

*Preliminary Report 6/24/04*



**UNIVERSITY OF LOUISIANA AT MONROE  
ATHLETICS DEPARTMENT**

***“ASSESSMENT OF ULM ATHLETICS OPERATIONS”***

**CARR SPORTS ASSOCIATES, INC.  
June 24, 2004**

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## PRELIMINARY REPORT

### A. INTRODUCTION

In 2001, the ULS commissioned James L. Fisher, Ltd. to study the challenges and opportunities facing ULM. The report was sobering and identified “a raft of troubling issues” that required “significant and sustained corrective action immediately.” The report also predicted that the required corrective measures would cause some discomfort, and would “require strong leadership and extraordinary internal and external support.” In response to that report, the ULS Board of Supervisors appointed Dr. James E. Cofer as President of ULM in 2002.

Under Dr. Cofer’s leadership the past two years, the University has undergone a transformation. The faculty, staff, and administration have made deep and systemic changes. Their determination has brought ULM back to prominence and ensured a bright future for the institution. While the task was daunting and difficult, the perseverance has paid off. Enrollment is up for the first time in eight years. Construction projects totaling \$67 million are underway throughout the campus. The budget is back in the black.

However, the formidable task is not complete. One last area must be addressed, and that is the ULM athletic program. Nationally, collegiate athletic operations are facing serious challenges. They must comply with stringent NCAA rules, adhere to conference guidelines, and do so within constrained budgets. ULM is no different.

This year, the ULS commissioned Carr Sports Associates, Inc. to study the challenges facing the athletic operations of several System universities. ULM is the first to receive this assessment. The following report calls for the University to decide on the appropriate strategic direction for its Athletics Department. That decision will be tough, and it will require strong leadership and community support, including the cities of Monroe and West Monroe, and Ouachita Parish.

The choice, though clear and necessary, will not be easy. While community support has been important in the past, it is vital now. ULM will lean on its community again in the future as it works to build an athletics department that is stable and successful for many years to come.

Carr Sports Associates, Inc. conducted assessments of the three categories shown below. The Consultant’s Comprehensive Conclusions and Recommendations for these categories are presented on page 12 of this Summary.

1. Confirm that the University’s internal review process has generated sufficient and accurate data to establish clearly the future direction for intercollegiate athletics.
2. Determine if the primary support systems and staff of the Athletics Department are following the industry’s best practices for NCAA Division I (I-AA and I-A).

3. Gain an objective perspective on ULM's conference membership possibilities which include maintaining I-A status or moving to Division I-AA; these options include the following:
  - a. Status Quo: Competing in the Division I-A Sun Belt Conference for football and women's swimming while competing in the Division I-AA Southland Conference for all other sports.
  - b. Comprehensive Division I-A membership: Competing in the Division I-A Sun Belt Conference for all sports.
  - c. Comprehensive Division I-AA membership: Competing in the Division I-AA Southland Conference for all sports.

## **B. PROCESS**

This process contained interviews with selected ULM staff and stakeholders, a review of documents and data from ULM, members of the Sun Belt Conference, other selected Division I-A institutions and Division I conferences as well as the NCAA. All financial data was acquired from most recent documents and surveys. The Consultants also developed a set of Assumptions, which characterize the Department and are fundamental to this Study (Attachment 1).

This Summary Draft of the Study, *Assessment of ULM Athletics Operations* along with appropriate Attachments and Exhibits, was submitted to ULM in May 2004; it is presented in the following sections.

- I. Introduction
- II. Executive Summary
- III. Study Assumptions
- IV. Policy Issues
- V. ULM Athletics Profile
- VI. Athletics Department Design and Operating Procedures
- VII. NCAA Legislation Involving Division I-A Membership
- VIII. Fiscal Issues
- IX. External Revenue Issues
- X. Facilities
- XI. Personnel
- XII. Support Systems Analysis
- XIII. Conclusions and Recommendations

## C. OBSERVATIONS

Using the Study's Table of Contents as an outline, the following Observations summarize the significant considerations shaping ULM's future direction for Intercollegiate Athletics. The Consultants' Conclusions and Recommendations are provided at the end of this Summary Draft.

### *Policy Issues*

The University's decision on its correct level of NCAA classification and conference membership(s), along with corresponding resource requirements, must be considered in the context of *ULM's Mission and Strategic Themes*, policies and peer institutions. While recent University strategic planning activities have supported ULM's Division I-A position, Athletics lacks a comprehensive strategic plan connecting its Mission with that of the University. Future planning should address other foundational policies and procedures such as on-going NCAA Certification, Rules Compliance and adherence to Title IX legislation. Even though the University is committed to these guidelines, the Consultants noted the absence of an updated Gender Equity Plan as well as a recent Title IX review.

### *ULM Athletics Profile*

ULM Athletics, sponsoring 17 men's and women's sports, possesses a tradition of competitive success, including a I-AA national championship in football in 1987, excellence in track and field, a trip to the Women's Final Four in Women's Basketball and a Men's basketball Coach who has won over 400 games. Holding dual membership in the Sun Belt and Southland Conferences, ULM is only one of 10 institutions whose football team played in a Division I-A conference while its other sports competed in a conference dominated by Division I-AA members. By 2005-2006, nine of this group will no longer continue in the "divided format" of I-A/I-AA conference memberships (Attachment 2). The two classifications typically carry different levels of institutional commitment, infrastructure and resource allocations. Consequently, a shift of ULM's total sports programming to the I-A dominant SBC will require systematic enhancements to Athletics' infrastructure.

NCAA Division I-A is not new to ULM; it has been a Division I-A football member twice. Both times it has labored to compete at the higher level. The record for the first period (1978-1979 to 1981-1982) was 21-22-1 with all but 9 of those victories against I-AA or lower programs. During the second period (1994-1995 to 2003-2004), the record has been 32-81 with just 17 victories versus I-A teams. This limited success on the field is not atypical for SBC football teams; only Conference Champion, North Texas had a winning record in 2003 while the overall record of Conference teams was 32-65. The SBC has sponsored football for only three years and as its membership becomes increasingly regional, the value of conference games will grow along with the natural and new rivalries.

Beyond football, ULM has competed in the Southland Conference in all sports except swimming and diving since 1982-83. While ULM has experienced much success in

the Southland in both men's and women's sports, the trend line for ULM over the last seven years (1997-1998 to 2002-2003) has been downward; men's sports have achieved an average all-sports standing of 6.16 while the women's teams attained a 6.66 standing. The 1982-83 to 1996-1997 averages were 1.78 and 2.76, respectively. This lack of team success is highlighted by the Conference's Commissioner's Cup, originated in 1997-98, in which ULM's combined finishes have never been higher than 6<sup>th</sup>, the average finish is 7.3 and ULM finished 9<sup>th</sup> in 2002-2003.

A brief description of the two Conferences in which ULM has membership are as follows;

- Southland Conference: In addition to ULM's classification in Division I-A, other members of the Southland Conference include seven in Division I-AA and three in Division I-AAA (no football). Now completing its 40<sup>th</sup> year, the Conference provides its members reasonable geographic proximity in Texas and Louisiana.
- Sun Belt Conference: Established in 1976, the Sun Belt Conference holds championships in 18 sports as one of only 11 NCAA Division I-A conferences. Along with ULM, members of the SBC include 8 others in Division I-A, one in Division I-AA and 4 in Division I-AAA (no football). The vision of the Conference is to achieve a regional focus with stable membership in which rivalries grow to benefit the institutions and the Conference. It is possible that all 17 ULM sports could compete in Sun Belt Conference Championships.

#### ***Athletics Department Design and Operating Procedures***

The University's vigorous internal planning, together with an exceedingly fluid Division I athletics environment encourages the redesign of ULM Athletics organization and operating procedures. The Department's current organizational chart not only lists crucial vacant positions, but its vertical reporting lines inhibit formal synergy of operations. Essential leadership positions such as the vacant Associate Athletic Director for Internal Operations and the recommended Associate Athletic Director for External Operations would promote collaboration and efficiency as well as require accountability within industry-accepted personnel clusters. Central to this organizational redesign is the expectation that all personnel positions as well as their respective job descriptions will directly support Athletics' strategic priorities.

While Athletics maintains an up-to-date Policies and Procedures Manual, Department-wide planning (e.g. strategic, facilities and business) has not been a component of Athletics' operating procedures. Also missing is an Athletics vision statement complementing the Department's Mission Statement. A compelling and obtainable vision is foundational to building constituency support for a changing athletics program.

#### ***NCAA Legislation Involving Division I-A Membership – ULM Status***

Meeting new NCAA Division I-A membership requirements (effective FY 2004-2005) of sports sponsorship, scheduling, home game attendance and awarding financial aid is another challenge facing ULM Athletics; in particular, determining the

adequacy of its financial resources and infrastructure to support these requisites. Currently, ULM exceeds the sports sponsorship minimum of 16 by offering 17 men's and women's sports. The scheduling requirement of five I-A home games, beginning 2006-2007, will partially be achieved by a schedule of four Sun Belt Conference home games. Athletics is currently meeting the financial aid requirement.

Of the four expanded NCAA obligations, home game attendance (15,000 average annual attendance) appears to be the most difficult to achieve consistently; ULM has averaged only 10,242 in Malone Stadium over the last five years. However, by using an NCAA rules provision, ULM has signed a long-term scheduling agreement with the University of Arkansas giving the Indians a "home game" in Little Rock. This arrangement should assist ULM in meeting its attendance obligations for the next ten years.

### ***Fiscal Issues***

The Consultants were asked to evaluate ULM's financial capacity to operate at an optimum level for its current I-A/I-AA divided format (I-A/I-AA conference memberships) as well as its readiness for advancement to full membership in the Sun Belt Conference or a move to Division I-AA for all sports.

Using most recent comparable Athletic budget data, a primary benchmark reveals that ULM's FY 2002-2003 total revenue budget of \$5,113,420 was:

- over \$4 million less than the average Sun Belt I-A, and
- only slightly above the Southland Conference's I-AA average of \$5,107,723.
- ULM's expense budget of \$4.9 million in fiscal year 2003 was nearly \$4 million less than the average Division I-A Sun Belt program and only \$53,412 more than the Southland expense average. Attachment 6, benchmarking ULM's total operating expenses by sport with peer institutions and I-A conferences, highlights this disparity.

The basic margin of difference in revenues for ULM and its I-A and I-AA peers is in institutional and government support. Data shows that it is impractical for I-AA and many non-BCS Division I-A programs to operate without substantial institutional funding (university funds, student fees, state support); with few exceptions sufficient external revenues cannot be generated. For example, at 47%, ULM receives less institutional funding as a percentage of total revenues than do I-A Sun Belt members (65.6%) and other members of the Southland (69.1%). However, current State policy prohibits increasing athletic budgets through additional student assessed fees, or increasing the Operating Budget funding transfer for I-A athletics programs.

Another significant statistic is ULM's disproportionate dependence on revenue from football guarantees at \$1.3 million or 29% of total revenues. This compares to \$1.1

million or 12% in the Sun Belt, \$824,000 or 5.5% for non-BCS I-A and \$365,565 or 7% in the Southland.

The financial projections in Attachments 3, 4 and 5 use admittedly conservative revenue projections and leave ULM with little opportunity for growth in its current I-A/I-AA structure or as a full member of either the Sun Belt or Southland Conference. Expenses for all models provide for baseline personnel additions with minimal increases for much needed capital outlay. Expenses for the Division IA/I-AA and I-AA structures show modest inflationary increases while the full I-A Sun Belt version accelerates revenues and expenses to achieve reasonable benchmarks. All three models demonstrate that without new and significant revenue streams, substantial deficits will accrue.

Finally, Attachment 6 describes ULM's sports funding comparisons (excluding salaries and scholarships) with its Division I-A and I-AA peers.

### ***External Revenue Issues***

State mandated limits on Institutional funding for Intercollegiate Athletics demand that ULM Athletics' external revenue generating units operate at an optimal level. These departments, grouped under the category of External Operations, are commonly identified as Development (fundraising), Marketing and Promotions, Ticket Operations, and Sports Information. Unfortunately, the collective performance and infrastructure of these four units lag behind most Sun Belt Conference, non-BCS Division I-A and many Division I-AA Athletics programs. External Operations as a whole has been hindered by a void in strategic focus, personnel, contemporary business planning, formal synergy of operations and dedicated adequate operating budgets.

Athletics' fundraising has suffered from this lack of focus. For example, annual giving has become weighted in favor of restricted gifts, little concentration has been given to major gifts/endowments, and a contemporary priority-seating program is not in place for football. While marketing efforts have shown some recent modest growth, ticket sales and game attendance for football and men's and women's basketball are still below averages for potential Sun Belt Conference peers. The 2003 football average attendance of 11,298 is problematic and below the Sun Belt average of 14,352, ranking ULM 114 out of 117 Division I-A schools. Even with recent spikes, football ticket receipts are still below the ten-year high of \$398,076 in 1993.

However, steps are being taken to create an External Operations design consistent with Division I-AA and I-A common practices. ULM has recently hired two Athletics fundraising positions along with a full-time Marketing Coordinator to assist with Athletics ticket sales and promotions. Additionally, volunteers have been instrumental in staffing new donor and ticket sales campaigns.

### ***Facilities***

In previous years, the University committed significant resources to these facilities. However, limited financial resources during the past several years have resulted in the University's athletic facilities ranking in the bottom half of football and most other sports in both the Sun Belt and the Southland Conferences.

The strong trend to increase investments in athletic facilities is illustrated by a May 2004 Sun Belt Conference press release stating that its members have recently spent more than \$340 million in facilities construction, renovation and upgrades with nearly \$190 million in future projects scheduled over the next ten years. There are specific needs to upgrade aging football facilities and to replace an inadequate soccer field and the track's surface. ULM's comprehensive facility needs can be best addressed through a master plan for Athletic facilities. This would include new facilities, renovations, and improved maintenance along with physical and aesthetic linkage.

### ***Personnel***

It is appropriate for Athletics to add essential personnel and increase salaries for selected positions, regardless of its conference(s) alignments; this is necessary to improve Athletics' infrastructure productivity along with its competitive position. Recent cost cutting initiatives, such as eliminating staff or not filling vacant positions, have contributed to an austere staffing structure in Athletics. The current level of total Athletics' personnel is not equivalent to those in championship level Division I-AA or non-BCS I-A athletics programs. The Consultants' analysis of Athletics' Support Systems for Division I-A, recommends creating and/or filling 10 administrative/clerical positions over the next two Fiscal Years (2005 and 2006). Strategic placement of new positions, less benefits, totals \$127,000<sup>1</sup> in FY 2004-05 and \$150,000 in FY 2005-06. While these personnel recommendations meet some of Athletics' near-term service needs they do not address numerous vacant and unbudgeted assistant coaching positions.

ULM Athletics is also challenged with providing its coaching staff with comparable marketplace salaries and benefits. Data for 2002-03 demonstrates that ULM's average head coaches' base salaries<sup>2</sup> lag behind their counterparts in the Southland and Sun Belt Conferences. The margin becomes greater if ULM moves all of its sports teams to the Sun Belt Conference, whose 2002-03 average for men's head coaches was \$69,000 versus \$38,985 at ULM; Sun Belt women's head coaches averaged \$36,995 and ULM averaged \$25,797.

### ***Support Systems Analysis***

The effectiveness of ULM Athletics' internal operations was determined by reviewing 17 Support Systems that currently exist within its Athletics Department or are unique to contemporary Division I-AA or I-A Athletics Programs. Within each

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<sup>1</sup> Consistent with current University practices, it is assumed that a recommended Academic Counselor position will be funded by University Administration.

<sup>2</sup> ULM's Athletics budget does not reflect the complete cost of all salaries; some coaches receive additional compensation for student recruitment and teaching.

Support System four consistent operational categories were addressed: Personnel, Facilities, Equipment and Budget.

Compared to industry common practices, most of ULM's Systems do not have sufficient resources to properly advance Athletics' competitive position. Of those Systems requiring strong attention, most need additional personnel and an appropriate operating budget. As stressed in the External Revenue section of this Study, weight needs to be given to those units charged with creating additional revenue and enlarging Athletics' fan base: Development (fundraising), Marketing and Promotions, Sports Information and Ticket Operations. Other units requiring substantial near-term attention include Business Operations, Equipment Operations and Sports Medicine.

A number of Support Systems exemplify ideal practices by blending Athletics and University resources to perform necessary operations. This model capitalizes on using all available assets while reducing the duplication of services. Examples include Academic Services, CHAMPS/Life Skills, Compliance, Event Management, Facilities Maintenance, and Information Technology. The University's commitment to funding key Athletics fundraising and marketing efforts is a superlative illustration of institutional and athletics synergy.

Most of Athletics' Support Systems benefit from being housed in facilities that meet most basic space requirements. However, most of the facilities are becoming dated and will benefit from contemporary upgrades.

#### **D. CONCLUSIONS AND RECOMMENDATIONS**

The Consultants' conclusions and recommendations were developed from studying the effectiveness of ULM Athletics' internal operations and external outreach programs. These operations were benchmarked with both Division I-AA and I-A best common practices. These recommended actions will prepare ULM Athletics for its continued advancement regardless of future competitive conference alignment(s).

##### **1. Policy Issues**

ULM's decision making process and final position on NCAA classification and conference alignment(s) will demonstrate compliance with University, government and NCAA policies and procedures.

- *Develop an Athletics Department strategic plan that is integral to the University's Mission and Strategic Themes. Emphasis should be on broad University participation emphasizing communication and building consensus toward achieving Athletics' strategic directions.*
- *Develop a set of Athletics peer institutions to assist with creating a standard set of benchmarks for best practices and competitive achievements.*
- *Contract with an outside consultant to conduct a Title IX Compliance review in 2004-05; continue this review process annually.*

- *The University should move expeditiously to update its Athletics Gender Equity Plan developed in 1999 in concert with the University's NCAA Certification.*
- *The University should continue a formal process of preparation for its next NCAA Certification in 2008-2009; particular attention should be given to Governance and Commitment to Rules Compliance along with Gender, Minority and Student-Athlete Welfare Issues.*

## **2. ULM Athletics Profile**

ULM Athletics has a long-standing tradition of competitive success, but in recent years that level of success has declined. ULM teams experience two distinctive competitive environments in the Sun Belt and Southland Conferences.

- *As part of ULM Athletics' Strategic Plan, the Athletic Director and staff should analyze in detail the downward trend in performance by ULM men's and women's teams. They should identify internal and external factors contributing to this decline.*
- *Design and implement a strategic plan for each ULM sports team that supports Athletics' Mission as well as each team's respective goals.*

## **3. Athletics Department Design and Operating Procedures**

The achievements of ULM Athletics will be significantly influenced by its organizational structure and operating procedures.

- *Develop an Athletics Department Vision Statement describing the Department's strategic direction.*
- *Revise appropriate job descriptions and reporting lines to achieve Athletics Mission and strategic priorities.*
- *Require each Athletics Department unit to implement a strategic/business plan to support Athletics' Mission and strategic priorities.*

## **4. NCAA Legislation Involving Division I-A Membership – ULM Status**

Sun Belt Conference football membership is essential to ULM meeting new NCAA Division I-A membership requirements. It appears that the 5 home games over 10 years in Little Rock versus Arkansas will achieve home game attendance compliance, the most challenging of the new requirements.

- *ULM must establish a specific plan for achieving and monitoring compliance with each of the new NCAA requirements.*

- *Given the significance of the Sun Belt Conference to ULM's ability to comply with Division I-A legislation, the University should attempt to strengthen its relationship with and contributions to the Conference.*

## **5. Fiscal Issues**

ULM is similar to most institutions sponsoring Division I-AA and non-BCS I-A programs in that Athletics is expected to balance its budget through external revenues and a strong reliance on institutional funds. Unfortunately, ULM's present funding scenarios do not adequately support Athletics' current or potential competitive memberships. Additional state funding support, and/or student fees are not options. Private donors and enhanced outside funding support are the only solutions to provide the additional revenues necessary to restore financial viability and allow the Athletic programs to become and remain more competitive.

- *Develop a campus and ULS consensus on the appropriate level of funding required to support a competitive ULM Athletics Department, regardless of Division I conference alignments. All sources of funding should be considered, including the ULM General Fund Support and the ULS State Support for Athletics.*
- *Increase the percentage of Institutional support for Athletics to a level comparable to its appropriate Division I peer group.*
- *Review and revise the current "Maximum State Support for Athletics" to adequately reflect institutional charges to Athletics that are susceptible to inflation.*
- *Strong consideration should be given to the addition of a student athletics fee.*
- *Budgetary reliance on football game guarantees should be considered a short-term measure. A long-term strategy should be developed to reduce the number of major guarantee games from three per season to two or less.*
- *Maintain a version of this Study's financial pro forma with expected expenses and revenues required for Athletics to accomplish its strategic initiatives.*

## **6. External Revenue Issues**

State limitations on institutional funding for Intercollegiate Athletics require Athletics' external revenue generating units to perform at an optimal level. Presently, these units lack strategic focus and functional infrastructure to generate the revenues necessary for improving ULM Athletics Division I position.

- *As soon as possible and in concert with revenue goals, determine and implement appropriate staffing levels for all External Operations units*

*(Marketing and Promotions, Fundraising, Sports Information and Ticket Operations).*

- *For optimal synergy, assign coordination of all External Operations units to a senior Athletics Department staff member; common I-A practices call for an Associate Athletic Director for External Operations position.*
- *Require all External Operations units to design annual business plans outlining priorities, goals, strategies and timelines; plans must support Athletics' strategic priorities.*
- *Clearly define the fundraising responsibilities for the new Athletics Development Officer and Administrative Assistant; staff must focus exclusively on development activities to achieve both Annual Fund and Major Gifts goals.*
- *Redesign current Annual Giving programs, including priority seating, to better promote unrestricted giving.*
- *Athletics Annual Giving, in concert with the University Foundation and Alumni Association, should be further formalized and expanded regionally.*
- *Implement contemporary processes of identifying, cultivating and soliciting Athletics Major Gifts using a prospect management system; integrate processes with those of the ULM Foundation.*
- *Develop an Athletics case statement identifying the Department's vision, and programmatic needs (facilities, scholarships, endowments); incorporate needs into ULM's proposed major comprehensive capital campaign.*
- *Create a long range budget plan that adequately reflects requirements for effectively marketing Athletics while emphasizing ticket sales; incorporate into Athletics' financial pro forma.*

## **7. Athletics Facilities**

ULM's Athletics facilities are vital to the competitive positioning of ULM Athletics, regardless of conference membership format. There is an urgent need for the creation of an Athletics facilities plan describing needs, priorities and costs.

- *ULM should move expeditiously with the development of an Athletics Facilities Master Plan using an architect with expertise in athletics facility design, space allocation and pedestrian flow.*
- *The University should improve its maintenance program for athletics facilities to enhance their appearance and playing condition.*

## **8. Personnel**

ULM Athletics' current number of personnel as well as staff compensation levels do not reflect contemporary trends in Division I-A or I-AA athletics.

- *Strongly consider a systematic implementation of the 10 personnel (new and vacant) recommendations found in Section XII, Personnel of this study.*
- *Integrate a marketplace salary adjustments plan into the Athletics Department strategic plan, as well as its financial pro forma.*
- *Develop coaching contracts consistent with competitive expectations and market conditions; correspondingly, update staff performance-based evaluations.*

## **9. Support Systems Analysis**

Division I-AA and I-A best practices benchmarking confirms that many of Athletics' Support Systems are not equipped to advance Indian Athletics. This is especially important as ULM explores conference membership options.

- *Using an appropriate timeline, ULM should strongly consider implementing the recommendations in Section XIII, Support Systems Analysis.*
- *Adjustments to any of the Support Systems should be consistent with Athletics' strategic plan and integrated into the Department's financial pro forma.*

## **E. COMPREHENSIVE CONCLUSIONS AND RECOMMENDATIONS**

Over the past eleven years, the University of Louisiana at Monroe and its constituents have made a substantial investment in Division I-A football. While that investment has been questioned, ULM benefited in 2001 by becoming a football affiliate with the Sun Belt Conference. This membership has brought important new relationships and a higher profile for the University and its Athletics Department.

Today, ULM's divided conference memberships place Athletics in an unusual and disadvantaged competitive position. Two items have further contributed to this condition: (1) recent cost cutting measures, and (2) insufficient external revenues. In the Consultants' opinion, the University has underestimated the level of resources required for a consistently competitive Division I-AA or comprehensive I-A athletics program. These deficiencies are highlighted by an infrastructure that is not fully prepared to advance ULM Athletics. In this setting, the University must soon decide the most appropriate strategic direction for its Athletics Department and the timeline for making that decision may require a quick response.

This Study reviews three possible options for Athletics' direction, each with significant cost implications that appear challenging but are not prohibitive. Since

these additional resources must be generated through external revenues, it is practical to give first consideration to the options that are most likely to draw satisfactory financial and political support from ULM constituents.

Therefore, the Consultants recommend that the University actively pursue an invitation for membership of all sports in the Sun Belt Conference. The Consultants further recommend that the University engage in the following activities as an integral part of accepting Sun Belt Conference membership:

- ***Develop and implement a five-year strategic plan for the advancement of ULM Athletics as a full member of the Sun Belt Conference built on a broad-based, participatory planning process using the key recommendations of this Study.***
- ***Build and integrate a sound business plan into the strategic planning process. Describe in detail all assumptions, expected expenses, revenues and cost containment practices along with supporting marketing and fundraising campaigns required to achieve and sustain full membership in the Sun Belt.***
- ***Create a prominent profile for ULM Athletics in the University's next Capital Campaign.***
- ***Make the institutional commitment to achieve the appropriate infrastructure for ULM Athletics, as described in this Study.***

## ATTACHMENT 1

### STUDY ASSUMPTIONS

To bring greater focus to the Study process along with a consistent understanding of the environment in which the Athletics Department operates, the CSA Team developed a set of *Study Assumptions* as shown below. These Assumptions characterize the Department and are fundamental to the Study process. They were developed after conducting on-campus interviews and reviewing Institutional, Conference, NCAA and pertinent benchmarking materials.

1. *The ULM Administration has determined that the sponsorship of Intercollegiate Athletics at the NCAA Division I level is consistent with the University's Mission and Strategic Themes.*
2. *The University is committed to exploring the opportunity for all sports membership in either the Sun Belt or the Southland Conference.*
3. *If the University remains in Division I-A, it will be committed to meeting the heightened challenge presented by new Division I-A membership requirements pertaining to scheduling, average football attendance, financial aid and sports sponsorship.*
4. *The ULM Athletics Department will comply with all Institutional, State of Louisiana, NCAA, as well as Southland Conference and Sun Belt Conference requirements.*
5. *The University and the Athletics Department are committed to the welfare of their student-athletes to include academic success leading to graduation.*
6. *The University and the Athletics Department are committed to the principles of equal opportunity and non-discrimination.*
7. *It is the University's desire to sponsor a broad-based, selectively competitive NCAA Division I Intercollegiate Athletics Department. Primary performance measures are rankings in the NCAA, Southland and Sun Belt Conference plus the annual NACDA Directors' Cup.*
8. *The ULM Athletics Department sponsors seventeen (17) varsity sports and has no near-term plans to add or reduce its sports sponsorship.*
9. *The University is committed to Institutional funding for the successful operation of the ULM Athletics.*

- 10. To augment Institutional funding for Athletics, the University and its Foundation will continue to collaborate with Athletics on designing and implementing selected fundraising, marketing, corporate and public relations campaigns.*
- 11. Football membership in the Sun Belt Conference is essential to maintaining ULM's Division I-A membership.*
- 12. The University is committed to providing ULM Athletics with Division I championship level practice and competition facilities. Where appropriate, the University will seek joint-use athletics facilities with local government entities.*
- 13. The University recognizes that the Athletics Department Support Systems' infrastructure must be operating at a functional-to-optimal level for successful competition in NCAA Divisions I-AA and I-A.*
- 14. Any recommendations for enhancements or additions to the Athletics Department will be implemented strategically and dependent upon available resources.*

**ATTACHMENT 2**

**DIVISION I-A INSTITUTIONS  
FOOTBALL TEAM AND OTHER SPORTS  
COMPETE IN A “DIVIDED FORMAT”**

INSTITUTION	2003-2004		2005-2006	
	FOOTBALL I-A	OTHER SPORTS	FOOTBALL I-A	OTHER SPORTS
ULM	Sun Belt	Southland I-AA/AAA	Sun Belt	TBD
Idaho	Sun Belt	Big West I-AAA	Sun Belt WAC?	Big West I-AAA WAC?
Utah State	Sun Belt	Big West I-AAA	WAC	WAC I-A
Troy	Independent	Atlantic Sun IAA/AAA	Sun Belt	Sun Belt I-A/I-AAA
Central Florida	Independent	Atlantic Sun IAA/AAA	C-USA	C-USA I-A
UConn	Independent	Big East I-A/I-AAA	Big East	Big East I-A/I-AAA
Temple	Big East	Atlantic10 IAA/AAA	Independent	Atlantic10 IAA/ I-AAA
Notre Dame	Independent	Big East I-A/I-AAA	Independent	Big East I-A/I-AAA
Army	C-USA	Patriot I-AA/I-AAA	Independent	Patriot I-AA/I-AAA
Navy	Independent	Patriot I-AA/I-AAA	Independent	Patriot I-AA/I-AAA

## ATTACHMENT 3

**Table 1**  
**University of Louisiana at Monroe**  
**Assumptions for Financial Projection**  
**Current I-A/I-AA**

### Revenue:

#### **Institutional Support**

Provided through State funding of athletics at the I-A level plus gender equity tuition credit for up to 50 scholarships. Assumed increase of 3% per year.

#### **Season Tickets - Football**

Current level of season ticket sales of approximately 3,500 assumed to increase slowly (3%) with a focused marketing effort.

#### **Gate Receipts - Women's Sports**

Ticket revenue from women's sports will continue to be negligible.

#### **Sponsorships**

Revenue from corporate sponsorship has been recorded through the Athletic Scholarship Foundation in the past, but will be reflected on University records in the future. This should increase at 3% each year.

#### **Conf./NCAA Revenues**

Assumed to increase 5% per year.

#### **Game Guarantees - Football**

Based on projected schedule and contracts through the 2008 season.

#### **Season Tickets - Basketball**

Ticket revenue from men's basketball will increase only slightly in the near future (3%).

#### **Game Guarantees - Basketball**

Based on current contracts.

#### **Athletic Facility Rent**

Reasonably static rental opportunities

#### **Season Tickets - Baseball**

Baseball revenue will continue to be solid with a 3% increase each year.

#### **Concessions**

Contract with Aramark Food Services provides revenue of \$80,000 per year through 2007-08.

**Advertising Sales and Programs**

An improved marketing effort could yield additional advertising revenue. Projected to increase 10% per year.

**Game Tickets (Fb, Bkb, Bsb)**

Single game tickets for football (\$40,500 in '03), basketball (\$17,600 in '03) and baseball (\$35,800 in '04) should increase at 3% per year.

**Foundation Transfer for Scholarships**

Debt was recently repaid and Foundation will increase transfer to previous level of \$200,000 by year 2006-07.

**Miscellaneous Revenue**

Assumed to be consistent in future years.

**Expense:**

**Personal Services**

Salaries includes classified and unclassified employees. Other compensation includes temporary and student workers, and game officials expense in football, non-conference basketball games and non-conference baseball games. Salaries are projected to increase 3% per year and other compensation is projected to increase at 1% per year.

**Related Benefits**

Projected at 25% of compensation.

**Travel**

Team travel to competition and recruiting travel assumed to increase at 5% per year. Travel for the football team will fluctuate widely based on the number of charter flights each year. Football travel for the 2003 season was \$200,000 and will be \$380,000 for the 2004 season.

**Operating Services**

Operating services includes rental payments, membership dues, subscriptions, freight charges, postage, telephone, printing and maintenance/ repair charges. These are projected to increase 3% per year.

**Supplies**

Supplies, including office supplies, team uniforms and equipment, is projected to increase 3% per year.

**Professional Services**

Professional services includes the cost of medical services for student athletes (\$215,000 in 2003-04) and fees for conference umpires and officials (\$57,000 in 2003-04). It is assumed these fees will increase 5% per year.

**Guarantees Paid**

Guarantees paid for all sports based on current contracts. It is anticipated that ULM will play five Sun Belt home games starting in 2005 with a guarantee of \$50,000 per game.

**Financial Aid**

Scholarship costs are projected to increase 7% each year due to increasing tuition and housing costs. The "scholarship" line item includes the cost of fall and spring semester financial aid and the "summer school" line includes financial aid for the first and last summer semester of each fiscal year. Fifth-year aid is minimal and a 7% increase is assumed.

**Other Charges - Letter Awards**

Not anticipated to change.

**Capital Outlay**

There is currently a minimal allocation for facility improvement. A modest increase has been included.

**Additional Support System Costs**

Recommended additions to personnel costs. These are threshold levels for the current I-A/I-AA format or a full move to Sun Belt Conference. Included are benefits at 25% and annual increases at 3%.

## ATTACHMENT 3

**Table 1**  
**University of Louisiana at Monroe**  
**Financial Projections - Current I-A/I-AA**

		<b>Requested 2003-04</b>	<b>Projected 2004-05</b>	<b>Projected 2005-06</b>	<b>Projected 2006-07</b>	<b>Projected 2007-08</b>	<b>Projected 2008-09</b>
<b>Revenues:</b>							
Institutional Support	3%	\$2,591,051	\$2,668,783	\$2,748,846	\$2,831,311	\$2,916,251	\$3,003,738
Season Tickets - Football	3%	\$291,837	\$300,592	\$309,610	\$318,898	\$328,465	\$338,319
Gate Receipts - Women's Sports	3%	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637
Sponsorships	3%	\$248,270	\$255,718	\$263,390	\$271,291	\$279,430	\$287,813
Conf./NCAA Revenues	5%	\$380,000	\$399,000	\$418,950	\$439,898	\$461,892	\$484,987
Game Guarantees - Football	per schedule	\$1,450,000	\$1,400,000	\$1,540,000	\$1,375,000	\$1,300,000	\$1,600,000
Net: Away Game Tickets		(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
Season Tickets - Basketball	3%	\$41,479	\$42,723	\$44,005	\$45,325	\$46,685	\$48,086
Game Guarantees - Basketball		\$174,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
Athletic Facility Rent		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Season Tickets - Baseball	3%	\$17,421	\$17,944	\$18,482	\$19,036	\$19,607	\$20,196
Concessions (per agreement)		\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Advertising Sales & Programs	10%	\$5,000	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
Game Tickets (Fb, Bkb, Bsb)	3%	\$76,219	\$78,506	\$80,861	\$83,287	\$85,785	\$88,359
Foundation Transfer for Scholarships		\$50,000	\$100,000	\$150,000	\$200,000	\$200,000	\$200,000
Misc. Revenue		\$74,479	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
<b>Total Revenues</b>		<b>\$5,518,756</b>	<b>\$5,602,885</b>	<b>\$5,914,437</b>	<b>\$5,925,072</b>	<b>\$5,979,938</b>	<b>\$6,414,187</b>
<b>Expenses:</b>							
<b>Personal Services:</b>							
Salaries	3%	\$1,437,274	\$1,480,392	\$1,524,804	\$1,570,548	\$1,617,665	\$1,666,194
Other Compensation	1%	\$228,500	\$230,785	\$233,093	\$235,424	\$237,778	\$240,156
Related Benefits	25% of salaries	\$353,725	\$370,098	\$381,201	\$392,637	\$404,416	\$416,549
<b>Total Personal Services</b>		<b>\$2,019,499</b>	<b>\$2,081,275</b>	<b>\$2,139,098</b>	<b>\$2,198,609</b>	<b>\$2,259,859</b>	<b>\$2,322,899</b>
<b>Travel:</b>							
Team Travel	5%	\$481,000	\$505,050	\$530,303	\$556,818	\$584,659	\$613,891
Recruiting	5%	\$95,000	\$99,750	\$104,738	\$109,974	\$115,473	\$121,247
Administrative	5%	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381
<b>Total Travel Expense</b>		<b>\$581,000</b>	<b>\$610,050</b>	<b>\$640,553</b>	<b>\$672,580</b>	<b>\$706,209</b>	<b>\$741,520</b>
Operating Services	3%	\$183,000	\$188,490	\$194,145	\$199,969	\$205,968	\$212,147
Supplies	3%	\$306,700	\$315,901	\$325,378	\$335,139	\$345,194	\$355,549
Professional Services	5%	\$272,000	\$285,600	\$299,880	\$314,874	\$330,618	\$347,149
Guarantees Paid		\$392,200	\$250,000	\$275,000	\$275,000	\$275,000	\$275,000
<b>Financial Aid:</b>							
Scholarships	7%	\$1,421,429	\$1,520,929	\$1,627,394	\$1,741,312	\$1,863,203	\$1,993,628
Summer School Aid	7%	\$71,000	\$75,970	\$81,288	\$86,978	\$93,067	\$99,581
Fifth-year Aid	7%	\$33,913	\$36,287	\$38,827	\$41,545	\$44,453	\$47,565
<b>Total Financial Aid</b>		<b>\$1,526,342</b>	<b>\$1,633,186</b>	<b>\$1,747,509</b>	<b>\$1,869,835</b>	<b>\$2,000,723</b>	<b>\$2,140,774</b>
Other Charges - Letter Awards		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Capital Outlay		\$50,000	\$50,000	\$75,000	\$100,000	\$100,000	\$100,000
<b>Total Expense</b>		<b>\$5,350,741</b>	<b>\$5,434,502</b>	<b>\$5,716,562</b>	<b>\$5,986,006</b>	<b>\$6,243,570</b>	<b>\$6,515,037</b>
Additional Support System Costs:			\$155,750	\$340,563	\$349,579	\$358,867	\$368,433
<b>Net Revenue (Expense)</b>		<b>\$168,015</b>	<b>\$12,633</b>	<b>(\$142,688)</b>	<b>(\$410,513)</b>	<b>(\$622,499)</b>	<b>(\$469,283)</b>

## ATTACHMENT 4

**Table 2**  
**University of Louisiana at Monroe**  
**Assumptions for Financial Projection**  
**Division I-A Sun Belt Conference**

### Revenue:

#### **Institutional Support**

Provided through State funding of athletics at the I-A level plus gender equity tuition credit for up to 50 scholarships. Assumed increase of 3% per year.

#### **Season Tickets - Football**

Current level of season ticket sales of approximately 3,500 assumed to increase slowly (3%) with a focused marketing effort.

#### **Gate Receipts - Women's Sports**

Ticket revenue from women's sports will continue to be negligible.

#### **Sponsorships**

Revenue from corporate sponsorship has been recorded through the Athletic Scholarship Foundation in the past, but will be reflected on University records in the future. This should increase at 3% per year.

#### **Conf./NCAA Revenues**

Assumed to increase 5% per year.

#### **Game Guarantees - Football**

Based on projected schedule and contracts through the 2008 season.

#### **Season Tickets - Basketball**

Ticket revenue from men's basketball will increase only slightly in the near future (3%)

#### **Game Guarantees - Basketball**

Based on current contracts.

#### **Athletic Facility Rent**

Reasonably static rental opportunities.

#### **Season Tickets - Baseball**

Baseball revenue will continue to be solid with a 3% increase each year.

#### **Concessions**

Contract with Aramark Food Services provides revenue of \$80,000 per year through 2007-08.

**Advertising Sales and Programs**

An improved marketing effort could yield additional advertising revenue. Projected to increase 10% per year.

**Game Tickets (Fb, Bkb, Bsb)**

Single game tickets for football (\$40,500 in '03), basketball (\$17,600 in '03) and baseball (\$35,800 in '04) should increase at 3% per year.

**Foundation Transfer for Scholarships**

Debt was recently repaid and the Foundation will increase transfer to previous level of \$200,000 by year 2006-07.

**Miscellaneous Revenue**

Assumed to be consistent in future years.

**Expense:**

The premise of Table 2 is that ULM's expenses will escalate with a move to the Sun Belt in all sports. The underlying assumption is that expenditures for all sports will increase to levels approaching the average dollars spent in peer group athletic programs.

**Personal Services**

Salaries include classified and unclassified employees. Other compensation includes temporary and student workers, and game officials expense in football, non-conference basketball games and non-conference baseball games. Salary increases or additional staffing will be necessary in a full move to the Sun Belt. It is assumed that salaries and benefits will increase a total of 5% per year for the next five years to approach the lower levels of other Sun Belt I-A programs.

**Related Benefits**

Projected at 25% of compensation.

**Travel**

Projections assume that team travel will increase 10% each year as schedules are upgraded to include air travel within the Sun Belt and as non-conference schedules improve to attract competitive recruits. Recruiting travel is projected to increase 20% per year in response to a higher level of competition.

**Operating Services**

Operating services includes rental payments, membership dues, subscriptions, freight charges, postage, telephone, printing and maintenance/repair charges. These are projected to increase 3% per year.

**Supplies**

Supplies, including office supplies, team uniforms and equipment, is projected to increase 10% each year for the next five years to compete in the Sun Belt in response to the needs of higher caliber athletes.

**Professional Services**

Professional services includes the cost of medical services for student athletes (\$215,000 in 2003-04) and fees for conference umpires and officials (\$57,000 in 2003-04). It is assumed these fees will increase 5% per year.

**Guarantees Paid**

Guarantees paid for all sports based on current contracts. It is anticipated that ULM will play five Sun Belt home games starting in 2005 with a guarantee of \$50,000 per game.

**Financial Aid**

Scholarship costs are projected to increase 7% each year due to increasing tuition and housing costs. The "scholarship" line item includes the cost of fall and spring semester financial aid and the "summer school" line includes financial aid for the first and last summer semester of each fiscal year. Fifth-year aid is minimal and is assumed to increase 7% per year.

**Other Charges - Letter Awards**

Not anticipated to change.

**Capital Outlay**

There is currently a minimal allocation for facility improvement. A modest increase has been included.

**Additional Support System Costs**

Recommended additions to personnel costs. These are threshold levels for the current I-A/I-AA format or a full move to Sun Belt Conference. Included are benefits at 25% and annual increases at 3%.

## ATTACHMENT 4

**Table 2**  
**University of Louisiana at Monroe**  
**Financial Projections - Division I-A Sun Belt Conference**

		<b>Requested 2003-04</b>	<b>Projected 2004-05</b>	<b>Projected 2005-06</b>	<b>Projected 2006-07</b>	<b>Projected 2007-08</b>	<b>Projected 2008-09</b>
<b>Revenues:</b>							
Institutional Support	3%	\$2,591,051	\$2,668,783	\$2,748,846	\$2,831,311	\$2,916,251	\$3,003,738
Season Tickets - Football	3%	\$291,837	\$300,592	\$309,610	\$318,898	\$328,465	\$338,319
Gate Receipts - Women's Sports	3%	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637
Sponsorships	3%	\$248,270	\$255,718	\$263,390	\$271,291	\$279,430	\$287,813
Conf./NCAA Revenues	5%	\$380,000	\$399,000	\$418,950	\$439,898	\$461,892	\$484,987
Game Guarantees - Football	per contracts	\$1,450,000	\$1,400,000	\$1,540,000	\$1,375,000	\$1,300,000	\$1,600,000
Net: Away Game Tickets		(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
Season Tickets - Basketball	3%	\$41,479	\$42,723	\$44,005	\$45,325	\$46,685	\$48,086
Game Guarantees - Basketball		\$174,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
Athletic Facility Rent		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Season Tickets - Baseball	3%	\$17,421	\$17,944	\$18,482	\$19,036	\$19,607	\$20,196
Concessions (per agreement)		\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Advertising Sales & Programs	10%	\$5,000	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
Game Tickets (Fb, Bkb, Bsb)	3%	\$76,219	\$78,506	\$80,861	\$83,287	\$85,785	\$88,359
Foundation Transfer for Scholarships		\$50,000	\$100,000	\$150,000	\$200,000	\$200,000	\$200,000
Misc. Revenue		\$74,479	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
<b>Total Revenues</b>		<b>\$5,518,756</b>	<b>\$5,602,885</b>	<b>\$5,914,437</b>	<b>\$5,925,072</b>	<b>\$5,979,938</b>	<b>\$6,414,187</b>
<b>Expenses:</b>							
<b>Personal Services:</b>							
Salaries	5%	\$1,437,274	\$1,509,138	\$1,584,595	\$1,663,824	\$1,747,016	\$1,834,366
Other Compensation	1%	\$228,500	\$230,785	\$233,093	\$235,424	\$237,778	\$240,156
Related Benefits	25% of salaries	\$353,725	\$377,284	\$396,149	\$415,956	\$436,754	\$458,592
<b>Total Personal Services</b>		<b>\$2,019,499</b>	<b>\$2,117,207</b>	<b>\$2,213,836</b>	<b>\$2,315,204</b>	<b>\$2,421,547</b>	<b>\$2,533,114</b>
<b>Travel:</b>							
Team Travel	10%	\$481,000	\$529,100	\$582,010	\$640,211	\$704,232	\$774,655
Recruiting	20%	\$95,000	\$114,000	\$136,800	\$164,160	\$196,992	\$236,390
Administrative	5%	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381
<b>Total Travel Expense</b>		<b>\$581,000</b>	<b>\$648,350</b>	<b>\$724,323</b>	<b>\$810,159</b>	<b>\$907,302</b>	<b>\$1,017,427</b>
Operating Services	3%	\$183,000	\$188,490	\$194,145	\$199,969	\$205,968	\$212,147
Supplies	10%	\$306,700	\$337,370	\$371,107	\$408,218	\$449,039	\$493,943
Professional Services	5%	\$272,000	\$285,600	\$299,880	\$314,874	\$330,618	\$347,149
Guarantees Paid		\$392,200	\$250,000	\$275,000	\$275,000	\$275,000	\$275,000
<b>Financial Aid:</b>							
Scholarships	7%	\$1,421,429	\$1,520,929	\$1,627,394	\$1,741,312	\$1,863,203	\$1,993,628
Summer School Aid	7%	\$71,000	\$75,970	\$81,288	\$86,978	\$93,067	\$99,581
Fifth-year Aid	7%	\$33,913	\$36,287	\$38,827	\$41,545	\$44,453	\$47,565
<b>Total Financial Aid</b>		<b>\$1,526,342</b>	<b>\$1,633,186</b>	<b>\$1,747,509</b>	<b>\$1,869,835</b>	<b>\$2,000,723</b>	<b>\$2,140,774</b>
Other Charges - Letter Awards		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Capital Outlay		\$50,000	\$50,000	\$75,000	\$100,000	\$100,000	\$100,000
<b>Sub Total - Expenses</b>		<b>\$5,350,741</b>	<b>\$5,530,203</b>	<b>\$5,920,799</b>	<b>\$6,313,259</b>	<b>\$6,710,197</b>	<b>\$7,139,554</b>
Additional Support System Costs		\$0	\$155,750	\$340,563	\$349,579	\$358,867	\$368,433
<b>Total Expense</b>		<b>\$5,350,741</b>	<b>\$5,685,953</b>	<b>\$6,261,362</b>	<b>\$6,662,838</b>	<b>\$7,069,064</b>	<b>\$7,507,986</b>
<b>Net Revenue (Expense)</b>		<b>\$168,015</b>	<b>(\$83,068)</b>	<b>(\$346,925)</b>	<b>(\$737,766)</b>	<b>(\$1,089,126)</b>	<b>(\$1,093,799)</b>

## ATTACHMENT 5

**Table 3**  
**University of Louisiana at Monroe**  
**Assumptions for Financial Projection**  
**Division I-AA**

### Revenue:

#### **Institutional Support**

Provided through State funding of athletics at the I-AA level plus gender equity tuition credit for up to 50 scholarships. Assumed to increase \$80,000 per year.

#### **Season Tickets - Football**

Current level of season ticket sales of approximately 3,500 assumed to increase slowly (3%) with a focused marketing effort.

#### **Gate Receipts - Women's Sports**

Ticket revenue from women's sports will continue to be negligible.

#### **Sponsorships**

Revenue from corporate sponsorship has been recorded through the Athletic Scholarship Foundation in the past, but will be reflected on University records in the future. This should increase at 3% each year.

#### **Conf./NCAA Revenues**

Assumed to increase 5% per year.

#### **Game Guarantees - Football**

Based on average revenue generated by Southland Conference football programs increasing 5% per year.

#### **Season Tickets - Basketball**

Ticket revenue from men's basketball will increase only slightly in the near future (3%).

#### **Game Guarantees - Basketball**

Based on current contracts.

#### **Athletic Facility Rent**

Reasonably static rental opportunities

#### **Season Tickets - Baseball**

Baseball revenue will continue to be solid with a 3% increase each year.

#### **Concessions**

Contract with Aramark Food Services provides revenue of \$80,000 per year through 2007-08.

**Advertising Sales and Programs**

An improved marketing effort could yield additional advertising revenue. Projected to increase 10% per year.

**Game Tickets (Fb, Bkb, Bsb)**

Single game tickets for football (\$40,500 in '03), basketball (\$17,600 in '03) and baseball (\$35,800 in '04) should increase at 3% per year.

**Foundation Transfer for Scholarships**

Debt was recently repaid and Foundation will increase transfer to previous level of \$200,000 by year 2006-07.

**Miscellaneous Revenue**

Assumed to be consistent in future years.

**Expense:**

**Personal Services**

Salaries includes classified and unclassified employees. Other compensation includes temporary and student workers, and game officials expense in football, non-conference basketball games and non-conference baseball games. Salaries are projected to increase 3% per year and other compensation is projected to increase at 1% per year. A move to I-AA in football could result in a reduction in the number of assistant football coaches, but such a reduction would still place ULM's total program personnel costs below the average Southland Conference program.

**Related Benefits**

Projected at 25% of compensation.

**Travel**

Competing in I-AA, the football team will eliminate at least one flight per year and possibly two. Also, the size of the travel party will be reduced. The assumed savings per year is estimated to be \$150,000. Team travel to competition and recruiting travel assumed to increase at 3% per year.

**Operating Services**

Operating services includes rental payments, membership dues, subscriptions, freight charges, postage, telephone, printing and maintenance/ repair charges. These are projected to increase 3% per year. Elimination of Sun Belt dues for football will save approximately \$40,000 per year.

**Supplies**

Supplies, including office supplies, team uniforms and equipment, is projected to increase 3% per year.

**Professional Services**

Professional services includes the cost of medical services for student athletes (\$215,000 in 2003-04) and fees for conference umpires and officials (\$57,000 in 2003-04). It is assumed these fees will increase 5% per year.

**Guarantees Paid**

Based on average amounts paid by Southland Conference football programs increasing 5% per year.

**Financial Aid**

Competing in I-AA will result in a reduction in football scholarships from 85 to 63. It is assumed that approximately 60% of these will be in-state and 40% will be out-of-state, resulting in a \$200,000 savings. Scholarship costs are projected to increase 7% each year due to increasing tuition and housing costs. The "scholarship" line item includes the cost of fall and spring semester financial aid and the "summer school" line includes financial aid for the first and last summer semester of each fiscal year. Fifth-year aid is minimal and a 7% increase is assumed.

**Other Charges - Letter Awards**

Not anticipated to change.

**Capital Outlay**

There is currently a minimal allocation for facility improvement. A modest increase has been included.

**Additional Support System Costs**

Recommended additions to personnel costs. These are functional levels for a I-AA format, assuming full membership in the Southland Conference. Included are benefits at 25% and annual increases at 3%.

## ATTACHMENT 5

**Table 3**  
**University of Louisiana at Monroe**  
**Financial Projections - I-AA**

		<b>Requested 2003-04</b>	<b>Projected 2004-05</b>	<b>Projected 2005-06</b>	<b>Projected 2006-07</b>	<b>Projected 2007-08</b>	<b>Projected 2008-09</b>
<b>Revenues:</b>							
Institutional Support	3%	\$2,591,051	\$2,479,000	\$2,559,000	\$2,639,000	\$2,719,000	\$2,799,000
Season Tickets - Football	3%	\$291,837	\$300,592	\$309,610	\$318,898	\$328,465	\$338,319
Gate Receipts - Women's Sports	3%	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637
Sponsorships	3%	\$248,270	\$255,718	\$263,390	\$271,291	\$279,430	\$287,813
Conf./NCAA Revenues	5%	\$380,000	\$399,000	\$418,950	\$439,898	\$461,892	\$484,987
Game Guarantees - Football		\$1,450,000	\$400,000	\$420,000	\$441,000	\$463,050	\$486,203
Net: Away Game Tickets		(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
Season Tickets - Basketball	3%	\$41,479	\$42,723	\$44,005	\$45,325	\$46,685	\$48,086
Game Guarantees - Basketball		\$174,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
Athletic Facility Rent		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Season Tickets - Baseball	3%	\$17,421	\$17,944	\$18,482	\$19,036	\$19,607	\$20,196
Concessions (per agreement)		\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Advertising Sales & Programs	10%	\$5,000	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
Game Tickets (Fb, Bkb, Bsb)	3%	\$76,219	\$78,506	\$80,861	\$83,287	\$85,785	\$88,359
Foundation Transfer for Scholarships		\$50,000	\$100,000	\$150,000	\$200,000	\$200,000	\$200,000
Misc. Revenue		\$74,479	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
<b>Total Revenues</b>		<b>\$5,518,756</b>	<b>\$4,413,103</b>	<b>\$4,604,591</b>	<b>\$4,798,761</b>	<b>\$4,945,738</b>	<b>\$5,095,651</b>
<b>Expenses:</b>							
Personal Services:							
Salaries	3%	\$1,437,274	\$1,480,392	\$1,524,804	\$1,570,548	\$1,617,665	\$1,666,194
Other Compensation	1%	\$228,500	\$230,785	\$233,093	\$235,424	\$237,778	\$240,156
Related Benefits	25% of salaries	\$353,725	\$370,098	\$381,201	\$392,637	\$404,416	\$416,549
Total Personal Services		\$2,019,499	\$2,081,275	\$2,139,098	\$2,198,609	\$2,259,859	\$2,322,899
Travel:							
Team Travel	3%	\$481,000	\$331,000	\$340,930	\$351,158	\$361,693	\$372,543
Recruiting	3%	\$95,000	\$97,850	\$100,786	\$103,809	\$106,923	\$110,131
Administrative	3%	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796
Total Travel Expense		\$581,000	\$434,000	\$447,020	\$460,431	\$474,244	\$488,471
Operating Services	3%	\$183,000	\$147,290	\$151,709	\$156,260	\$160,948	\$165,776
Supplies	3%	\$306,700	\$315,901	\$325,378	\$335,139	\$345,194	\$355,549
Professional Services	5%	\$272,000	\$285,600	\$299,880	\$314,874	\$330,618	\$347,149
Guarantees Paid	5%	\$392,200	\$125,000	\$131,250	\$137,813	\$144,703	\$151,938
Financial Aid:							
Scholarships	7%	\$1,421,429	\$1,306,929	\$1,398,414	\$1,496,303	\$1,601,044	\$1,713,117
Summer School Aid	7%	\$71,000	\$75,970	\$81,288	\$86,978	\$93,067	\$99,581
Fifth-year Aid	7%	\$33,913	\$36,287	\$38,827	\$41,545	\$44,453	\$47,565
Total Financial Aid		\$1,526,342	\$1,419,186	\$1,518,529	\$1,624,826	\$1,738,564	\$1,860,263
Other Charges - Letter Awards		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Capital Outlay		\$50,000	\$50,000	\$75,000	\$100,000	\$100,000	\$100,000
<b>Total Expense</b>		<b>\$5,350,741</b>	<b>\$4,878,252</b>	<b>\$5,107,864</b>	<b>\$5,347,951</b>	<b>\$5,574,128</b>	<b>\$5,812,045</b>
Additional Support Systems Personnel Costs:							
			\$155,750	\$305,313	\$313,392	\$321,714	\$330,285
<b>Net Revenue (Expense)</b>		<b>\$168,015</b>	<b>(\$620,899)</b>	<b>(\$808,585)</b>	<b>(\$862,582)</b>	<b>(\$950,104)</b>	<b>(\$1,046,679)</b>

## ATTACHMENT 6

**Table 4**  
**University of Louisiana at Monroe**  
**Financial Comparison by Sport - Fiscal Year 2002-03**  
**Total Operating Expenses (not including salaries and scholarships)\***

	ULM	La. Tech	La. Lafayette	Southland Conf.	Sun Belt I-A	WAC	Conf. USA	Non BCS I-A
<b>Men's Sports:</b>								
Baseball	\$62,774	\$220,429	\$217,144	\$105,483	\$124,043	\$187,521	\$163,626	\$141,230
Basketball	\$69,471	\$166,332	\$280,845	\$109,706	\$181,945	\$224,219	\$254,595	\$220,759
Football	\$310,966	\$563,795	\$845,806	\$475,863	\$543,946	\$870,178	\$706,058	\$676,515
Golf	\$37,113	\$29,423	\$46,726	\$34,296	\$36,850	\$38,606	\$44,884	\$46,739
Swimming	\$9,287	n/a	n/a	\$9,287	\$24,086	\$109,407	\$57,161	\$49,429
Track/Cross Country	\$28,267	\$62,742	\$35,932	\$48,360	\$48,652	\$45,851	\$70,169	\$66,086
<b>Women's Sports:</b>								
Basketball	\$68,919	\$201,883	\$144,678	\$91,766	\$132,044	\$180,136	\$184,889	\$173,758
Soccer	\$48,247	n/a	\$80,612	\$42,802	\$66,600	\$95,386	\$81,879	\$75,555
Softball	\$41,655	\$62,705	\$78,665	\$58,948	\$74,133	\$110,527	\$99,494	\$89,808
Swimming	\$10,185	n/a	n/a	\$10,185	\$32,542	\$83,756	\$53,147	\$58,993
Tennis	\$30,170	\$22,173	\$16,235	\$18,533	\$31,046	\$36,379	\$46,132	\$39,513
Track/Cross Country	\$34,852	\$53,090	\$26,815	\$49,087	\$60,895	\$92,849	\$89,950	\$83,977
Volleyball	\$27,089	\$92,486	\$66,001	\$44,224	\$65,803	\$99,458	\$90,921	\$80,635

\* Sources: *Financial Summary*, Collegiate Financial Services, November 2003