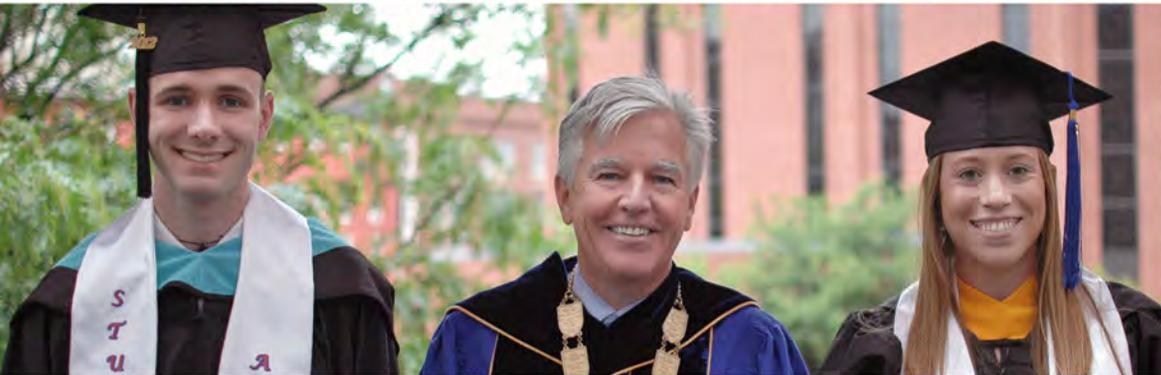


# UMASS LOWELL RIVER HAWKS

January 2013



**Vision 2020: A Strategic Plan  
for Division I Athletics**



# University of Massachusetts Lowell Strategic Plan for Athletics and Recreation

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### **UMASS LOWELL – A CAMPUS ON THE MOVE**

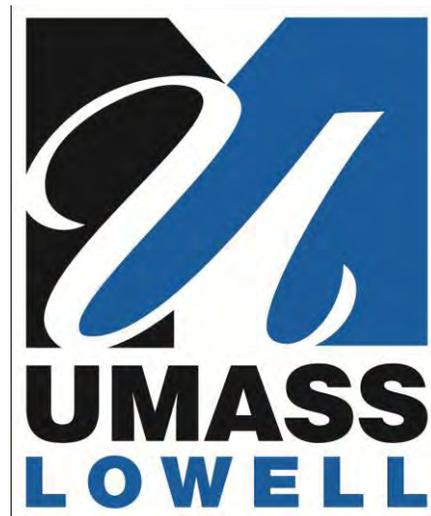
UMass Lowell has been called a “campus on the move” with good reason. In recent years, the University has surged forward by every important measure of higher education: academics, research, fundraising, globalization, recruitment, retention, diversity, campus life, engagement with the community and the range of new and renovated facilities. The London Times ranked the University of Massachusetts 17 out of the top 200 institutions worldwide, and US News & World Report ranks UMass Lowell among the top 200 national research universities.

Currently 9,425 undergraduate students attend UMass Lowell, representing 31 states and 50 countries. The student body consists of 62% men and 38% women. As a public institution, UMass Lowell remains one of the more affordable educations in the Commonwealth of Massachusetts (approximately \$23,000 for resident students/\$35,000 for out-of-state). The quality of students has increased since 2007, as shown by a 40 point increase in SAT scores for incoming freshmen over the past five years.

There has also been a 37% increase in student enrollment with a heavy emphasis on bringing the resident population to 50%.

A challenge facing all colleges and universities is the need to expand beyond the regional recruiting strategies of past years. Competition for students has increased as the number of high school graduates has declined. To address this concern, UMass Lowell has developed a strategy to more effectively spread the University’s name across the United States and the world. Many institutions have achieved this level of recognition utilizing athletics programs.

Athletics is now seen as a way to raise awareness of the University through media attention and coverage. When the field hockey team wins an NCAA championship or the hockey team defeats opponents like Notre Dame or Boston College, the victories generate public awareness that is difficult to attain in other ways. Athletics can also help expand the school's geographic footprint attracting students. This is particularly beneficial, considering the institutional need to draw from areas outside of the local market. Most of the strategic decisions that have shaped UMass Lowell athletics in recent years have been a product of the desire to use Athletics as an instrument for institutional growth in the form of increased enrollment, broader exposure, and greater student diversity.





## CHARGE TO THE VISION 2020 STRATEGIC PLANNING TEAM FROM THE CHANCELLOR

UMass Lowell Chancellor Marty Meehan appointed the Vision 2020 Athletics Strategic Planning Team in the spring of 2012. Associate Vice Chancellor Donald Pierson chaired the initiative.

Composed of faculty, staff, students, alumni and business leaders, the Committee's charge was to examine programming and expenses/revenues of athletics & recreation, compare UMass Lowell with other similar institutions, benchmark our performance against best demonstrated practices, and make recommendations designed to enhance our position to attain a consistent level of excellence.

Conducted as part of the overall strategic planning process of the campus, the group assessed the Athletics program's present status competing in hockey as a member of Division I Hockey East and for all other sports as members of Division II and the Northeast-10 Conference. The group also reviewed the University's Title IX status, explored long-range opportunities in Athletics, and identified strategies to meet the recreational sports needs of an active and growing student population.

"Our primary goal was to ensure the continued effectiveness of our athletics and recreation programs," said Pierson. "Successful programs strengthen the University's identity and complement the efforts in admissions to expand its recruiting base."

## COMMITTEE MEMBERS

### **Steering Committee Members:**

Don Pierson, *Vice Provost for Graduate Education - Chair*  
Jacquie Moloney '75, '92, *Executive Vice Chancellor*  
Joanne Yestramski '76, *Vice Chancellor of Finance & Operations*  
Dana Skinner, *Director of Athletics*  
Ed Chiu, *Vice Chancellor of Advancement*  
Patti McCafferty, *Vice Chancellor of University Relations*  
Larry Siegel, *Dean of Students*  
Peter Casey, *Executive Director of Venue and Event Enterprises*  
John Kennedy '70

### **University Subcommittee Members:**

David Jones, *Multi-Cultural Affairs*  
Gary Mucica '71, *Deceased*  
Gerry Dybel, *Faculty*  
Brenda Evans '94, '95, *Student Activities*  
Ted Priestly, *Athletic Development*  
Heather Makrez '06, '08, *Alumni Relations*  
Mary Lou Hubbell '85, *Public Affairs*  
Bob Gamache, *FAR*  
James Kohl, *Residential Life*  
Amy Judge, *Athletics*  
Rebecca Hall, *Equal Opportunity*  
Joan Lehoullier '07, *SWA Athletics*  
Eric Allen, *Athletic Marketing/Promotions*  
Shannon Hlebichuk '98, *Coach*  
Norm Bazin '94, '99, *Coach*  
Tom Taylor, *Admissions*  
Peter Murray, *Campus Recreation*  
Brian Dano, *SGA President*  
Katie Mazure, *SAAC*  
Andrew Ladd, *Student-Athlete*

### **Non-University Subcommittee Members:**

John Kennedy '70  
Karen Scammell '85  
Hank Brown '67  
Michelle Silveira '91 *Business Leader*  
Mike Kuenzler, *Business Leader*





### **Methodology**

The University contracted with Collegiate Consulting in 2011 to complete a benchmarking analysis and overall program review for Athletics. The data informed decisions relative to increasing support for the Division I hockey program and as a means to begin a broad study of future opportunities for intercollegiate athletics.

At the March 23 Vision 2020 kick-off meeting, the committee chair announced the formation of three subcommittees: competitiveness & sports sponsorship, branding & marketing, and student experience.

The subcommittees used the extensive data provided by Collegiate Consulting; discussions were further informed with input from noted Title IX attorney Janet Judge.

Subcommittee meetings were held throughout the summer of 2012 and continued into November, 2012. Subcommittee recommendations were submitted in late September for review by Collegiate Consultants and Janet Judge. A meeting of all three subcommittees was held in October, and draft recommendations were reviewed by all three committees. Final recommendations were presented to the Steering Committee in November.

## RIVER HAWK MISSION SLOGAN

### *Soaring with Pride!*

Pride is defined as an emotion which refers to a strong sense of self-respect or joy in the accomplishments of oneself or a person or group.

The accomplishments of UMass Lowell teams in recent years—on the field of competition and in the classroom—are self-evident sources of River Hawk Pride. Moreover, pride is derived from the fact that Athletics at UMass Lowell reaches far beyond the games and uses the power and appeal of sports to improve lives and strengthen communities.

## UMASS LOWELL ATHLETIC MISSION STATEMENT

To conduct a successful intercollegiate sports program that builds character and civility in the students; creates a sense of pride within the campus environment; and improves the quality of life in the community.

## NCAA DIVISION I PHILOSOPHY STATEMENT

In addition to the purposes and fundamental policy of the National Collegiate Athletic Association, as set forth in Constitution I, members of Division I support the following principles in the belief that these statements assist in defining the nature and purposes of the division. These statements are not binding on member institutions but serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences.





### **A Member of Division I:**

- Subscribes to high standards of academic quality, as well as breadth of academic opportunity;
- Strives in its athletics program for regional and national excellence and prominence. Accordingly, its recruitment of student-athletes and its emphasis on and support of its athletics programs are, in most cases, regional and national in scope;
- Recognizes the dual objective of its athletics program – serving both the university or college community (participants, student body, faculty, staff, alumni) and the general public (community, area, state, nation);
- Believes in offering extensive opportunities for participation in varsity intercollegiate athletics for both men and women;
- Sponsors at the highest feasible level of intercollegiate competition one or both of the traditional spectator-oriented, income-producing sports of football and basketball. In doing so, members of Division I recognize the differences in institutional objectives in support of football; therefore, the division provides competition in that sport in the bowl subdivision and the championship subdivision;
- Believes in scheduling its athletic contests primarily with other members of Division I, especially in the emphasized, spectator-oriented sports, as a reflection of its goal of maintaining an appropriate competitive level in its sports program;
- Strives to finance its athletics program insofar as possible from revenues generated by the program itself. All funds supporting athletics should be controlled by the institution; and
- Understands, respects and supports the programs and philosophies of other divisions. Occasionally, institutions from other divisions or athletics associations will seek membership in Division I. In such cases, applicants should be required to meet, over a period of time, prescribed criteria for Division I membership in order to assure that such institutions agree and comply with the principles and program objectives embodied in this statement.

## RIVER HAWK PYRAMID OF PLEDGES

The River Hawk Pyramid of Pledges is designed to ensure that athletics and recreation remain connected to the primary mission of the campus. Additionally, they represent the department's core values, guide the conduct of our staff and student-athletes, and serve to instill a level of pride in all members of the University's athletic and community.

### UMass Lowell's Pledges

UMass Lowell believes that intercollegiate athletics, kept in perspective, is an important part of the college experience. Intercollegiate athletics is viewed as an extension of the classroom - an opportunity to teach life-long lessons within the competitive arena. In order to encourage the institution to accept athletics as part and parcel of the educational objectives of the University, a commitment is made to the following pledges:



***To the Chancellor...A pledge to work with integrity and accept responsibility for our conduct.***

We pledge to conduct the intercollegiate athletics program within budget and in accordance with NCAA, state and University regulations. Additionally, our staff will reinforce the value of sports as a true test of character.

***To the NCAA...A pledge to full compliance.***

The NCAA is a creation of its own members, therefore, enforcement of rules and regulations falls to the integrity of each institution.





We pledge to conduct the intercollegiate athletics program not just in full compliance with NCAA rules but in accordance with the spirit of the rules.

**To the Faculty...A pledge to higher education.**

You are the inheritors of a tradition established at Lowell more than a hundred years ago. We respect the responsibility you have to ensure academic standards and to protect the curriculum.

We pledge that student-athletes will occupy a legitimate place as students on campus and assure that student-athletes will not be admitted unless they are likely, in the judgment of the academic officials, to graduate.

**To our Staff...A pledge to provide an atmosphere that encourages progress.**

As employees of UMass Lowell, we count on you to be educators, mentors, and loyal advocates for the value of a college degree. You are the individuals with the greatest day-to-day contact with our student-athletes.

We pledge to treat you with respect, trust and cooperation, and provide the facilities and resources so you can provide effective direction, instruction and leadership.

**To our Student-Athletes—A pledge to student-athlete welfare.**

No one has a greater stake in the conduct of our intercollegiate athletics program than you, our student-athletes.

We pledge to conduct an athletics program that exists first and foremost to benefit the student-athletes who participate and assure that your physical, academic and personal development will be our top priority.

**To our Alumni...A pledge to protect UMass Lowell's legacy.**

As a product of the University, your role in safeguarding its reputation is essential.

We pledge to develop graduates who will bring honor to a UMass Lowell degree.

**To our Fans...A pledge to pursue excellence.**

Your support helps us to use sports to create a positive campus spirit and atmosphere, thus enhancing the quality of life on campus and in the community.

We pledge to relentlessly pursue excellence and provide quality entertainment that serves as a unifying element for the University and community.

**To the Community...A pledge to be of service.**

The University is directly connected to the successes and failures of the city and region in which it exists. As one goes, so goes the other.

We pledge to endorse the concept that example is paramount, and to use sports as a vehicle to improve lives and strengthen communities.





### Recommendation I: Athletic Achievement

Based on enrollment size, broad academic offerings, its status as a major research university, location, overall strategy to achieve excellence in all areas, and expansion of first-rate facilities, UMass Lowell should begin aligning with its peer institutions and reclassify its Athletic program to NCAA Division I.

#### KEY ACTION ITEMS:

1. Pursue membership in the America East Conference.
2. Conduct a campus process to secure appropriate approvals.
3. Investigate the NCAA process and develop a timeline for transition to Division I.
4. Develop a campus educational process to generate support and momentum moving forward. The process should target all constituent groups including faculty, staff, students, alumni, community and corporate partners.
5. Develop a fundraising and revenue plan to secure necessary resources.
6. Once determined that reclassification to Division I will move forward, develop a public relations and branding strategy.
7. Conduct a thorough assessment of sports sponsorship and make appropriate recommendations, which should include the addition of men's and women's lacrosse as varsity sports.
8. Develop a facility-enhancement plan to meet the expectations of a Division I Athletics program.
9. Given its prominence as a member of the finest hockey conference in the nation, the University should sustain support for the hockey program at levels commensurate with the nation's top programs.

## RELEVANT DATA

- There are many benefits that a successful Division I intercollegiate athletic program can bring to colleges and universities, such as:
  - Expanded media coverage
  - Increased number of higher-quality students enrolling
  - Enhanced ability to recruit distinguished faculty
  - Increased donations from alumni and friends
  - Heightened level of campus pride
  - Strengthen corporate support to ensure a quality campus life experience
- Lacrosse has become a high-demand sport for both men and women and it is a sport of emphasis in the America East Conference.
- Hockey has a long history at UMass Lowell and is traditionally one of the more popular and well-attended sports in the northeast region.
- Of UMass Lowell's 13 peer and aspirant institutions, 12 compete in intercollegiate athletics at the Division I level.
- Of the 16 member institutions in the Division II Northeast-10 Conference, 14 are smaller, private institutions.





## Recommendation II: Gender Equality

As the University is committed to sustaining an educational community that is inclusive and equitable, proactive steps should be taken to fully comply with both the law and the spirit of Title IX.

### KEY ACTION STEPS:

1. Ensure that sports sponsorship, participant opportunities, and all other aspects of the intercollegiate athletics program comply with Title IX guidelines.
2. Continue to renovate athletics facilities to better meet the demands of a 17-sport intercollegiate athletics program and comply with equity standards. Facility priorities are provided under Recommendation VII.

### RELEVANT DATA

- The objective of gender equality is to develop a society in which women and men enjoy the same opportunities and rights in all areas of life, and, with regard to athletics, to effectively accommodate the interests and abilities of both genders.
- The University implemented its first Gender Equity Plan in 1998 with a primary focus on developing new participation opportunities, enhancing facilities for women, and increasing operational and scholarship support, and the results were immediate.
- Since that time, women's teams have made 49 NCAA tournament appearances, captured 30 conference championships, and won two NCAA team national championships and two individual national titles.
- UMass Lowell presently sponsors a Division I sport for men, but offers no Division I women's equivalent.

- The University plays baseball in a minor league park which creates inequities between baseball and softball facilities.
- While the University's undergraduate enrollment is 62% men and 38% women, the percentage of student-athletes is 59% men and 41% women. Increasing the overall number of women athletes would create inequities for the men's program.
- The Costello Athletics Center was built in 1967 at Lowell Technological Institute when the school offered no sports for women. Locker rooms must be renovated to accommodate the entire athletics program.

### Recommendation III: Financial Benchmarking

To align resources with the athletics strategic planning priorities, the University should increase revenue from fundraising and philanthropic support and implement an inclusive strategic budgeting process that incorporates funds from all campus sources.

#### KEY ACTION ITEMS:

The Committee recommends implementing a sustainable financial model that includes the reallocation of existing funds, increased fundraising, and the re-establishment of a student athletics & recreation fee. The financial model should include:

1. Implementation of a five-year plan to increase overall funding for Athletics in a way that meets the strategic needs outlined in this report and has a marginal impact on the University's current level of support.
2. Pursuit of new revenue sources to complement University allocations, such as:





- a. Consistent with other UMass campuses, Lowell should consider assessing a student athletics & recreation fee. The fee should be inclusive of athletics and recreation and the justification should promote the elevation of the Athletic program to Division I, increased recreation opportunities available to all students, new facilities for campus recreation on South Campus, and access to all athletics events.
- b. Increasing state tuition waiver allocations to more closely match the tuition waiver allocation at UMass Amherst.
- c. Implementing more aggressive strategies to grow the donor base and increase revenues generated from River Hawk Club activities.
- d. Expanding group sales initiatives to increase the ticket base for all UMass Lowell sports.
- e. Aggressively pursuing game guarantee opportunities.

### RELEVANT DATA

- Most institutions that have increased funding for their Athletics program used student fees as the primary funding source. A broader approach is recommended by the Committee.
- The commitment to achieving excellence in the Athletics program requires the development of a sustainable financial model.
- Athletics generate annually in excess of \$6.2 million in revenues for the University through tuition & fees paid by student-athletes and a variety of revenue-generating activities such as facility rentals, recreation center memberships & user fees, fund-raising initiatives, and auxiliary programming.
- UMass Amherst currently receives more than \$1.3 million in its state tuition waiver allocation, while UMass Lowell is allocated \$122,000.

## Recommendation IV: Athletics Facilities

Sustaining the University's first-rate environment will require facility improvements that will address gender inequities and provide sufficient space to accommodate all varsity programs at the Division I level.

### KEY ACTION ITEMS:

1. Additional field space is needed to support men's & women's lacrosse, the elevation of all sports to Division I, and the increased needs for intramural and club sport programs.
2. Locker rooms and shower facilities must be renovated to serve the needs of more than 350 student-athletes.
3. Softball Complex upgrades are needed to more closely match the home environment provided for the baseball student-athletes at LeLacheur Park.
4. The Athletic Health Care Center should be relocated to provide increased space for treatment and ensure proper oversight of the new strength & conditioning center.
5. Facility upgrades specific to the elevation to Division I include:
  - a. Installing an artificial carpet on the field hockey field.
  - b. Determining the best venue to play home basketball games.
  - c. Renovating Costello Gym (gymnasium and locker rooms) would provide a facility that would be more consistent with other America East basketball venues in terms of size and environment, and also alleviate the immediate need to construct a practice rink. A new practice ice rink would be essential if basketball games are to be played at the Tsongas Center.
  - d. Ensure proper indoor practice facilities for all sports. Explore installing a bubble over the track & field hockey field during the winter months to ensure competitive practice facilities are available for all sports.





- e. Adding office space is needed to house the increased number of coaching and administrative staff members as required in Division I.

### RELEVANT DATA

- The Costello Athletics Center was constructed in 1967 at Lowell Technological institute when the school offered no sports for women. Locker rooms and office space are insufficient to accommodate today's nine-sports women's athletics program and support staff. In addition, the large demand for athletics health care has rendered the existing training room inadequate to meet the needs of student-athletes.
- Because the University is land-locked, field space is limited for athletics and recreation.
- Revenue is lost at the Tsongas Center because the venue serves as the primary practice facility for the hockey team.
- Softball is located on South Campus, away from the Athletics Department's support staff and facilities.
- The swimming pool is located in Costello Gym and is used for recreational swimming and rentals. Pool users share locker and shower facilities with intercollegiate athletics programs.

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### **Recommendation V: Academic Performance**

Athletics Department staff will work closely with Admissions, Financial Aid, and the Provost's Office to recruit student-athletes with strong academic profiles and then provide an effective system of academic support to ensure academic success.

UMass Lowell is committed to recruiting students of high quality, as shown by a 40-point increase in SAT scores over the past five years. Athletic ability, like extracurricular activities and special talents, is considered a positive factor in admissions.

### KEY ACTION ITEMS:

Given the more stringent academic admissions requirements in Division I, one primary University goal must be to recruit and retain academically qualified and diverse undergraduate students who can benefit from the University's intellectually challenging environment. The Athletics Department will seek to achieve its goals in the following ways:

1. Recruit qualified high quality student-athletes capable of academic success.
  - a. Partner with Admissions to recruit students who meet the admissions standards established by University.
  - b. Collaborate with Admissions to recruit a diverse student-athlete body.
  - c. Continue to coordinate special admission programs with Admissions staff.
2. Partner with Admissions and the Provost's Office to expand recruitment of out-of-state and international student-athletes.
  - a. Increase scholarship support to enhance recruiting and commitments from out of state and international students.
  - b. Increase recruiting budgets to broaden the geographical footprint for recruiting.
3. Increase support staff in the area of academic assistance to include:
  - a. Expanding partnership with the Centers for Learning to encourage student-athlete use of academic advising and support programs.
  - b. Providing additional academic support for student-athletes challenged by the demands of academic and athletic commitments.





- c. Implementing steps to improve academic performance and increase retention and graduation rates.
- d. Expanding tutoring services.

### RELEVANT DATA

- A primary charge of every university is to prepare its students for the years and decades that come after college, and encouraging academic success is central to that charge.
- The fundamental premise at UMass Lowell is that athletes are students first and their academic performance will be measured using the same criteria applied to all other students.
- Student-athletes at UMass Lowell continue to achieve higher graduation rates than the general student body. This will be a goal at the Division I level.

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### Recommendation VI: Student-Athlete Leadership & Community Engagement

Two key goals are to emphasize a broader understanding of the importance of leadership to the quality of the student-athlete experience and implementing development programs that encourage student-athletes to use the power and appeal of sports to improve lives and strengthen communities.

#### KEY ACTION ITEMS:

Enhance the River Hawk Leaders Program to encourage student-athletes to explore their own personal values and styles and develop leadership skills necessary to be successful as a student and as an athlete.

1. Include the Student-Athlete Advisory Committee (SAAC) in the planning and organization of the annual Celebration of Sport.
2. Increase community appearances by student-athletes, coaches & staff.
3. Encourage SAAC to develop an annual action plan that addresses a specific social issue in the community.
4. Increase the number of activities designed to encourage development of leadership skills.

## RELEVANT DATA

- Student-athletes impact approximately 10,000 young people annually through community engagement activities.
- UMass operated the National Youth Sports Program (NYSP) for 17 years. NYSP was an education, enrichment, and youth development program that served approximately 400 children each summer for a 5-week program.
- UMass Lowell's SAAC has raised more money than any other school in the Northeast region to support Division II's partnership with Make-A-Wish.

## Recommendation VII: University Branding & Fundraising

The intercollegiate Athletics Program should be used as an instrument for institutional growth, to raise awareness of the University, and to strengthen its identity.

### KEY ACTION ITEMS:

1. Implement strategies to:
  - a. Grow the Athletics donor base with a special emphasis on major gifts.
  - b. Improve engagement with the general UMass Lowell alumni community.
  - c. Create engagement opportunities for passionate River Hawk supporters.





- d. Better promote personal naming rights opportunities.
  - e. Develop cross-marketing and collaboration..
  - f. Create a vibrant online presence that simplifies the donor process
2. Schedule games and exhibitions in markets where admissions concentrate student recruitment and where the University has a strong alumni base.
  3. Take full advantage of new media to promote athletics programs and student-athlete alumni.
  4. Better use television to increase University exposure beyond the Merrimack Valley region.
  5. Coordinate all branding and marketing activities with admissions, development and alumni relations.
  6. Develop a professionally-produced annual branding campaign for Athletics.

### RELEVANT DATA

- An often-used adage is applied to athletics: Entertainment – Enrollment – Community.
- Generating the resources needed to support this Vision 2020 strategic plan will depend largely on the continued effective branding of the Athletics program and ensuring that all branding is consistent with other University branding activities.
- Recent revenue-generating efforts in Athletics have been focused on sponsorship sales and facility rentals. More emphasis will now be placed on external funding as the University's Development Office recently hired full-time staff to solicit major gifts and conduct an annual giving drive for Athletics.
- WGIN television station in New Hampshire has expanded its coverage of local college sports. At one time, the University had a combined hockey and basketball package with WGIN (formerly WNDS).

## Recommendation VIII: NCAA Compliance

UMass Lowell must comply with the letter and spirit of the NCAA rules and institutional, state and national regulations, policies, and procedures; adequate resources must be committed to ensure a smooth transition from Division II to Division I.

### KEY ACTION ITEMS:

1. Generate plan to properly educate all constituencies about re-classification rules.
2. Increase educational sessions with Athletics Department staff and coaches.
3. Expand educational programming for each sports team.
4. Implement additional education via video, the web and other emerging technologies.
5. Attend seminars and conferences regarding compliance rules and regulations to stay informed on all new issues, changes and updates.
6. Continue to require all coaches to attend monthly compliance meetings and all Athletics Department staff to attend monthly full staff meetings.
7. Continue to conduct an annual compliance audit to review compliance areas such as telephone logs, recruiting, scholarships, practice and playing seasons, camps/clinics, apparel inventory, etc.
8. Complete transition to NCAA Compliance software program.
9. Work closely with America East staff on all matters related to NCAA and Conference compliance.
10. Continue to communicate with boosters and community on matters related to NCAA compliance.
11. Avoid major NCAA infractions.





### RELEVANT DATA

- In 2012 the University completed a positive NCAA compliance review conducted by the Northeast-10 Conference Assistant Commissioner for Compliance.
- The Athletics Department increased staffing in the area of NCAA compliance in 2011.
- The University started the transition to the NCAA Compliance Software in 2010.

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### Recommendation IX: Campus Recreation

Campus Recreation plays a vital role in providing students with healthy alternatives to complement their academic endeavors. Providing funding at the level of UMass Lowell's peers would enable programming to expand recreational options to meet the needs of the students.

#### KEY ACTION ITEMS:

Using a combination of generated revenues and student fees, campus recreation should be funded in a manner that is commensurate with peer and aspirant institutions.

- Develop a recreational sports presence on South Campus, to include:
  - Indoor fitness Center.
  - Outdoor field complex.
- Increase recreational field space to accommodate increased demands for intramurals and club sports.
  - Short-term – Install artificial turf on the soccer field.

- Long-term – Locate all campus recreation activities to East Campus, to include an outdoor artificial turf field adjacent to CRC.
- Considering the long-term goal of the University to develop East campus as the center of campus life, the University should consider an addition to the recreation center that includes a swimming pool on the bottom level and additional fitness space on the top level. A recreational sports field adjacent to the recreation center would create a vibrant and visible hub of student activity.

## RELEVANT DATA

- A growing number of students, alumni, faculty, staff, spouses and family members have come to expect a broad spectrum of recreational, sport, and leisure programs and services. Encouraging healthier lifestyles is an important component of student satisfaction which strengthens retention rates.
- The addition of 500 new resident students on East Campus, along with the development of University Crossing, will make this area the center of campus life.
- Campus Recreation growth in recent years:
  - Participation in Intramural Sports has risen by 315%
  - Club Sports teams have grown 57%, Fitness and Wellness Program participation has increased by 1000%
  - Outdoor Adventure Program now includes more than 30 annual trips and educational programs serving almost 500 students.





## Supporting Data for Recommendation to Reclassify to Division I

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## UMass Lowell Peer & Aspirant Institutions

Georgia State University  
San Diego State University  
University of Maine  
University of Maryland Baltimore County  
University of New Hampshire  
University of Rhode Island  
University of Wisconsin Milwaukee  
Virginia Commonwealth University  
Arizona State University  
Stony Brook University  
University of Illinois Chicago  
UMass Amherst  
Pace University

### UMass Lowell

Division I  
Division II  
Division II

Latest Endowment Figures for Selected Institutions November 14, 2012						
Institutions	2010	2009	2008	2007	2006	2005
	***	***	***	***	***	***
	Endowment Assets x \$1000					
<b>University of Massachusetts - Lowell</b>	<b>41,096</b>	<b>31,112</b>	<b>30,893</b>	<b>31,519</b>	<b>23,421</b>	<b>20,037</b>
Arizona State University	441,258	407,889	493,015	478,385	394,796	277,335
Binghamton University	65,205	59,978	67,060	68,971	56,200	51,968
Georgia State University	87,459	75,755	98,634	97,648	82,386	71,221
Pace University (Multiple campuses)	102,528	92,990	118,836	121,931	101,815	92,964
San Diego State University	109,401	98,559	115,090	117,385	97,988	83,425
Stony Brook University	125,757	95,689	113,204	104,574	76,543	63,888
University at Albany	29,523	24,764	26,782	26,728	20,093	17,247
University of Hartford	91,180	88,259	101,481	109,295	94,674	87,577
University of Illinois - Chicago	164,047	150,156	188,078	194,700	162,798	149,177
University of Maine - Orono	193,064	172,158	224,381	231,227	187,672	117,829
University of Maryland - Baltimore County	49,020	43,472	63,874	55,835	43,465	32,918
University of Massachusetts - Amherst	181,498	160,196	178,584	143,589	106,693	91,279
University of New Hampshire - Durham	206,402	182,254	237,339	268,245	211,214	182,756
University of Rhode Island	84,932	72,589	88,028	95,069	79,795	71,661
University of Vermont	291,182	271,536	329,776	336,363	282,594	243,633
University of Wisconsin - Milwaukee	72,636	65,362	71,977	68,066	59,570	35,167
Virginia Commonwealth University	280,704	252,903	330,482	329,199	265,653	235,279

Source: OIR. Arizona Center for Measuring University Performance.





## Primary Benefits of Move to NCAA Division I

- Can stabilize future finances by opening new revenue opportunities.
- America East is a better fit academically than the small private schools in Division II. Seven of the eight schools in America East, like UMass Lowell, are public universities.
- Creates opportunities for much more local and national exposure for the school.
- Next logical step for UMass Lowell to advance the University and the UMass brand.
- Affiliate with peer and aspirant institutions.
- Provide a more vibrant campus life experience for growing student population.
- Division I provides a means to expand the University's student recruiting base. Depending on Massachusetts for enrollment could result in future stagnation.

## Division I/Division II Membership Statistics

Collegiate Consulting researched enrollment for all institutions in Division I, Division I-

2009-2010 Enrollment & Athletic Expenses			
	DII	DI	DI-AAA
Number of Institutions	282	347	104
% Public Institutions	51%	67%	49%
Enrollment			
Average	3,838	11,053	7,799
High	22,418	45,490	23,673
Low	409	869	869

AAA and Division II schools for a comparison with UMass Lowell. Additionally, the percentage of public schools in each Division was calculated.

UMass Lowell aligns well with Division I in terms of enrollment. The University is above the

average enrollment of both Division I-AAA institutions and Division II schools overall. UML's status as a public institution is important to note, since public schools comprise 49% of Division I-AAA institutions, but 67% of Division I schools overall.

## NCAA Legislation Regarding Reclassification Process

- Potential new members of Division I shall enter the Division through a five-year “reclassification” process.
- Membership in Division I will be accepted only after presenting a bona fide offer of membership from a Division I multisport voting conference.
- An application fee of \$1.4-\$1.75 million is required to enter year 1.
- In year one, the institution must meet Division I sports sponsorship and financial aid requirements (i.e., 50% of the grants-in-aid maximums in the conference-sponsored sports in which the institution will participate).
- A preliminary NCAA certification shall be required in year two and a full compliance review shall be required before final election to Division I membership.
- New “active” members of Division I will not qualify to receive revenue distributions related to sports sponsorship, grants-in-aid, academic enhancement or Special Assistance/Student-Athlete Opportunity Funds for three calendar years following election to membership.

## Division I Conference Option for UMass Lowell

There are several Division I conferences in the Northeast region (Atlantic 10, Big East, Patriot League, Ivy League, America East, Northeast Conference), however, only two appear to be possibilities for UMass Lowell—America East and the Northeast Conference. The most logical conference would be America East as members are mostly public institutions, they are located in close proximity, four current America East schools are peer institutions for UMass Lowell, and four are current members of Hockey East.





## Division I – America East Conference Analysis

### History

Now in its fourth decade of operation, America East has evolved into one of the most comprehensive NCAA Division I conferences with a commitment to broad-based, competitive athletics programs complementing the academic integrity and missions of the member institutions.

### Member Schools

With a geographic footprint covering the Mid-Atlantic to Northeast regions of the United States, America East strives to develop champions in academics, athletics and leadership at its nine member institutions: University of Albany, Binghamton University, University of Hartford, University of Maine, UMBC, University of New Hampshire, Stony Brook University and University of Vermont.

### Championship Sports

Progressive in its approach to its more than 3,400 student-athletes, America East recognizes champions in each of its 20 sports:

#### Men's

Baseball  
Basketball  
Cross Country  
Indoor Track & Field

Lacrosse  
Outdoor Track & Field  
Soccer  
Swimming & Diving  
Tennis

#### Women's

Basketball  
Cross Country  
Field Hockey  
Indoor Track & Field  
Lacrosse

Outdoor Track & Field  
Soccer  
Softball  
Swimming & Diving  
Tennis  
Volleyball

## Financial Benchmarking

Collegiate Consultants completed their report for the University in March 2011. Figures below are based on 2010 and obtained from the NCAA financial dashboard. The UMass Lowell financial team is assessing most recent budget figures and will prepare a financial pro forma based on those figures.

School	Budget
UMass Lowell	\$6,085,899
University at Albany	\$14,535,966
Binghamton University	\$11,217,742
University of Hartford	\$11,864,453
University of Maine	\$16,319,922
University of Maryland, BC	\$10,639,426
University of New Hampshire	\$25,948,503
Stony Brook University	\$17,562,248
University of Vermont	\$15,924,834

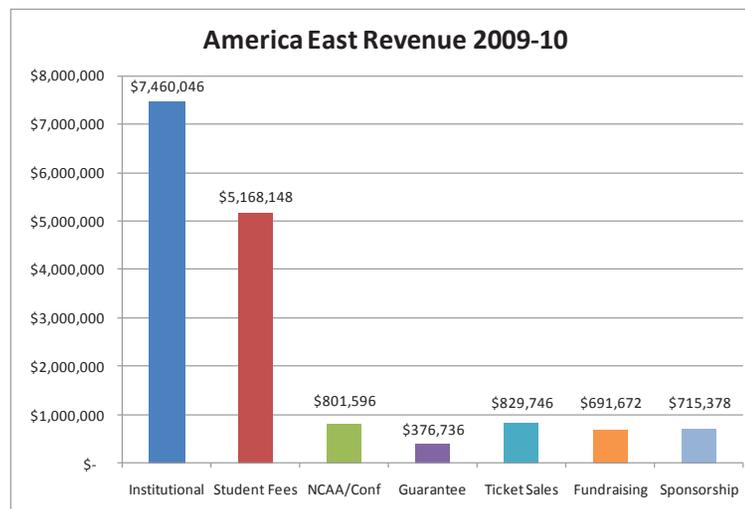
✓ New NCAA legislation requires Division I Institutions to meet 50% of the scholarship maximums in each sport.

## America East Revenue Sources

The two primary sources of revenue for America East schools are institutional support, \$7.4 million average, and student athletics fees at \$5.1 million. The remaining five categories are all below \$1 million average.



## SUPPORTING DATA FOR RECOMMENDATION TO RECLASSIFY TO DIVISION I



Ticket sales for AE schools average \$829,746, followed by NCAA and conference revenue at \$801,596. Corporate sponsorship has an average of nearly \$750,000, followed by fundraising (\$691,672) and basketball game guarantees at \$376,736, which equates to approximately four men's basketball game guarantees annually.

NOTE: Ticket sales include hockey & football at several AE schools.

### **America East Institutional Statistics**

Collegiate Consulting researched the enrollments, tuition costs, endowments, Carnegie classifications and Directors' Cup rankings for institutions in the America East Conference to compare them with University of Massachusetts Lowell. Data came from the National Center for Education Statistics. Enrollment numbers are full-time undergraduate students and total full-time students.

The average undergraduate enrollment for America East is 12,045. UML's undergraduate enrollment would fall in the bottom half, as would its total student population. The average gender enrollment ratio in America East is 49% male and 51% female. UMass Lowell's ratio is 61% male, 39% female.

**SUPPORTING DATA FOR RECOMMENDATION  
TO RECLASSIFY TO DIVISION I**

The AE's tuition averages \$14,690 for in-state students and \$23,581 for out-of-state, with UML ranking fifth for in-state and sixth for out-of-state. Seven America East members are public institutions and one is private.

America East Conference Institutional Analysis							
America East Conference	Public-Private	Enrollment Fall 2009		% of Undergrad		Tuition & Fees 2009-10	
		Total	Undergrad	Male	Female	In-State	Out-of-State
UMass Lowell	Public	13,602	10,548	60%	40%	10,681	22,701
University of Albany	Public	18,020	13,114	52%	48%	6,748	14,648
Binghamton University	Public	14,709	11,693	53%	47%	6761	14,661
University of Hartford	Private	7,212	5,516	47%	53%	28,980	28,980
University of Maine	Public	11,894	9,511	51%	49%	9,626	24,776
University of Maryland, BC	Public	12,870	9,947	54%	46%	8,872	18,213
University of New Hampshire	Public	15,253	12,575	45%	55%	12,743	26,713
Stony Brook University	Public	24,681	16,384	52%	48%	6,488	14,388
University of Vermont	Public	13,391	11,382	44%	56%	13,554	31,410
Average		16,666	12,045	49%	51%	14,690	23,581
Variance		-18%	-12%	23%	-22%	-27%	-4%
Rank		5	6	1	9	4	5
Public	7						
Private	1						

The average endowment in America East is more than \$190 million. UMass Lowell would rank second to last in the conference with a reported endowment of \$25.7 million, 86% below the conference average. Of the nine AE institutions, five are classified as Research Universities (high research activity). UML would be the one of two institutions classified as Doctoral/Research Universities.



**SUPPORTING DATA FOR RECOMMENDATION  
TO RECLASSIFY TO DIVISION I**



The other three America East institutions are classified as Research Universities (very high research activity).

America East Conference Group		
Institution	Endowment	Carnegie Basic Classification
UMass Lowell	\$41,188,000	Research Universities (high research activity)
University of Albany	\$29,523,000	Research Universities (very high research activity)
Binghamton University	\$65,205,000	Research Universities (high research activity)
Boston University	\$992,280,000	Research Universities (very high research activity)
University of Hartford	\$91,180,000	Masters Colleges and Universities (larger programs)
University of Maine	\$193,064,000	Research Universities (high research activity)
University of Maryland, Baltimore County	\$49,020,000	Research Universities (high research activity)
University of New Hampshire	\$206,402,000	Research Universities (high research activity)
Stony Brook University	\$125,757,000	Research Universities (very high research activity)
University of Vermont	\$291,182,000	Research Universities (high research activity)

Source: OIR. Arizona Center for Measuring University Performance, 2010

\* UMass Lowell Endowment for 2012 is \$54.9 million

Institution	USNWR Ranking	Public/Private	Population	Enrollment Profile	Undergraduate Profile	Selectivity	Transfer-in Rate	Research Level
UMass Lowell	170	Public	13402	High Undergraduate	Medium Fulltime 4-Year	More Selective *	High	High
Albany	131	Public	18020	High Undergraduate	Fulltime 4-Year	Selective	High	Very High
Binghamton	80	Public	14079	High Undergraduate	Fulltime 4-Year	More Selective	High	High
Hartford	79 Regional	Private	7212	High Undergraduate	Fulltime 4-Year	More Selective	Low	Masters
Maine	156	Public	11894	High Undergraduate	Fulltime 4-Year	Selective	Low	High
Maryland, BC	160	Public	12870	High Undergraduate	Fulltime 4-Year	More Selective	High	High
New Hampshire	106	Public	15253	High Undergraduate	Fulltime 4-Year	More Selective	Low	High
Stonybrook	92	Public	24681	Majority Undergraduate	Fulltime 4-Year	More Selective	High	Very High
Vermont	92	Public	13391	High Undergraduate	Fulltime 4-Year	More Selective	Low	High

Source: Carnegiefoundation.org except USNWR Ranking

\* Selective, but UML has met the criteria for More Selective since 2008

\*\* 2013 National Universities except U. Hartford

## America East Sports Participation

Collegiate Consulting researched the America East Conference’s sports participation, including sports offered at each institution. Per conference core sport requirements, UML would need to add men’s and women’s lacrosse.

America East Conference Total Sports Sponsored			
Institution	Women	Men	Total
UMass Lowell	9	8	17
University of Albany	11	8	19
Binghamton University	10	11	21
Boston University	13	10	23
University of Hartford	9	9	18
University of Maine	9	8	17
University of Maryland, Baltimore County	10	9	19
University of New Hampshire	12	8	20
Stony Brook University	10	10	20
University of Vermont	10	8	18
Average	10.4	9	19.4

Source: Official Athletic Site of each institution  
Fairfield University and Providence College are Associate Members

The conference average for total number of sports sponsored is 19.4. UMass Lowell has two fewer women’s and one fewer men’s sport, with a total of 17 sports. Binghamton University has 21 sports, and New Hampshire and Stony Brook have the same total as the Albany, Hartford, Maine,



**SUPPORTING DATA FOR RECOMMENDATION  
TO RECLASSIFY TO DIVISION I**



**Men's Sports**

America East institutions sponsor an average of 9.0 men's sports. All offer basketball as well as outdoor track & field. The AE also offers conference championships in baseball, cross-country, lacrosse, soccer, swimming & diving, tennis, and indoor track & field. While sports offerings are in alignment with America East, UML would need to add men's lacrosse.

America East Conference Sport Sponsorship																	
Men's Sports	Total	MBA	MBB	CRW	MCC	FB	MGO	MIH	LAX	ROW	MISO	SKI	SWM	TEN	I-T/F	O-TF	WRRES
Conference Sports	9	X	X		X				X		X		X	X	X	X	
UMass Lowell	8	X	X		X		X	X			X				X	X	
University of Albany	8	X	X		X	X			X		X				X	X	
Binghamton University	11	X	X		X		X		X		X		X	X	X	X	X
Boston University	10		X	X	X			X			X		X	X	X	X	X
University of Hartford	9	X	X		X		X		X		X			X	X	X	
University of Maine	8	X	X		X	X		X					X		X	X	
University of Maryland, Baltimore County	9	X	X		X				X		X		X	X	X	X	
University of New Hampshire	8		X		X	X		X			X	X			X	X	
Stony Brook University	10	X	X	X		X			X		X		X	X	X	X	
University of Vermont	8		X		X			X	X		X	X			X	X	
<b>Average/Total</b>	<b>8.9</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>9</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>9</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>10</b>	<b>2</b>

**Women's Sports**

America East institutions average 10.4 women's sports each. Every school offers basketball, cross country and soccer as well as outdoor and indoor track & field. The AE also offers a conference championship in field hockey, lacrosse, softball, swimming & diving, tennis and volleyball. UML would need to add women's lacrosse.

SUPPORTING DATA FOR RECOMMENDATION  
TO RECLASSIFY TO DIVISION I

America East Conference Sport Sponsorship																	
Women's Sports	Total	VBB	VCC	VFH	VGO	GYM	VIH	LAX	ROW	SKI	VSO	VSB	SVM	TEN	I-T/F	O-TF	VVO
Conference Sports	11	X	X	X				X			X	X	X	X	X	X	X
UMass Lowell	9	X	X	X				X			X	X			X	X	X
University of Albany	11	X	X	X	X			X			X	X		X	X	X	X
Binghamton University	10	X	X					X			X	X	X	X	X	X	X
Boston University	13	X	X	X	X		X	X	X		X	X	X	X	X	X	
University of Hartford	9	X	X		X						X	X		X	X	X	X
University of Maine	9	X	X	X			X				X	X	X		X	X	
University of Maryland, Baltimore County	10	X	X					X			X	X	X	X	X	X	X
University of New Hampshire	12	X	X	X		X	X	X		X	X		X		X	X	X
Stony Brook University	10	X	X					X			X	X	X	X	X	X	X
University of Vermont	10	X	X	X			X	X		X	X		X		X	X	
<b>Average/Total</b>	<b>10.3</b>	<b>10</b>	<b>10</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>10</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>10</b>	<b>10</b>	<b>7</b>

### America East Travel Distances and Conference Footprint

Data provided is the calculated distance between cities using googlemaps.com. For consistency, miles indicated are the shortest travel time. In addition, a driving time estimate is calculated based on travel distance.

University of New Hampshire, University of Hartford, University of Albany, Stony Brook University, University of Vermont and University of Maine are all less than 250 miles away. The farthest is UMBC in Baltimore, Maryland, at 413 miles away. On average, AE institutions are less than four hours (190 miles) from the UMass Lowell campus.

America East Conference One Way Travel Distance				
Institution	Location	Distance	Time Estimate	
			Hours	Min
University of Albany	Albany, NY	173	3	4
Binghamton University	Vestal, NY	316	5	20
Boston University	Boston, MA	30	0	35
University of Hartford	Hartford, CT	104	1	52
University of Maine	Orono, ME	238	4	0
University of Maryland, Baltimore County	Baltimore, MD	413	7	16
University of New Hampshire	Durham, NH	57	1	12
Stony Brook University	Stony Brook, NY	181	3	59
University of Vermont	Burlington, VT	200	3	26
Average from UMass Lowell (Lowell, MA)		190.2	3.7	





## University Student Athletic Fee Survey

School	Student Fee	Undergraduate	Revenue Generated
Connecticut	\$ 465	17345	\$ 8,065,425
Massachusetts	\$ 401	19876	\$ 7,970,276
New Hampshire	\$ 954	11942	\$ 11,392,668
Rhode Island	\$ 585	13000	\$ 7,605,000
Vermont	\$ 225	10256	\$ 2,307,600
Framingham State	\$ 267	3828	\$ 1,022,076
Keene State	\$ 377	4658	\$ 1,756,066
Plymouth State	\$ 200	4123	\$ 824,600
Southern Connecticut State	\$ 150	6010	\$ 901,500
UMass Boston	\$ 175	11590	\$ 2,028,250
UMass Dartmouth	\$ 225	7749	\$ 1,743,525
Boston University	\$ 110	13000	\$ 1,430,000
Towson University	\$ 754	17517	\$ 13,207,818

## Projected UMass Lowell Facilities Project Work to Transition to D-I

1. Artificial carpet - field hockey/lacrosse
2. Artificial grass field for soccer and rec sports
3. Miscellaneous field work
4. Athletics health care renovation
5. Indoor track bubble
6. Practice ice rink
7. Office/locker renovation
8. Costello Gym renovation

## Student-Athlete Ripple Effect

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

Student-Athlete Ripple Effect			
Sport	# of Athletes	# of Friends/Relatives	Add'l Students per S-A
Swimming	11	20	1.82
Wrestling	13	35	2.69
Softball	9	16	1.78
M Basketball	11	24	2.18
Volleyball	12	26	2.17
CC/Track & Field	47	79	1.68
W Gold	6	7	1.17
Baseball	25	52	2.08
Football	50	94	1.88
<b>TOTAL</b>	<b>184</b>	<b>353</b>	<b>1.94</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>1.87</b>

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.

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





## Additional Considerations to Elevate to Division I

The following core principles must be promoted to guide the process of elevating from NCAA Division II to Division I:

- The Athletics Department at UMass Lowell must maintain a formal connection to the overall mission of the University.
- UMass Lowell must offer a program that does not compromise the University's primary focus on academic integrity.
- Student-athletes must occupy a legitimate place as students on campus and reflect the student body in general at UMass Lowell.
- Admissions and graduation standards must in no way be specially altered or amended for student-athletes.
- UMass Lowell must be Title IX compliant.
- Permanent core funding must come from a combination of internal and external resources.
- The athletic program must be of the highest integrity and strive to comply with all NCAA and conference rules & regulations.
- All athletic teams must comport themselves with dignity and civility and demonstrate respect for the UMass Lowell name.
- Athletic teams must relentlessly pursue excellence in competition and the classroom.

The following themes emerge at institutions that successfully transition to Division I:

- **Vision:** A vision and strategy relevant to the type of program the University desires.
- **Commitment:** A "top-down" commitment from the administration to support the program based on the goals and objectives in the vision.

- **Leadership:** A key group of individuals who can help raise money and another key group to help define the program and operationally assist with its startup.
- **Financial Planning:** Realistic budgeting, fundraising objectives and clear definitions as to where the money will come from.
- **Facilities:** Detailed plan, cost and build estimates for facilities and infrastructure needs.
- **Success:** The ability to capitalize on athletic success to fund facility improvements and programmatic upgrades.
- **Staffing:** An honest appraisal of needs in support and coaching staff to allow for success and a positive experience for the student-athlete, institutional community and the alumni/friends of the University.
- **Campus Strategy:** Develop a process to allay concerns of faculty and others in the academic community that reclassifying to Division I would change the UMass Lowell identity and main focus. Strategy must include presentation of tuition, fee, and all other revenue data derived from student-athlete population and athletic activities.

## Division I Case Studies & Impact

A study by Robert G. Murphy and Gregory A. Trandel published in the *Economics of Education Review* (Sept. 1994) attempted to quantify the impact of a winning football or men's basketball program on applications. They estimated that a 25% increase in wins tends to produce a 1.3% increase in applicants in the following year. A school that makes the NCAA men's basketball tournament will witness a 1% increase in applications the following year.

A study published in January 2009 in the *Southern Economics Journal* showed the impact of athletics on admissions at 330 schools. Using admissions data from 1983–2002, the study concluded that a national title in football or men's basketball will result





in a 7-8% increase in applications. A top-20 finish in football results in a 2.5% increase, while a Sweet 16 appearance in men's basketball results in a 2% increase. The empirical evidence of both studies supports the commonly held "front porch" theory, in which athletics can effectively be used to drive applications and enrollment as well as to increase brand impact and awareness.

In the late 1990s, the College of Charleston attributed its increase in applications, enrollment and identity to the success of its men's basketball program and the more than \$3.3 million in publicity generated from its tournament appearance (USA Today, July 11, 1994).

At Gonzaga, enrollment has increased from 4,500 to 7,000, and inquiries per year have increased from 20,000 to 50,000 due to the school's athletic success. Freshman applications now average 4,000 per year compared with 2,000 in 1999.

### George Mason University

There are several high-profile examples of how athletic success impacts other areas of a university. One of the most notable is George Mason and its historic run to the Final Four in 2006. However, one of the factors that put GMU in position to be successful was a nearly 20% increase in its athletic budget over two years. In 2004-05, GMU's athletic budget was \$10.9 million; it currently stands at \$13.3 million. GMU's athletic success has positively affected the growth of the University:

#### Admissions

- 20% increase in freshmen applications
- 15% increase in out-of-state applicants
- 20% increase in out-of-state enrollees

### Development

- Increase from \$19.6 to \$23.2 million in new gifts and pledge payments
- 25% increase in athletics donations
- 300% increase in general scholarship support
- 45% increase in unrestricted gifts

### Georgia State University

Georgia State, located in downtown Atlanta, has increased its athletics budget by 28% in the past three years from \$6.6 million to \$9.2 million. The athletics program had men's basketball NCAA and NIT tournament appearances in 2001 and 2002. In July 2005, Georgia State, which had been a member of Atlantic Sun since 1983, joined the more prestigious Colonial Athletic Association. In 2007, the CAA's RPI ranking was #13, compared with #27 for the A-Sun. In the past three years, total enrollment has grown from 25,967 to 30,861 students.

### Florida Gulf Coast University

In two years, FGCU has won nine A-Sun championships in five sports. 2007-08 marked the first year of FGCU's step up to Division I, which included the addition of men's and women's soccer and women's swimming & diving. FGCU moved into the Atlantic Sun Conference and is currently a provisional member.

Since debuting in 2000 with the launch of men's and women's golf and men's and women's tennis, FGCU athletics is enjoying remarkable success. During 2002-03, men's and women's basketball, men's and women's cross country, men's baseball and women's softball were added, and volleyball became FGCU's 11th sport in 2004.

In 2002, FGCU began the move to full membership status in the NCAA Division II and gained admittance in 2004 as an independent member of the South Region. In its first



## SUPPORTING DATA FOR RECOMMENDATION TO RECLASSIFY TO DIVISION I



two seasons of NCAA postseason eligibility, FGCU athletics had all 11 of its teams represented at NCAA Division II championship events. During the past five years, the program has posted an overall winning percentage of more than .750.

### Attendance

- Women's Basketball: Hosted the first round WNIT game and had the second highest attendance (2,742) of all first-round games. In their home opener against Florida State, the Eagles attracted a crowd of 2,719 fans.
- Men's Basketball: Set an Alico Arena record of 4,216 fans at conference home opener. Men's basketball attendance increased 64% from the previous year.
- Women's Soccer: In its inaugural home event as a Division I school, FGCU drew a sold-out crowd of 1,026 for its women's soccer match against Alabama State.
- Men's Soccer: A week later in their home opener, the men's soccer team attracted 1,061 fans as the Eagles upset UNLV 2-1.

### Media Exposure

- Comcast Sports Southeast: "This Week in the A-Sun" offers a full slate of men's and women's highlights from around the league. It airs each Friday at 7 p.m. on CSS prior to the CSS/A-Sun Game of the Week.
- Comcast Sports Southeast: FGCU's first men's basketball game televised live from Alico Arena. FGCU played Atlantic Sun Conference home versus Stetson, televised and featured as the Game of the Week.
- Also received media/game coverage on the Big Ten Network and Time Warner Sports Channel.

### North Dakota State University

North Dakota State University was one of the standouts in Division II for many years. The Bison have won 20 team national championships in six different sports. In the fall of

2004, they started their move to Division I. They presently offer 16 sports and are in the Summit League for the majority of them. Football recently joined the Gateway Football Conference, moving from the Great West Football Conference.

In May 2008, the institution received notification of acceptance of the Institutional Self-Study Guide by the NCAA. The NCAA reviewed NDSU's annual report and strategic plan. A subcommittee then forwarded its recommendation to the NCAA Management Council to elect NDSU to active Division I status, effective for the 2008-09 academic year.

#### Athletic Success In Division II

##### **National Championships Team and Individual**

- Football
- Wrestling
- Women's Basketball
- Softball
- Women's Indoor Track & Field
- Men's Cross Country
- Men's Indoor Track & Field
- Men's Outdoor Track & Field

#### Attendance

- Volleyball: Ranked 45th among all Division I schools for attendance. Largest crowd was 1,108 for the North Dakota game.
- Football: Averaged almost 10,000 more fans per game than the FCS average (8,346) reported by the NCAA for 2007. Still in the provisional classification, NDSU is not ranked for FCS attendance. If it were, it would be in sixth place for



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average attendance, trailing only Appalachian State, Montana, Delaware, Yale and Georgia Southern.

### Media Exposure

- FSN North
  - Football: Home opener broadcast vs. Austin Peay State University
  - Men's Basketball: At home versus Colorado State
- FSN Florida: Men's basketball at the University of Florida
- FSN Arizona: Women's basketball at Northern Arizona
- CBS Affiliate (Fargo, N.D.): One men's game, one women's game
- NBC North Dakota Network: Three home broadcasts
- Big Ten Network
  - Football: At Minnesota, NDSU won 27-21.
  - Basketball: At Minnesota

### National News

- USA Today
  - "North Dakota State Playing for No. 1, Not for Title," featured October 10, 2007
  - "North Dakota State, South Dakota State Join Gateway Football Conference," featured March 7, 2007
- Sign on San Diego.com: NDSU featured October 8, 2007 in an article titled "North Dakota State Gets First No. 1 Division I Football Ranking"
- SI.com: "Anything's Possible – N. Dakota State's Win in Wisconsin One to Remember," January 22, 2006
- NFL Draft: "Linebacker Joe Mays Selected in Sixth Round of NFL Draft by the Philadelphia Eagles"

- ESPN The Magazine – North Dakota State University running back Tyler Roehl was named to the 2007 ESPN The Magazine’s Academic All-America® University Division first team.

## Butler University

In an article discussing publicity that Butler men’s basketball has received after its miraculous run to the 2010 national championship game, the Bulldogs’ head coach, Brad Stevens, marveled at the amount of fan mail he received. He estimated that 90% came from people with no previous ties to Butler, indicating a new widespread awareness of the University. Stevens also appeared on the “Late Show with David Letterman” and received a call from President Barack Obama. Butler University is enjoying incredible free publicity solely based on the success of its men’s basketball team.

More important, the publicity is producing a tangible growth in interest in the University. Butler’s vice president of enrollment, Tom Weede, reported a 67% jump in high school student inquiries since the NCAA tournament began and a 61% increase in requests for transfer applications. In addition, two or three people with absolutely no previous ties to the University have offered to donate a scholarship simply because they enjoyed watching the men’s basketball team in the tournament. Success in men’s basketball has had a huge impact on Butler University as an institution.





## Prospective America East Conference New Member Evaluation Outline

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A. General

1. Statement of Interest
2. Institutional strategic plan.
3. Athletics department strategic plan, including recent Division I feasibility study.
4. Key institutional accomplishments in last 10 years.
5. Key Athletics program accomplishments in last 10 years.
6. History of conference membership (full and associate memberships).
7. History and timeline of sports sponsorship.
8. Most recent Division II institutional self-study report.

B. Academics

1. Detailed ASR reports for the past five years, including a comparison of those receiving athletics aid and those not receiving athletics aid.
2. Special admissions policies for student-athletes, if applicable, including a description of the process used and authorities involved.
3. Number of full-time and part-time faculty.
4. Percentage of faculty with highest degree in his or her field.
5. Percentage of classes taught by faculty compared to those taught by teaching assistants.

**Our academic research consultant will also be collecting and reviewing Federal Graduation Rate and ASR Data from the NCAA for the past five years along with the following IPEDS data:**

- a. Full-time undergraduate enrollment for the past eight years.
- b. Graduate enrollment for the past eight years.
- c. SAT/ACT 75th and 25th percentile for the past eight years.





- d. Retention the past eight years.
- e. Admission and yield for the past six years.
- f. Number of Pell grants for the past four years.

C. Financial

1. Detailed NCAA financial reports for past six years.
2. Detailed EADA reports for past six years.

D. Facilities

1. Identification of home facility for all sports.
2. Brief description and dates of last updates/renovations to all facilities (e.g., competition, practice, strength center, athletic training).
3. Spectator capacity for all competition facilities.
4. Description of press box area, including media capabilities (e.g., TV, radio) for all competition facilities.

E. Staffing

1. Number of coaches per sport (full-time, part-time).
2. Number of sport-specific, non-coaching personnel per sport (e.g., director of basketball operations).
3. Number of staff (full-time, part-time, graduate assistant, intern) in the following athletics units:
  - a. Compliance.
  - b. Athletics academic support.
  - c. Communications (e.g., sports information, media relations, new media, video)
  - d. Game operations/event management.
  - e. Marketing.

- f. Development.
  - 4. Develop plan to meet Division I minimums in coaching limits and general staffing (coaches, administrative staff) plan and goals within the next five years.
- F. Scholarships
  - 1. Number of athletics scholarships allocated and awarded per sport for past 10 years.
  - 2. Plan to meet Division I minimum requirements by Year One of Reclassification and plan for each sport over next five years.
- G. Other
  - 1. Endowment data and trends for past 10 years.
  - 2. Summary of research portfolio, including expenses, key areas and trends for past 10 years.







