduate thesis project](#), the results of which we would like to share.

Uncovering the optimal number of reward tiers and price points for each of those tiers is not a simple question to answer. For example, some research related to online crowdfunding campaigns suggests utilizing fewer reward tiers is linked to greater goal achievement, ([Chen et al., 2016](#)) while other studies suggest online fundraising is more likely to hit a financial goal with more reward tiers ([Sattler et al., 2019](#)). Analyzing college athletics fundraising is complicated by the mediating effect of athletic success on donor giving. As just about anyone who works or follows college athletics [understands, departments with successful football and men's basketball](#)

programs (or the programs which draw the largest crowds for football), lead the way in donor giving (Humphreys & Mondello, 2007; Stinson & Howard, 2004). For example, according to the College Athletics Financial Information (CAFI) Database provided by the Knight Commission, the top 10 schools for donor contributions in 2019 were:

<b>Top Donor Contributions</b>			<b>Amount</b>
1.	Texas A&M		\$85.4M
2.	Georgia		\$52.6M
3.	Texas		\$51.2M
4.	Oklahoma		\$45.6M
5.	Florida		\$45.0M
6.	LSU		\$42.1M
7.	Florida State		\$40.3M
8.	Kansas		\$39.9M
9.	Iowa		\$38.6M
10.	Louisville		\$38.2M



Many of these schools have a history of success in football and play their games in some of the largest football stadiums in college sports. But when Javonte examined the number of reward tiers for 121 FBS schools, he found something a little unexpected. Football or basketball success was not

correlated with the *number* of reward tiers established by the development team. Similarly, there was also no relationship between the total value of annual donations and the total number of reward tiers. In other words, schools which have a lot of success (either athletically or in fundraising) are just as likely to have five reward tiers as they are to have 12 reward tiers. The same is true for schools which have not had much success. If the number of reward tiers were developed strategically, one would guess a pattern would emerge. That was not the case. In fact, when examining the average number of reward tiers among all the schools in his sample, the mean number of tiers was 8.8, with nearly 60% of schools offering either 8, 9, or 10 giving levels. Schools in the lowest quartile of total annual donation value had an average of 8.5 tiers. Schools in the highest quartile of total annual donation value had an average of 8.3 tiers. We are still not sure why 8 to 10 tiers seem to be the number of reward levels most schools offer. Our guess is that many institutions have not analyzed the impact of establishing different tiers on revenue. Instead, many likely opt to either imitate what other athletics departments are doing or they continue doing what has already been established at their school. If this is the case, in an age where sport organizations are now using advanced analytics and predictive modeling in a variety of capacities, it is likely an inefficient approach.

After Javonte's initial foray investigating fundraising reward tiers, a second graduate student of ours, Sarah Watson, took another stab at defining best practices in developing a tiered reward system. Sarah read Javonte's paper and noticed football and basketball success did seem to predict one thing: the mean minimum gift amount among all reward tiers. While interesting, this relationship didn't really tell us much because the mean minimum gift amount for all tiers was a poor practical metric. A school with five tiers and a school with 12 tiers might have the same mean minimum gift amount because it was calculated by simply adding up the minimum gift at each tier and dividing it by the total number of tiers. (For example, if a school had five tiers and the minimum gift for each tier was \$100, \$300, \$500, \$1000, and \$5000, the mean minimum gift = \$6,900 divided by 5 or \$1,380.) After thinking about this, Sarah came to the conclusion a better way to measure might be to use the minimum gift amount required to join the highest tier available. Regardless of whether a program offered five tiers or 15 tiers, all schools have a top tier. In addition, the minimum gift required to join the top level varied considerably, which is a good thing when it comes to developing predictive regression models. Among the 112 FBS schools in her dataset, the average minimum gift required to join the top donation level was \$35,818, but one school in her dataset required a gift of \$250 to join the top tier and another school required \$100,000. With such a range, we



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felt confident Sarah would see a relationship between the minimum gift required at this highest tier and the total amount raised. It seems logical that the more schools charged to join their top donor level, the more likely they would be to generate the most money.

We were wrong.

Sarah's models revealed no statistically significant relationship between total development revenue generated and the minimum gift requirement to join the top tier. Highly successful fundraisers are just as likely to charge \$5,000 to join their top reward tier as they are to charge \$50,000. Her results, seen in conjunction with Javonte's, support the notion that the manner in which tiered reward levels within FBS athletics departments are established is suboptimal and likely not maximizing revenue.

Another intriguing finding from Sarah's work was the factors which did predict the minimum gift requirement for the top reward tier. This amount seemed to be influenced by the prior season's football attendance, all-time men's basketball winning percentage, and household income in the region; all logical conclusions. Schools which draw a lot of football fans or have a historically successful men's basketball program establish a higher price point at their top giving level. They also set higher prices in parts of the country where income is highest. But Sarah also had variables in her model which were nonsignificant, such as Director's Cup standings or the number of athletics department Twitter followers. One would think such variables, which should serve as a proxy for overall athletic prowess or general popularity, should predict how much an athletic department is charging to join their elite donor level. Sarah found that not to be the case.

If the current system is not operating at maximum proficiency, as this evidence suggests, what can be done? We hope our results would lead to more discussions within athletics departments about how they have structured their system. But it also probably leaves many athletics administrators asking "So what is the optimal structure? How many tiers should we have? What should we be charging at each level?" These are excellent and logical questions. Currently, we don't have the perfect formula to provide that answer.

But we have a start.

Last year, a third graduate student of ours, Ashley Kavanagh, suggested she was interested in looking at issues related to development. After hearing

about Javonte's and Sarah's projects, Ashley decided she wanted to move their research line forward. She figured while schools have many different reward tiers and various price points, they all have one thing in common; an entry level. So she asked what impact would a change in price have on total number of donors and total revenue generated *at the lowest tier level*. To solve this specific riddle, she requested all NCAA Division I development teams to share one simple piece of data; the number of donors at their lowest giving level. Ultimately, 129 schools provided the information. Once she obtained that number from the schools, she then collected all the attributes she could think of which might impact how many people donate, such as football and men's basketball success, Director's Cup standings, conference affiliation, school enrollment, tuition costs, and other factors. In addition to these variables, she added two other key metrics: (a) the minimum gift requirement needed to join the lowest tier of the development program and (b) the total number of people working in development at a particular school. Among the schools in the dataset, the average number of donors at the lowest giving tier averaged 1,124. The minimum gift requirement necessary to join this tier ranged from \$1 to \$1,500, with a mean of \$94.19 (of note, 64% of schools set this minimum gift requirement at one of two price points, either \$50 or \$100). Development staff ranged from 1 to 44, with a mean of 8.

Ashley's model explained more than 73% of the variance in total number of donors at the lowest reward tier, which is considered a highly predictive model. Perhaps most impressive, however, was that after controlling for factors like athletic success and conference affiliation (which allowed her to compare Alabama to Akron), the total number of development staff and the donation amount required to join the lowest tier still explained more than 20% of the variance in total number of donors, which was a terrific statistical outcome. The results from her model suggest for every additional development employee hired, athletics departments would see an additional 99 donors at the lowest giving tier (additional staff are likely to increase the number of donors at higher levels as well, but Ashley was not able to test for that with this model). And for every \$1 increase in the minimum cost to join a development program, an athletics department is likely to see four fewer donors at the lowest tier. In other words, a school with 3,000 donors giving the minimum gift of \$100 to join the program hypothetically generates \$300,000 at the bottom tier. If this same school increased the minimum gift to \$150, they would likely lose 200 donors, but would generate \$420,000, a 40% increase in revenue. At a school with far fewer donors, the opposite is likely to occur. For example, if a school has 300 donors and a minimum gift requirement of \$150, they hypothetically generate \$45,000 at this level.



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Raising the gift level to \$175 would likely cost them 100 donors and bring total giving down to \$35,000 but lowering the minimum gift requirement to \$100 is likely to add 200 donors, which would generate \$50,000 (and nearly double the number of donors now in the lowest tier).

Predictive models like the ones utilized in these three graduate theses are not perfect. The greater number of variables included, the stronger the validity and reliability. But what these models clearly illustrate is the need for greater analytical rationale behind the development of the tiered reward models used in college athletics fundraising. We have already seen the secondary ticket market clearly demonstrate a need for better ticket pricing strategies in college athletics, something many departments are beginning to embrace. The same should be said regarding the continued need to apply analytics to development. Data should be driving, or at least guiding, the decision-making process if administrators want to maximize revenue during this pivotal time for college athletics.

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