



JUNE 10, 2021



Marshall University Athletics

# Operations Review

Evaluate the Operational Efficiencies and Fiscal Health of Intercollegiate Athletics Program

CARRSPORTS

EXECUTIVE SEARCH & CONSULTING

*Respected for Integrity, Expertise and Creativity in Intercollegiate Athletics*

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# Executive Summary

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## Background

CarrSports Consulting, LLC was commissioned by Marshall University (Marshall) to assess the operational efficiencies and fiscal health (Operations Review) of its Intercollegiate Athletics Program (Athletics).

Additional considerations included external environments in which Athletics operates, such as effects of the COVID-19 pandemic, ongoing financial constraints, and recent reductions in Athletics staff. A rapidly evolving National Collegiate Athletic Association (NCAA), including new and anticipated legislative changes will also significantly alter the NCAA Division I (Division I) model.



This Operations Review has been guided by six primary areas of focus:

- *Assess the operational efficiency of the Athletics program*
- *Conduct a review of finances, recommending ways for the department to increase revenue and gain greater self-sufficiency*
- *Evaluate existing facilities*
- *Interview and survey key stakeholders, to include representatives from the following constituencies, but not limited to, University staff, current and former student-athletes, donors, administrators, and Board of Governors*
- *Evaluate the program compared to similar programs internal and external to Conference USA*
- *Evaluate adherence to University and department policies and the institutional creed*

## Process

The Operations Review Assumptions served as additional touchstones for this analysis. CarrSports' familiarity with the University and Athletics operating environments was also significantly influenced through fact-finding Listening Sessions with over 50 internal and external constituents. CarrSports' methodology was further influenced by suggestions from an Operations Review Leadership Team comprised of highly-respected campus leaders. Additional procedures included the following:

- Confirmed University and Athletics benchmark institutions and conferences
- Examined the drafted *Marshall University Athletic Department 2020-2027 Strategic Plan*
- Analyzed the effectiveness of Athletics organizational design, resource allocations, and facilities to optimally support Marshall's Division I FBS Athletic Department
- Evaluated services specific to student-athlete health, safety, well-being, academic achievement, career preparation, and professional development
- Evaluated Title IX status



## Situation Analysis



Founded in 1837 as Marshall Academy, the University is designated as a Doctoral University - High Research Activity - R2 and offers more than 117 undergraduate, graduate, and professional degree programs. Marshall's main campus is in Huntington, WV, with additional campuses in South Charleston and Point Pleasant. Marshall's distinct brand and traditions are steadfast and well-ingrained in the University's Thundering Herd faithful. That culture is further defined and galvanized by the horrific 1970 plane crash where the lives of 75 people were lost in the single worst air tragedy in NCAA history. The "We Are...Marshall" chant is nationally renowned.

Thundering Herd Athletics has distinguished itself academically with the past three semesters<sup>1</sup> producing the best academic results in Marshall history. Competitively, Marshall's sports teams, all members of the highly-competitive Conference USA, have also demonstrated substantial success. In pre-pandemic 2018-2019, four Thundering Herd teams reached postseason play for the first time in the same year: Football, Men's and Women's Basketball, and Softball. Marshall's recent competitive success was highlighted by Men's Soccer winning the 2020 NCAA College Cup Championship.

A sign of Marshall's commitment to the health, safety, well-being, and performance of its 550 student-athletes is the Chris Cline Indoor Athletic Facility, which includes the state-of-the-art Marshall Sports Medicine Institute and the Buck Harless Student-Athlete Academic Center.

Financially, like many Division I athletics departments, Thundering Herd Athletics has little flexibility in its operating budget. This situation was magnified by the COVID-19 pandemic which has had a notably negative impact on the entire Marshall campus.

Finally, the University has established a comprehensive culture of rules compliance and education eliminating the stigma of three earlier NCAA infraction cases.

### MARSHALL ATHLETICS CORE PRINCIPLES

- Academic success
- Financial sustainability
- NCAA rules compliance
- Equity and diversity
- Aggressive marketing and fundraising
- Student-athlete welfare
- Competitive success

## Operations Review Overview

A summary of the six primary areas of focus in this Operations Review is provided below:

### Athletics Operational Efficiency

Achieving the optimal organizational structure, operating procedures, and management practices are foundational to achieving Athletics' Vision and Mission and to improving the effectiveness of its operations. Central to accomplishing these goals is the development of a more precise strategic plan and effectively communicating Athletics' vision and priorities.

<sup>1</sup> Spring 2020, Fall 2020, and Spring 2021.





### **Revenue Generation and Greater Self Sufficiency**

Athletics has historically maintained a reasonably sound balance sheet by coupling a small amount of capital debt with stable University funding. That positive financial position has eroded over the last decade due primarily to increasing costs in salaries, benefits, and student-athlete financial aid. Rising expenses for these basic cost centers have not been consistently supported by increases in institutional funding or Athletics revenues. Accordingly, Athletics must maximize revenue-generating capabilities while emphasizing fiscal responsibility. Also, the University should revisit its commitment of financial support to be commensurate with other successful Division I athletics programs.

### **Evaluate Existing Facilities**

Over the last decade, Athletics has made significant improvements to its facilities plant with new construction or major renovations to existing facilities, such as the Veteran Memorial Soccer Complex-Hoops Family Field, Chad Pennington Hall of Fame, and the Chris Cline Indoor Athletic Facility. Other proposed improvements include those to the football stadium, Gullickson Hall, Shewey Building, and the Frederick A. Fitch Natatorium. A new baseball stadium is one of several capital projects also being considered. The breadth of these initiatives first requires the preparations of a formal Athletics facilities master plan.

### **Interview Key Stakeholders**

Participants in the Listening Sessions conducted by CarrSports were asked to respond to a set of questions specific to the operational efficiencies and fiscal health of Marshall Athletics. Eight general themes emerging from those interviews were incorporated into this Operations Review.

### **Conference USA and Peer Benchmarking**

CarrSports blended benchmarking data as appropriate throughout this Operations Review. In particular, data consistently confirms that Marshall Athletics has been competing against Conference and regional peers with a significantly lower operating budget, in particular, a smaller percentage of University funding. Conversely, it will be extremely difficult for Athletics to bridge this funding gap due to the marked decreases in traditionally-dependable Athletics generated revenue streams.

### **Athletics Policies, Procedures, and University Creed**

As one of the most dynamic units on the Marshall campus, Athletics seeks full and continuous compliance with University, federal, state, NCAA, and Conference USA regulations and procedures. Additionally, Athletics recognizes its proactive adherence to prescribed policies and procedures to include regularly scheduled reviews, will encourage operational efficiencies while reducing risks.



## Comprehensive Recommendations

Throughout this Operations Review, CarrSports has recommended ways for Athletics to strengthen operational efficiencies and improve its financial position. CarrSports outlines the most significant recommendations here:

1. Capitalize on this Operations Review to update Athletics' current strategic plan, with a specific emphasis on recovery from the pandemic and confirmation of Athletics' Vision. Each overarching goal should include specific strategies, timelines, responsibilities, measurements, and resource requirements.
2. Use Athletics' strategic planning process to effectively communicate Athletics priorities with staff, coaches, and student-athletes, as well as key campus and external stakeholders.
3. Utilize this Operations Review, along with Listening Sessions comments, as tools to become more attentive to the needs, interests, concerns, and passions of University and Athletics stakeholders.
4. Conduct regularly scheduled rules compliance reviews using a credible industry expert. Continue to place an emphasis on rules compliance education for everyone who officially represents Marshall Athletics.
5. Maintain a five-year financial pro forma that accurately presents revenue and expense requirements, along with corresponding assumptions; schedule pro forma updates.
6. Strengthen Athletics' revenue-generating capacity by centralizing Thundering Herd income producing and external communication entities under a distinct External Operations management structure.
7. Emphasize recruitment and retention of quality Athletics staff and coaches. Incentivize retention by creating and implementing a dynamic compensation plan for Athletics personnel.
8. Develop and implement an Athletics facilities master plan that aligns with the *2023 Campus Master Plan*.
9. Appoint a senior Athletics staff member to establish and chair a committee to review current policies and procedures applicable to Athletics.



# Introduction

## Background

CarrSports Consulting, LLC was commissioned by Marshall University (Marshall) in February 2021 to assess the operational efficiencies and fiscal health (Operations Review) of its Intercollegiate Athletics Program (Athletics).

Additional considerations included external environments in which Athletics operates, such as effects of the COVID-19 pandemic, recent financial constraints, dramatic reductions in Athletics staff, and evolving National Collegiate Athletic Association's (NCAA) rules and regulations. Most notably, the NCAA recently adopted legislation allowing more flexible student-athlete transfer policies (One-Time Transfer<sup>1</sup>), along with anticipated legislation affording student-athletes to benefit financially from the use of their name, image, and likeness (NIL), which will significantly alter the current NCAA model. A greater emphasis on student-athlete governance nationally, as well as state and federal oversight, will further shape the NCAA.



This Operations Review has been guided by six primary areas of focus:

- *Assess the operational efficiency of the Athletics program*
- *Conduct a review of finances, recommending ways for the department to increase revenue and gain greater self-sufficiency*
- *Evaluate existing facilities*
- *Interview and survey key stakeholders, to include representatives from the following constituencies, but not limited to, University staff, current and former student-athletes, donors, administrators, and Board of Governors*
- *Evaluate the program compared to similar programs internal and external to Conference USA*
- *Evaluate adherence to University and department policies and the institutional creed*

### MARSHALL ATHLETICS CORE PRINCIPLES

- Academic success
- Financial sustainability
- NCAA rules compliance
- Equity and diversity
- Aggressive marketing and fundraising
- Student-athlete welfare
- Competitive success

## Context

### Marshall University

Founded in 1837 as the Marshall Academy, Marshall is one of the oldest public institutions of higher education in West Virginia. The University was named in honor of John Marshall, the fourth Chief Justice of the United States (1801 - 1835).

The University is designated as a Doctoral University - High Research Activity - R2 and offers more than 117 undergraduate, graduate, and professional degree programs in a broad range of fields. Enrollment for the 2019 fall semester was 12,862.



While Marshall's 100-acre main campus is in the heart of Huntington, the University also has campuses in South Charleston, Point Pleasant, and offers courses at educational centers across the State. Marshall is accredited by the Higher Learning Commission, and its Thundering Herd athletic teams compete in 16 NCAA Division I intercollegiate sports: 10 women's (Basketball, Cross Country, Golf, Soccer, Softball, Swimming and Diving, Tennis, Track and Field, and Volleyball), and six men's (Baseball, Basketball, Cross Country, Football, Golf and Soccer), all competing in Conference USA.

### The Marshall Brand



The distinct brand and traditions of Marshall University are steadfast and well ingrained in the University's mantra. The singular "M" has symbolized Marshall University since its earliest years. The University's primary logo is called the "Bar M", and it is found throughout the campus community and communications.

The "We Are...Marshall" chant has been around since the 1980s. It first rang out in the old Fairfield Stadium, where the scoreboard would indicate which side of the crowd should lead the cheer. "We Are...Marshall" embodies the enthusiasm, strength, and resiliency of The Thundering Herd and the Marshall Family.

### "The Crash"

November 14, 1970, on a rainy hillside in Wayne County, West Virginia, the lives of 75 people were lost in the worst single air tragedy in NCAA history. Among the losses were nearly the entire Marshall University Football team, coaches, flight crew, numerous fans, and supporters. The event marked a boundary by which an entire community would forever measure time... before or after "The Crash".

That horrific tragedy unified and galvanized Marshall University, the City of Huntington, and surrounding areas. Every November 14<sup>th</sup> there is a memorial service at the Memorial Student Center Fountain which includes laying of a wreath. Then the water is then turned off until the following spring. In 2006, the motion picture, "We Are...Marshall" chronicled the story of "The Crash".

### Student-Athlete Academic Success

Marshall student-athletes' academic achievements have consistently trended upward during the past decade, reaching record highs in Spring 2021. 271 Thundering Herd student-athletes made the 2020-21 Conference USA Commissioner's Honor Roll (3.0 GPA or higher) marking a new Marshall record far exceeding the 163 that received this award in 2010-2011. A milestone was also reached in 2020-2021 with 90 student-athletes recognized as Conference USA Academic Medal Winners (3.75 cumulative GPA or higher), nearly tripling the number of 2010-2011 recipients.

The past three semesters (Spring 2020, Fall 2020, and Spring 2021) produced the best academic results in Athletics' history. Particularly, 268 student-athletes (approximately 70%) finished the Spring 2021 Semester with a 3.0 or higher GPA.

In order to maintain this heightened level of success, it is imperative that Marshall continue to invest in its student-athlete academic support services. Reducing staff turnover and providing the optimal number of skilled professionals in the Buck Harless Center should be the number one priority. Funding for scheduled repair and replacement of





technology is also important. Additionally, ongoing continuing education for staff is a cornerstone for sustained success. Marshall cannot defer resources in this critical student-athlete support area.

### Competitive Success

Marshall's sports teams are also demonstrating substantial on-court and on-field achievements. In pre-pandemic 2018-2019, four Thundering Herd teams reached postseason play: Football, Men's and Women's Basketball, and Softball. This was the first time in Marshall's history that four teams reached postseason the same year. Remarkably, each of those teams won at least one of their postseason games, with Marshall becoming one of three universities to accomplish that feat, along with the University of Kentucky and University of Minnesota.

Prior to the pandemic, in 2017-2018, Marshall was one of eight Division I universities to win a bowl game along with a NCAA Men's Basketball Tournament game. The other seven schools accomplishing the same feat were Alabama, Duke, Florida State, Kansas State, Michigan State, Ohio State and Purdue.



Especially noteworthy, Thundering Herd Football has led Conference USA in total wins since 2014. During the 2020 season, Marshall Football defeated a nationally-ranked team in Huntington for the first time in 44 years, producing its highest national ranking since 1999. Further, Men's Basketball had unprecedented success in

2017-2018 winning the Conference USA Tournament Championship, earning its first-ever NCAA appearance, and garnering its initial Tournament victory.

The exclamation point on Marshall's recent competitive success was Men's Soccer bringing home the 2020 NCAA College Cup Championship trophy following an amazing run in the Division I Soccer Tournament. This is Marshall's first national championship ever. Head Coach Chris Grassie and his coaching staff were honored as the 2020-2021 NCAA Division I Men's Coaching Staff of the Year.



### Student-Athlete Health, Well-Being, and Performance

Marshall's commitment to the health, safety, well-being, and performance of its 550 student-athletes is aligned with that of the overarching NCAA. This pledge is illustrated by the state-of-the art Sports Medicine Institute and the Buck Harless Student-Athlete Academic Center located in the Chris Cline Athletic Complex. Athletics' partnership with the Cabell Huntington Hospital Physical Therapy Clinic and the Marshall University School of Medicine Orthopedic/Sport Medicine Clinic and Marshall Health provides all Thundering Herd student-athletes with exceptional and timely medical and rehabilitation care.

Strategically, like many intercollegiate athletic departments, Marshall continues to address the growing need for mental health, sport psychology, and nutrition services. Additionally, strength and conditioning staffs nationwide must deal with ever-increasing time demands driven by almost year-round practice and sports-specific training regimens. These challenges have been further exacerbated by the unprecedented demands of the pandemic.

### NCAA Rules Compliance

The University leadership along with Athletics' senior staff have established a comprehensive culture of rules compliance including an ongoing compliance education plan. Moreover, Marshall has proactively adopted best



practices to eliminate the stigma of three earlier major NCAA infraction cases. However, an extensive externally-led rules compliance review should be scheduled, especially since the last audit was conducted in 2013.

### COVID-19 Pandemic

This Operations Review acknowledges the extraordinary impact that the COVID-19 pandemic has had on Athletics and the entire University. Resulting financial constraints have touched every aspect of campus life and operations. Likewise, a strategic and manageable recovery from the pandemic is paramount to Athletics' goal of sustainable success in Division I.

Moreover, an effective recalibration from COVID-19 will require adherence to specific strategic priorities, as well as the adoption of select industry best practices. Anticipation of a lengthy recovery period mandates purposeful collaboration and communication within Athletics', its key campus partners, and the greater Thundering Herd family.

## The Process

Guided by six prescribed Operations Review areas, CarrSports' analysis followed the methodology described below.

### General Operations Review Processes

1. Confirmed overarching objectives with University and Athletics leadership
2. Established a practical timeline
3. Confirmed Marshall's primary Operations Review contacts
4. Established an Operations Review Leadership Team comprised of highly-respected campus leaders:
  - Brandi Jacobs-Jones, Senior Vice President for Operations and Chief of Staff
  - Dr. Kristen Lillvis, Chair, Marshall Faculty Senate; Professor of English and Director of Digital Humanities
  - Dr. Karen McComas, NCAA Faculty Representative; Executive Director, Center for Teaching and Learning
  - William Noe, Member, Marshall University Board of Governors
  - Jeff O'Malley, Associate Director of Athletics and Chief of Staff
  - Mark Robinson, Senior Vice President and Chief Financial Officer
  - John Sutherland, Associate Director of Athletics for Development; Executive Director, Big Green Scholarship Foundation
5. Conducted Marshall Athletics stakeholder Listening Sessions
6. Submitted a Materials Request:
  - Athletics organizational design, policies, and procedures
  - Athletics student-athlete academic performance metrics
  - University and Athletics planning documents
  - Athletics benchmarking activities and accompanying data
  - Athletics financial statements with an emphasis on Athletics revenue generation, fundraising, and institutional funding
  - University and Athletics institutional control and NCAA rules compliance procedures and history



- University and Athletics commitment to diversity, equity, and inclusion, as well as associated policies and procedures
- Overview of Athletics facilities and University facilities planning
- 7. Confirmed University and Athletics benchmark institutions and conferences
- 8. Examined the drafted *Marshall University Athletic Department 2020-2027 Strategic Plan* (scope, goals, strategies, metrics, achievements, and accountability)
- 9. Developed Operations Review Assumptions
- 10. Established baseline standards for all applicable components of the Operations Review
- 11. Analyzed the effectiveness of Athletics organizational design, resource allocations and facilities to optimally support Marshall's Division I FBS Athletic Department (personnel, facilities, equipment/technology, and budget)
- 12. Evaluated services specific to student-athlete health, safety, well-being, academic achievement, career preparation and professional development
- 13. Evaluated Title IX status. Note: Marshall subsequently released a Request for Proposals for a comprehensive Title IX review

## Deliverables

CarrSports provided the following Operations Review deliverables to Marshall:

- Examination of services specific to student-athlete academic achievement, career preparation, health, safety, and well-being
- A financial pro forma delineating specific operational costs and revenues associated with maintaining a sustainably successful Division I FBS athletic program within an evolving NCAA environment
- Comprehensive Operations Review conclusions and recommendations
- An Operations Review (presented electronically and as hard copy)
- An Operations Review PowerPoint presentation document
- An Executive Summary with Exhibits

## Key Operations Review Resources

- *Marshall University Strategic Vision* [https://www.marshall.edu/president/files/STRATEGIC-VISION\\_12-2-2020.pdf](https://www.marshall.edu/president/files/STRATEGIC-VISION_12-2-2020.pdf)
- *Marshall University Mission, Vision and Creed* <https://www.marshall.edu/mission/>
- *Draft Marshall University Athletics Department Strategic Plan 2020 -2027*
- *NCAA Division I Manual 2020 – 2021* <https://www.ncaapublications.com/p-4605-2020-2021-ncaa-division-i-manual.aspx>
- *NCAA Legislative Updates 2020 - 2021* <https://www.ncaa.org/governance/legislative-actions-and-issues>
- *Marshall University Campus Master Plan 2013*  
[https://www.cityofhuntington.com/assets/pdf/2013\\_MU\\_Master\\_Plan\\_Report\\_FINAL.pdf](https://www.cityofhuntington.com/assets/pdf/2013_MU_Master_Plan_Report_FINAL.pdf)



- Marshall Rises Campaign <https://www.marshall.edu/rises/>
- Athletics' Herd Rises Campaign <https://flipbooks.bulldogcdn.com/big-green/herd-rising/?page=1>
- We Are...Marshall; The Symbols and Traditions of Marshall University  
[https://issuu.com/marshalluniversityucomm/docs/the\\_symbols\\_and\\_traditions\\_of\\_marshall\\_university](https://issuu.com/marshalluniversityucomm/docs/the_symbols_and_traditions_of_marshall_university)
- Marshall University Quick Facts <https://www.marshall.edu/quick-facts/>

## Operations Review Format

The Operations Review is arranged as follows:

### ***Executive Summary***

### ***Introduction***

### ***Operations Review Assumptions***

### ***Operations Review Components***

- Athletics Operational Efficiency
- Revenue Generation and Greater Self-Sufficiency
- Evaluate Existing Facilities
- Interview Key Stakeholders
- Conference USA and Peer Benchmarking
- Athletics Policies, Procedures and University Creed

### ***Comprehensive Conclusions and Recommendations***

### ***Exhibits***





# Operations Review Assumptions

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Achieving a sustainably successful NCAA Division I (Division I) and Division I Football Bowl Subdivision (FBS) athletics program has significant funding and infrastructure requirements, as well as long-term implications for Marshall University (Marshall) and Marshall Athletics (Athletics). It is also anticipated that the recalibration from the COVID-19 pandemic will impact Marshall and Athletics' daily operations and strategy over the next several years.

Accordingly, these Operations Review Assumptions (Assumptions) establish a consensus for the parameters in which Athletics operates, as well as the aspirations for the Marshall's Division I model. These Assumptions developed from CarrSports' Listening Sessions, on-campus interviews, University and Athletics planning documents, applied knowledge of a dynamic NCAA environment, and comparisons with select Division I and Division I FBS institutions<sup>2</sup>.

## Assumptions

1. Participation in intercollegiate athletics as a member of Division I and Division I FBS is consistent with Marshall University's Mission, Vision and Creed.
2. Marshall student-athletes will continue to meet or exceed the outstanding academic success of the University's general student population. The University looks for Athletics to excel in baseline Division I academic standards such as the Academic Progress Rate (APR), Graduation Success Rate (GSR), and Federal Graduation Rates (FGR). Additional measurable standards include retention, skill acquisition/career preparation, job placement, and career satisfaction.
3. As an inherent part of the Marshall community, Athletics fosters a commitment to equity, diversity, and inclusion. Athletics strategic planning will be aligned with Marshall's diversity, equity, and inclusion goals. Title IX compliance is fundamental to this pledge.
4. Marshall is committed to the health, safety, and well-being of its student-athletes. This is demonstrated through Athletics' adherence to industry standards<sup>3</sup> and best practices in policies, methods, and financial commitment.
5. Athletics has a principal responsibility for achieving Marshall's enrollment management objectives. Strategies will be guided by student-athlete recruitment and retention, Title IX compliance, financial aid funding along with NCAA and Conference USA sports-sponsorship requirements.
6. Maintaining Athletics' competitive position within Division I, Conference USA, and nationally requires continued University support in addition to Athletics' generated revenues.

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<sup>2</sup> Athletics' primary Division I benchmarks are members of Conference USA, along with select Division I and Division I FBS peer institutions and conferences.

<sup>3</sup> NCAA Sports Science Institute. *Inter-Association Guidelines* <https://www.ncaa.org/sport-science-institute>.



7. Athletics will augment University funding through strategically growing self-generated revenues, fiscal accountability, along with purposeful campus and community partnerships.
8. Marshall will provide its student-athletes the opportunity to compete at the highest levels of intercollegiate athletics by successfully competing for Conference USA championships and Division I post-season opportunities.
9. Modern athletics facilities for practice, competition, and support services are essential to student-athlete well-being and performance, fan engagement, safety, gender equity, revenue generation, and lasting competitive success.
10. Funding sources for current facilities and future project commitments will be incorporated into strategically-supported Athletics revenue and expense pro formas.
11. New NCAA legislation including more flexible student-athlete transfer policies and allowing student-athletes to benefit financially from the use of their name, image, and likeness (NIL) will dramatically alter the current NCAA model.
12. Enhancements or additions to Athletics are dependent on available resources and will be implemented strategically.



Marshall University Athletics

**OPERATIONS REVIEW**

JUNE 10, 2021



## Operations Review Components



## Athletics Operational Efficiency

### Charge: Assess the operational efficiency of the Athletics Program

Achieving the optimal organizational structure, operating procedures, and management practices are central to achieving Athletics' Vision and Mission and to improving the effectiveness of its operations.

Guided by the Operations Review Assumptions (Assumptions) and industry best practices, CarrSports reviewed Athletics and University organizational structures and discussed infrastructure options with Athletics and University staff. Internal operating procedures and communication systems were also examined.

Recovery from the COVID-19 pandemic underscores the timeliness and importance, as well as an opportunity, for Athletics to strategically design the most effective organizational structure going forward.

### Operating Procedures

#### Athletics Strategic Planning

The *Marshall University Athletic Department 2020-2027 Strategic Plan* demonstrates Athletics' commitment to purposeful planning. However, the current plan<sup>4</sup> is not supported by a formal guidance document. The Strategic Plan's seven priorities, or Core Principles, do not encompass specific strategies, timelines, responsibilities, measurements, or resource requirements. This precision is vital to evaluating strategic priorities, allocating limited resources, and creating the most highly-productive organization as Athletics recovers from COVID-19.

#### Athletics Mission, Vision, and Core Values

Athletics' Strategic Plan notably includes Mission and Vision Statements, along with a set of Core Values. At the same time, this Operations Review validates the absence of a unified vision for Thundering Herd Athletics. Persistent uncertainty regarding an overarching vision centered on the themes below:

- Athletics' near-term and aspirational priorities
- Funding requirements for sustained success in Division I
- Competitive expectations for Athletics within Division I
- Athletics facilities priorities and planning

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<sup>4</sup> The *Marshall University Athletic Department 2020-2027 Strategic Plan* has not been approved by the Board of Governors and is considered a 'Working Draft'.





Clearly defining and communicating a compelling vision will further connect Athletics staff, coaches, student-athletes, and Thundering Herd followers.

### **Athletics Collaboration and Communication**

The CarrSports-led Listening Sessions included an opportunity for individual participants to assess the clarity, consistency, and effectiveness of Athletics senior leadership's communication and collaboration with staff, coaches, and University administrators. The feedback from coaches and staff, as well as external constituents, was predominantly favorable, except a concern over a lack of transparency and inconsistent messaging regarding Athletics' communication of its strategic priorities. University respondents were almost unanimous in their praise for the purposeful, respectful, and effective collaboration between Athletics and corresponding University counterparts. A culture of 'teamwork' was used to describe relationships with Athletics.

### **Policies and Procedures**

Primary to the operational effectiveness of any intercollegiate organization is a master comprehensive policies and procedures manual that guides daily operations and safeguards compliance with federal, state, university, and membership regulations. While Marshall Athletics follows a diverse list of applicable policies and procedures, they are not centralized into a formal Athletics Department Policies and Procedures Manual.

While CarrSports was not charged with performing a detailed audit of applicable Athletics policies and procedures, it appears that Athletics' staff, coaches, and student-athletes efficiently comply with required standards. *Exhibit 1 – Athletic Department Policies and Procedures* provides a brief overview of those specific policies and procedures.

Athletics' most recent *Student-Athlete Handbook* is dated 2019-2020. The existence of both documents, updated and approved by the proper governing bodies, is essential to guiding decisions and defining accountability measures throughout Thundering Herd Athletics.

## **Management Structure**

### **Management Teams**

Athletics maintains a contemporary, horizontal senior-level structure with the Director of Athletics reporting to Marshall's President as a member of the President's Cabinet.

The Thundering Herd senior management team is comprised five Associate Directors of Athletics positions reporting to the Director of Athletics:

- Associate Director of Athletics and Chief of Staff
- Associate Director of Athletics for Administration and Business
- Associate Director of Athletics for Olympic Sports / SWA
- Associate Director of Athletics for Development and Executive Director-Big Green
- Associate Director of Athletics for Game Operations and Facilities



This organization follows best practices of aligning corresponding departments, informal responsibilities, and cost centers; sports are assigned where appropriate. This leadership composition also oversees best practices management teams such as Student-Athlete Well-Being and Performance, along with Event Management.

### External Operations

Noticeably missing from the Athletics organizational hierarchy is a senior-level position that oversees critical Thundering Herd external operations, or revenue generating and communications entities. Below are those departments specific to Marshall Athletics typically referred to as “external”:

- Marketing and Promotions
- Sports Information
- Ticket Operations
- Thundering Herd Sports Properties

Presently, these units are not strategically aligned to generate much-needed Athletics revenues and maximize opportunities to further engage a historically-passionate fan base. With relatively static pre-pandemic ticket sales for Football and Basketball, the addition of an aggressive out-bound ticket sales program must also be considered within an Athletics external operations model.

### Rules Compliance Team and Institutional Control

The University employs a compliance management-structure featuring highly functional cross-campus collaboration for implementing and ensuring institutional control through NCAA and Conference USA rules compliance, policies, and procedures. Coordinated by Athletics’ Associate Director of Athletics/Chief of Staff and Assistant Athletics Director for Compliance, the Compliance Team is comprised of the following individuals or representatives from key Marshall departments:

- Faculty Athletics Representative
- Office of Registrar
- Office of Financial Assistance
- Office of Admissions
- Buck Harless Student-Athlete Program

While the University exhibits a positive rules compliance culture, it has not had a comprehensive, externally-conducted compliance review since a Conference USA-led audit in 2013. Regularly scheduled compliance reviews represent industry best practices. Generally, this process may include:

- Interviews with Athletics Department staff, coaches, and student-athletes, along with those institutional entities mentioned above
- Rules Education (content, frequency, and participants)
- Education and Best Practice Relationships (governing boards and booster groups)
- Eligibility Certification (initial and continuing)
- Recruiting (US and international)



- Sports Wagering
- Oversight of Camps and Clinics
- Name, Image, and Likeness (NIL)

Additionally, and fundamental to its NCAA membership<sup>5</sup>, the University is obligated to regularly scrutinize its rules education procedures for everyone who officially represents Marshall Athletics. This is especially important for new Athletics' and University employees, all governing boards and booster organizations.

## Student-Athlete Support Services

The management and structure of Athletics' primary student-athlete support service units (academics, sports medicine, mental health, nutrition, equipment operations, and strength and conditioning) are consistent with Division I best practices.

Conversely, a greater industry-wide emphasis on the health, safety, general well-being, and academic success of student-athletes requires the University and Athletics to consistently evaluate its services in these areas. Additionally, expectations for year-round student-athlete training, along with a growing emphasis on mental health, student career preparation, and experiential learning are further taxing resources (personnel, facilities, equipment, technology, and budgets) across all levels of intercollegiate athletics. While Athletics employs a zero-based budgeting process, annual budget requests and subsequent allocations are not always commensurate with necessary enhancements.

## Personnel and Compensation

### Personnel

Maintaining the optimal number of Athletics staff and coaches with industry standard-skills is foundational to a highly effective organization. Athletics has operated most of FY 2020-2021 with 13 vacant or unfunded positions (nine staff and four assistant coaches). Contributing to this problem were COVID-19-influenced budget reductions, a recent hiring freeze, and a history of Athletics' inability to fill vacant positions until the funds are available in the next fiscal year.

This difficulty has left Sports Medicine, an essential student-athlete support service, significantly understaffed. Likewise, an absence of NCAA-allotted assistant coaching positions has greatly hindered student-athlete oversight, training, and recruiting in the four sports listed in the table below. The shortage of personnel has also limited Athletics Game Operations and Facilities to maintain existing facilities. It is assumed that Athletics Development will need to reinstate vacant positions in some form, as well.

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<sup>5</sup> 2020-21 NCAA Division I Manual, "2.1 The Principle of Institutional Control and Responsibility" and "2.1.2 Scope of Responsibility". [\*] The institution's responsibility for the conduct of its intercollegiate athletics program includes responsibility for the actions of its staff members and for the actions of any other individual or organization engaged in activities promoting the athletics interests of the institution.



It should also be noted that several external operations positions in ticketing and marketing were eliminated over the last three years.

Below is a list of vacant and/or unfunded positions that have significantly hindered Athletics' operations over the last year. *Note: Athletics has requested the reinstatement of these positions in its FY 2021- 2022 budget and has already begun to fill several positions.*

Table 1	Marshall Athletics Vacant or Unfunded Positions FY 2020-2021	
Positions Eliminated from Athletics FY 2020-2021 Budget	<ul style="list-style-type: none"><li>• Assistant Director of Development</li><li>• Facilities Operations</li><li>• Facilities Operations</li><li>• Facilities Maintenance</li><li>• Accountant</li><li>• Assistant Women's Basketball Coach</li><li>• Assistant Women's Tennis Coach</li><li>• Assistant Trainer</li><li>• Assistant Development</li></ul>	
Positions Frozen in Athletics Budget after the start of FY 2020-2021	<ul style="list-style-type: none"><li>• Assistant Trainer</li><li>• Broadcast Video Coordinator</li><li>• Assistant Volleyball Coach</li><li>• Assistant Swimming Coach</li></ul>	

## Compensation

Achieving Athletics' optimal organizational model will be determined to some degree by its ability to attract and retain quality Division I FBS level personnel. This Operations Review revealed that Athletics senior-level managers, department heads, and head coaches felt that below-market compensation was a major contributor to regular staff turnover. This constant transition of key personnel greatly inhibits the effective operations of Athletics.

Particularly telling are the number of positions in three essential student-athlete service areas in which Athletics employees are paid the Fair Labor Standards Act (FLSA) minimum salary threshold of \$35,568 per year<sup>6</sup>.

- Sports Medicine – 7 of 10 full-time positions
- Buck Harless Student-Athlete Program (Academic Services) – 4 of 6 full-time positions
- Strength and Conditioning – 2 of 5 full-time positions

The disparity in market compensation is especially noticeable when comparing Marshall's coaching staff salaries with Conference USA members<sup>7</sup>. Employing a ranking format, the table in *Exhibit 2 Marshall Athletics Coaching Staff*

<sup>6</sup> U.S. Department of Labor, Wage and Hour Division. *Final Rule: Overtime*. <https://www.dol.gov/agencies/whd/overtime/2019/index>

<sup>7</sup> Conference USA Institutional Benchmarking 2019-20.





*Compensation Benchmarks* clearly illustrates that many of Marshall's head coach positions, along with respective sport salary pools (sum of head coach and assistant coaches) rank in the bottom half of Conference USA. Several principal findings are outlined below.

### Men's Sports

- Soccer is the only men's sport in the top half of Conference USA
- Football and Basketball rank below the average of their respective Conference USA peer groups
- Three of Marshall's six men's sports are at or near the bottom of their Conference USA peers

### Women's Sports

- Five of Marshall's 10 women's sports rank in the top half of Conference USA
- Basketball, Soccer, and Volleyball rank below the average of their respective Conference USA peers
- Four of Marshall's 10 women's sports rank near the bottom of their Conference USA peers

## Conclusions and Recommendations

As previously stated, recovery from the COVID-19 pandemic accentuates the opportunity for Athletics to strategically design an optimal organizational structure for achieving sustainable success in Division I. Recognizing the quality of Athletics' current organizational design and commitment to standard operating procedures, CarrSports provides the following recommendations:

1. Review and update Athletics' current strategic plan with a specific emphasis on recovery from the pandemic. Each overarching goal should include specific strategies, timelines, responsibilities, measurements, and resource requirements. Additional considerations include the following:
  - Maintain an accompanying five-year financial pro forma that accurately presents revenue and expense requirements, along with corresponding assumptions.
  - Encourage broad collaboration with Athletics internal and external stakeholders.
  - Reexamine Athletics Vision and Mission Statements; engage stakeholders in the process.
2. Utilize the strategic planning process to effectively communicate Athletics' priorities with Athletics staff, coaches, and student-athletes, as well as key campus and external stakeholders.
3. Maintain and provide appropriate access (electronic or print) to present-time Athletics policies and procedures.



4. Conduct regularly scheduled rules compliance reviews using a credible industry expert. Continue to emphasize rules compliance education.
5. Include Institutional control education in the University's Board of Governors' new member orientation and the annual Board of Governors' retreat.
6. Enhance Athletics' student-athlete career preparation, experiential learning, and leadership development opportunities.
  - Capitalize on University resources by partnering with appropriate campus entities.
  - Survey student-athletes to determine specific interests, needs or gaps in services.
7. Strongly consider creating a senior-level leadership position that oversees critical Thundering Herd external operations or revenue generating and communications entities.
8. Maximize the strategic planning process to identify funding requirements for basic cost centers (sports and support services); incorporate into existing zero-based budgeting.
9. Follow the plan for reintroducing necessary vacant or unfunded positions as detailed in the Athletics Financial Pro Forma.
10. Create a dynamic compensation plan for Marshall's Athletics Department. Determine objectives and use industry benchmarks where appropriate; include compensation targets in Athletics' Financial Pro Forma. Special emphasis must be given to those critical student-athlete service units experiencing persistent turnover in staff. Specifically, this includes Sports Medicine, the Buck Harless Student-Athlete Program (Academic Services) and Strength and Conditioning. The capacity to consistently support student-athlete mental health is a concern as well.



## Revenue Generation and Greater Self-Sufficiency

**Charge: Conduct a review of finances, recommending ways for the Department to increase revenue and gain greater self-sufficiency**

CarrSports was asked to examine Athletics' current financial position in the context of its capacity to grow revenues and become more financially self-sufficient. This analysis was significantly influenced by the Operations Review Assumptions included on page 12.

### Overview

Athletics has historically maintained a reasonably sound balance sheet by coupling a small amount of capital debt with stable University funding. However, that positive financial position has eroded over the last decade due primarily to increasing costs in salaries, benefits, and student-athlete financial aid. Rising expenses for these basic cost centers have not been consistently supported by increases in institutional funding – resulting in an ongoing structural budget deficit.

Like many Division I athletics departments, Thundering Herd Athletics has little flexibility in its operating budget. This situation was magnified by the COVID-19 pandemic. Decreases in traditionally dependable revenue streams such as NCAA distributions, ticket sales, and media rights fees were dramatic. Marshall Athletics' generated revenues decreased by approximately 30% from \$15.2M pre-pandemic (2018-19) to \$10.1M in FY 2020-21.

This instability will require Athletics to strategically increase self-generated revenues while maintaining solid fiscal responsibility. Additionally, the University may need to revisit its funding commitment to a level of support commensurate with the costs attributed to successful Division I athletics programs.

### Process

CarrSports partnered with University and Athletics staff to conduct a comprehensive analysis of Athletics' financial position. Specific emphasis was given to the following:

- Adequacy of operating budget
- Historical trends
- Forecast assumptions
- Opportunities for growth in Athletics generated revenues

Accordingly, CarrSports developed a financial pro forma (Pro Forma) applying the methodology below:

- Included a three-year pre-pandemic history (FY's 2017-1208, 2018-2019, and 2019-2020)
- Presented the FY 2020-2021 actual budget followed by projection years FY 2021-2022 through FY 2024-2025



- Established Athletics' FY 2018-2019 budget as the most appropriate baseline Fiscal Year (pre-COVID-19)
- Utilized a three-year, pre-pandemic average (FY's 2017-2018, 2018-2019, and 2019-2020) as a threshold for most financial projections
- Confirmed Pro Forma assumptions with Athletics and Marshall's Office of Finance (University specific revenues and expenses)
- Incorporated recent Division I benchmarking data in select cost centers
- Considered revenues and expenses associated with maintaining Title IX (equity) compliance
- Excluded future capital projects from financial projections

## Marshall Athletics Fiscal Environment

This section of the Operations Review contrasts Athletics' current Division I finances with other Division I institutions. The NCAA defines revenues in two main categories: Allocated Revenues and Generated Revenues.

### Allocated Revenues

Allocated Revenues are those revenues coming from direct institutional support, student fees, state funding, or indirect institutional support, such as utilities and maintenance. Marshall's Allocated Revenues are primarily comprised of direct institutional support.

Table 1 below compares Athletics Allocated Revenues with those of Division I membership classifications. A sizable dependence on Allocated Revenues is consistent for most of the 350 Division I intercollegiate athletics programs, particularly those in the Group of Five Conferences<sup>8</sup>, Division I FCS, and Division I Without Football. Only a few NCAA FBS athletics departments show net revenues; of which all are members of the Power Five Conferences<sup>9</sup>. No Group of Five Conference athletics departments are financially "self-supporting".

TABLE 1	NCAA Divisions I							
	Allocated Revenues - NCAA I Subdivision FY 2018-2019							
Marshall #	Conference USA *	Mid-American *	Sun Belt *	American Athletic *	Mountain West *	Division I FBS *	Division I FCS *	Division I Without Football *
FBS	FBS	FBS	FBS	FBS	FBS	18%	70%	76%
49%	61%	66%	64%	52%	46%			

# Marshall Athletics FY 2018-2019 percentage of Allocated Revenues

\* Knight Commission FY 2018- 2019 College Athletics Financial Information (CAFI) Database


<sup>8</sup> Group of Five Conferences: American Athletic Conference (American), Conference USA (C-USA), Mid-American Conference (MAC), Mountain West Conference (MW), and Sun Belt Conference (Sun Belt).

<sup>9</sup> Power Five Conferences: Atlantic Coast Conference (ACC), Big Ten Conference, Big 12 Conference, Pac-12 Conference, and Southeastern Conference (SEC).





Tables 2 and 3 below provide a five-year analysis benchmarking Marshall's percentage of Allocated Revenues with its Conference USA and American Athletic Conference (American) peers. This examination reveals that Marshall Athletics has been competing against conference and regional peers with a much lower operating budget, and particularly a smaller percentage of Allocated Revenues.


TABLE 2		Conference USA - NCAA Agreed-Upon Procedures Financial Report Data Institutional Support Summary - FY 2016 - FY 2020 Five Year Average						
University	Total Operating Revenue	Student Fees	Direct Institutional Support	Indirect Institutional Support	Direct State Support	Total Institutional Support	Institutional Support % Operating Revenue *	
FIU	\$34,570,000	\$22,150,000	\$3,330,000	\$594,269	\$59,554	\$26,872,638	77.73%	
UNT	\$36,850,000	\$11,590,000	\$13,330,000	\$35,291	\$272,250	\$26,139,562	70.94%	
FAU	\$35,670,000	\$12,970,000	\$3,640,000	\$3,360,000	\$565,716	\$25,075,716	70.30%	
UNCC	\$38,950,000	\$21,040,000	\$0	\$2,900,000	\$0	\$26,320,000	67.57%	
WKU	\$30,560,000	\$3,830,000	\$13,090,000	\$631,227	\$0	\$20,371,227	66.66%	
MTSU	\$34,500,000	\$7,850,000	\$11,680,000	\$1,980,000	\$0	\$22,810,000	66.12%	
ODU	\$46,310,000	\$29,370,000	\$0	\$0	\$0	\$29,370,000	63.42%	
UAB	\$32,840,000	\$6,320,000	\$14,260,000	\$207,844	\$0	\$20,787,844	63.30%	
UTSA	\$30,510,000	\$12,920,000	\$5,480,000	\$569,031	\$0	\$18,969,031	62.17%	
UTEP	\$32,600,000	\$7,730,000	\$10,130,000	\$1,660,000	\$0	\$20,184,057	61.91%	
Marshall	\$31,070,000	\$6,250,000	\$8,070,000	\$978,077	\$0	\$15,298,077	49.24%	
Southern Miss	\$25,090,000	\$7,010,000	\$2,870,000	\$478,333	\$1,700,000	\$12,058,333	48.06%	
Louisiana Tech	\$24,010,000	\$0	\$8,730,000	\$1,560,000	\$0	\$10,894,152	45.37%	
<b>Median</b>	<b>\$32,840,000</b>	<b>\$7,850,000</b>	<b>\$8,070,000</b>	<b>\$631,227</b>	<b>\$0</b>	<b>\$20,787,844</b>	<b>63.42%</b>	
<b>Average</b>	<b>\$33,348,462</b>	<b>\$11,463,846</b>	<b>\$7,277,692</b>	<b>\$1,150,313</b>	<b>\$199,809</b>	<b>\$21,165,434</b>	<b>62.52%</b>	

\*Sorted by Institutional Support Percentage

Source: Annual NCAA Agreed-Upon Procedures Revenue and Expense Reports

Years: FY 2016 – FY 2020



TABLE 3		AAC - NCAA Agreed-Upon Procedures Financial Report Data Institutional Support Summary - FY 2016 - FY 2020 Five Year Average					
University	Total Operating Revenue	Student Fees	Direct Institutional Support	Indirect Institutional Support	Direct State Support	Total Institutional Support	
Houston	\$61,240,000	\$8,400,000	\$25,950,000	\$4,440,000	\$0	\$39,745,285	64.90%
USF	\$51,450,000	\$16,980,000	\$10,200,000	\$0	\$268,011	\$27,448,011	53.35%
ECU	\$51,180,000	\$15,210,000	\$4,440,000	\$1,550,000	\$1,310,000	\$25,530,000	49.88%
UCF	\$63,130,000	\$23,210,000	\$5,730,000	\$0	\$759,396	\$29,699,396	47.04%
Cincinnati	\$66,370,000	\$0	\$26,950,000	\$1,760,000	\$0	\$28,710,000	43.26%
Memphis	\$54,240,000	\$7,250,000	\$10,340,000	\$2,510,000	\$0	\$20,879,222	38.49%
Wichita State	\$29,900,000	\$3,780,000	\$3,210,000	\$1,300,000	\$0	\$8,290,000	27.73%
<b>Average</b>	<b>\$53,930,000</b>	<b>\$10,690,000</b>	<b>\$12,402,857</b>	<b>\$1,651,429</b>	<b>\$389,568</b>	<b>\$25,757,416</b>	46.38%
<b>Median</b>	<b>\$54,240,000</b>	<b>\$8,400,000</b>	<b>\$10,200,000</b>	<b>\$1,550,000</b>	<b>\$134,006</b>	<b>\$27,448,011</b>	47.04%

\*Sorted by Institutional Support Percentage

Source: Annual NCAA Agreed-Upon Procedures Revenue and Expense Reports

Years: FY 2016 - FY 2020

Note: Table does not include AAC private institutions. Data is unavailable for SMU, Temple, Tulane and Tulsa,

## Division I Athletics Generated Revenues

The previous Tables illustrate the contrast of Allocated Revenues and Athletics Generated Revenues (AGR) among Conference USA and American Athletic Conference institutions. Most Division I athletics departments' AGR are derived from ticket sales, donations, NCAA revenue sharing, conference distributions, media rights fees, sponsorships, and special events. The data in the above Tables validates the significance of institutional support to the operating budgets of the Group of Five athletics departments. Normally, income from conventional Athletics Generated Revenue (AGR) streams are substantially less than those from members of the Power Five Conferences.

## Marshall Athletics Generated Revenues

This Operations Review Pro Forma, using the three-year, pre-COVID-19 average (FY's 2017-2018, 2018-2019, and 2019-2020) as a threshold for most financial projections, reflect the uncertainty of traditional AGR. For example, FY's 2022-2023 through 2024-2025 show conservative estimates in ticket sales, contributions, and media rights fees, along with NCAA and Conference USA revenue distributions.



### **Marshall University Allocated Revenues**

Athletics' University-supported revenues projections are flat, or increase modestly at best, except for a one-time transfer of COVID-19 recovery-funding for FY 2021-2022.

### **Marshall Athletics Financial Forecasting**

The University's desire to sponsor a sustainably successful Division I athletics department will be deeply reliant on increases to both Allocated Revenues and Athletics Generated Revenues. The Pro Forma provides a comprehensive presentation of historic data, as well as assumptions-supported projections for all major Athletics' revenues and expenses.

### **Marshall Athletics Operating Expenses**

Confirmed by University leadership, Athletics can expect a 2% increase in student-athlete tuition and fees, along with a 3% rise in room and board. The University also presumes 2% growth in salaries and benefits. CarrSports and Athletics staff project that most cost centers, including sports, will need a 3% annual increase in revenues to support recovery from the pandemic, as well as inflation in goods and services.

### **Marshall Athletics Capacity for Generating Revenues**

Based on the projected environmental impact on Division I athletics traditional revenue sources over the next several years, Athletics' capacity to grow AGR exists primarily through ticket sales and philanthropic giving (fundraising). Both areas will require a greater investment in infrastructure to achieve substantial growth in revenues.

While Thundering Herd Athletics has been near the top of Conference USA over the last five years in gross ticket receipts, a modern and assertive out-bound ticket sales program is essential. Employing a professional and proactive out-bound sales team should increase ticket sales, along with accompanying The Big Green Scholarship Foundation (Big Green) contributions, Seat Options, and a Facility Fee surcharge. Football and Basketball have a substantial inventory of unsold seats.

Athletics' fundraising entity, The Big Green, does not have optimal numbers of staff to effectively support the breadth of its current model. The Big Green, operating as a 501(c)(3), is responsible for managing an active capital-gifts campaign, soliciting major gifts, securing endowments, expanding its annual fund, and seat options (seat licenses). The present full-time staff is also expected to react to a variety of unplanned fundraising initiatives. Similar to ticketing, the Big Green has yet to define its capacity to increase considerable revenues.

Also, the absence of an Athletics facility master plan with stated priorities has encouraged some Athletics' staff and coaches to initiate independent fundraising initiatives. This practice creates confusion among donors as well as Athletics' and University personnel.

### **Conclusions and Recommendations**

As illustrated in this Operations Review, Marshall University has made a substantial financial commitment (Allocated Revenues) to its 16-sport Athletics Department. As emphasized in the Assumptions of this Operations Review, as well



Tables 1-3 above, a significant dependence on Allocated Revenues is consistent for most Division I intercollegiate athletics programs. Visibly, Marshall's percentage of Allocated Revenues lags behind most of its Conference USA peers, placing Thundering Herd Athletics at a funding disadvantage. The University may need to revisit its commitment to furnishing financial support commensurate with successful Division I athletics programs.

Likewise, Athletics must strategically increase self-generated revenues (Athletics Generated Revenues/AGR) while maintaining fiscal responsibility.

Accordingly, CarrSports makes the following recommendations:

1. Maintain a five-year financial pro forma that accurately presents revenue and expense requirements, along with corresponding assumptions; schedule pro forma updates.
2. Commit to a level of Allocated Revenues proportionate to the University's commitment to sustained success in Division I.
3. Continue to utilize an annual, zero-based budgeting approach for Athletics. Methodology should include all cost centers for a minimum of a five years; update annually.
4. Strengthen Athletics' revenue-generating capacity by centralizing Thundering Herd income-producing and external communication entities under a distinct External Operations management structure.
5. Enhance the Big Green infrastructure to strategically maximize fundraising and stewardship objectives.
6. Improve the effectiveness and minimize donor confusion by prioritizing all major facilities projects within Athletics' facilities master plan.
7. Establish a contemporary out-bound ticket sales program.



## Evaluate Existing Facilities

### Charge: Evaluate existing facilities

CarrSports was tasked with assessing the effectiveness of Marshall Athletics facilities for sponsoring a sustainably successful Division I FBS (Division I) intercollegiate athletics program. As stated in this Operations Review's Assumptions, those standards include:

*Modern and well-maintained athletics facilities for practice, competition, and similar quality support services are essential to student-athlete well-being and performance, fan engagement, safety, gender equity, revenue generation, and sustainable competitive success.*

Appropriately, CarrSports examined Athletics' current on-and off-campus practice and competition facilities, along with Marshall's campus planning materials. Feedback from the CarrSports' conducted Listening Sessions was also vital to this analysis. A detailed summary of Athletics' primary venues is presented in *Exhibit 3– Athletics Facilities Analysis*.

### Overview

Ten women's and six men's sports teams utilize a variety of practice and competition facilities. Over the past ten years, Athletics has experienced significant improvements to its facilities plant with new construction or major renovations to existing facilities. Launched in 2011, the extremely successful *Vision Campaign* raised approximately \$35M in private donations to fund the construction of the Veteran Memorial Soccer Complex -Hoops Family Field, Chad Pennington Hall of Fame, and the Chris Cline Indoor Athletic Facility, which includes the state-of-the-art Marshall Sports Medicine Institute and The Buck Harless Student-Athlete Academic Center.

During this same period, nearly \$14M was also dedicated to several other major facility upgrades funded by either private donations or University allocations. Prominent projects included new additions or renovations to Joan C. Edwards Stadium: Sky Suites, BrewZone, Team Shop, concourse expansion, and videoboards/ribbon boards. Another noteworthy improvement was the new center-hung scoreboard in the Cam Henderson Center.

Near-term, areas for facilities review include a need for consistent, contemporary branding, along with deferred maintenance. Also, recent staff reductions have resulted in insufficient general facilities maintenance and custodial services.

Going forward, Athletics has identified Joan C. Edwards Stadium, Gullickson Hall, Shewey Building (expansion), and the Frederick A. Fitch Natatorium as requiring differing levels of attention. The following facilities should also be part of any discussion specific to new construction: baseball stadium, outdoor track complex, and two grass practice fields (one Football and one Soccer). These opportunities would set the stage for a formal Athletics facilities master plan.





## Facilities Master Planning

Marshall's most recent campus master plan (*2013 Campus Master Plan*) was created after the completion of the Veteran Memorial Soccer Complex - Hoops Family Field. Construction was already underway for the Chris Cline Indoor Athletic Facility with its sports medicine and academic centers. The *Phasing and Implementation* section of the *2013 Campus Master Plan* introduced several key projects within Phase 4 (Long Term): football stadium expansion, Athletics construction of baseball stadium, tennis complex, basketball practice facility, and an outdoor track facility. The *2013 Campus Master Plan* also included a building assessment for both the Cam Henderson Center and Gullickson Hall.

The University is scheduled to implement the *2023 Campus Master Plan* in FY 2022-2023, preceded by the RFP process to select an architectural firm in the latter part of FY 2021-2022. Prior to campus moving forward with this initiative, Athletics would begin a facilities master planning process that would be seamlessly incorporated into the University's master planning process. The collaboration and partnership between the University and Athletics regarding facilities planning has been greatly enhanced the past few years, and this alignment will be critical moving forward with the development of the *2023 Campus Master Plan*.

## Conclusions and Recommendations

Over the last decade Marshall has developed several outstanding athletics facilities. The Chris Cline Indoor Athletic Facility, encompassing the Marshall Sports Medicine Institute, The Buck Harless Student-Athlete Academic Center Chad Pennington Hall of Fame and an indoor practice facility is among the best in Division I. Marshall's commitment to comprehensive excellence is further demonstrated by the Veteran Memorial Soccer Complex-Hoops Family Field, the home of the 2020 NCAA Men's College Cup Champions.

As Athletics implements its strategic plan and with a particular emphasis on facilities, CarrSports makes the following recommendations:

1. Develop Initiate and an Athletics Facilities Master Plan that aligns with the *2023 Campus Master Plan*.
2. The Athletics Facilities Master Plan should address renovations to the following facilities:
  - Cam Henderson Center (gameday amenities and daily operations)
  - Gullickson Hall (Basketball and Volleyball practice facility)
  - Shewey Building (Football office and meeting space expansion)
  - Joan C. Edwards Stadium (restrooms, concessions, and concourses)
  - Veteran Memorial Soccer Complex - Hoops Family Field (stadium seating expansion, videoboard/scoreboard upgrades, and team meeting room improvements)
  - Frederick A. Fitch Natatorium (mechanical system and locker rooms)
  - Indoor and outdoor Tennis facilities (fan seating locations)
3. The Athletics Facilities Master Plan should address new construction for a baseball stadium, outdoor track and field facility, and grass practice field(s).
4. The Athletic Facilities Master Plan should review current seating capacity for Joan C. Edwards Stadium and the Cam Henderson Center.
5. Develop a deferred maintenance plan that includes prescribed schedule and funding sources.



6. Develop a financial plan related to investments required to maintain new facilities.
7. Develop comprehensive and consistent branding plan for all Athletics venues.
8. Develop a comprehensive maintenance and custodial program for enhanced facility servicing.

### Facility Analysis Summary

The chart below compares the primary facility features and designates areas in need of improvement.

FACILITY ANALYSIS SUMMARY													
Facility	Accessibility / Infrastructure	Auto Parking	Bus Parking	Storage	Restrooms	Concessions (full service)	Concessions (Portable)	Concessions (Partial)	Press Box	Scoreboard	Videoboard	Event Lighting	Issues/Needs
Joan C. Edwards Stadium	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"> <li>Additional office space</li> <li>Update restrooms</li> <li>Overcrowded concourses</li> <li>South endzone seating</li> </ul>
Cam Henderson Center	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"> <li>Outdated restrooms, concourse, concessions</li> <li>Outdated office space</li> <li>Need upper level seating handrail</li> <li>Flooding and water leakage</li> </ul>
Dot Hicks Field	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"> <li>Small batting cages</li> <li>Outdated scoreboard and videoboard</li> <li>No field lighting</li> <li>Additional graphics/branding</li> <li>Seating is at capacity at many games</li> <li>Security concerns</li> <li>No facility perimeter fencing</li> </ul>
Veterans Memorial Soccer Complex	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"> <li>Outdated scoreboard; needs a videoboard</li> <li>Conference room remodel</li> <li>Need more office space</li> <li>Limited seating</li> <li>Needs additional graphics/branding</li> </ul>
Chris Cline Indoor Athletic Facility	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"> <li>Indoor facility lighting needs updating (LED)</li> <li>Commercial litter vacuum</li> <li>Need additional graphics/branding</li> <li>Secure storage space</li> </ul>
Guyan Country Club	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"> <li>Accessibility to the course; members have first rights</li> <li>Course is somewhat short for men's program</li> <li>Driving Range is short</li> </ul>



## FACILITY ANALYSIS SUMMARY

Facility	Accessibility / Infrastructure	Auto Parking	Bus Parking	Storage	Restrooms	Concessions (Full service)	Concessions (Portable)	Concessions (Partial)	Press Box	Scoreboard	Videoboard	Event Lighting	Issues/Needs
Frederick A. Fitch Natatorium	Complete	Complete	Complete	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Complete	Complete	<ul style="list-style-type: none"> <li>Pool maintenance</li> <li>Outdated locker rooms</li> <li>Mechanical issues; poor ventilation</li> <li>Poor sound system</li> <li>Poor graphics and branding</li> </ul>
Brian David Fox Tennis Center	Action Required	Complete	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Complete	Action Required	Complete	<ul style="list-style-type: none"> <li>Issues with courts cracking</li> <li>Spectator seating is poorly positioned</li> <li>Need additional graphics/branding</li> </ul>
Huntington Tennis Center	Action Required	Complete	Action Required	Complete	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	<ul style="list-style-type: none"> <li>Only has five courts</li> <li>12 miles from campus</li> <li>Poor lighting and building condition</li> <li>Spectator seating is poorly positioned</li> <li>Gravel parking lot with limited parking</li> </ul>
Kennedy YMCA Center	Action Required	Complete	Complete	Action Required	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	<ul style="list-style-type: none"> <li>Facility does not meet C-USA Standards</li> <li>Potential safety issues</li> <li>Synthetic turf repair</li> <li>Location not ideal</li> <li>Outdated scoreboard</li> <li>Inferior Press Box</li> <li>Potential flooding of the Ohio River</li> </ul>
Gullickson Hall	Complete	Complete	Complete	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	<ul style="list-style-type: none"> <li>Outdated offices, rooms, corridors, furniture, fixtures, and equipment</li> <li>Poor graphics/branding</li> <li>Outdated locker rooms</li> <li>Mechanical issues (HVAC and plumbing)</li> <li>Outdated building, restrooms and corridors</li> </ul>

Complete ■ Action Required ■ None ■



## Interview Key Stakeholders

**Charge:** Interview and survey key stakeholders, to include representatives from the following constituencies, but not limited to, Athletics staff, current and former student-athletes, donors, administrators, and Board of Governors

CarrSports' familiarity with the University and Athletics' operating environments was significantly influenced through fact-finding and strategically-focused Listening Sessions with over 50 internal and external constituents.

Listening Session Participants:

- Board of Governors: 3
- President Gilbert, University Administrators, and Campus Leaders: 10
- Athletics Administrators and Department Heads: 17
- Head Coaches: 13
- Former Marshall Student-Athletes: 6
- External Constituents: 5
- Judy MacLeod, Conference USA Commissioner
- Board of Governors Open Listening Session
- Faculty Senate Open Listening Session
- Student-Athlete Advisory Committee (SAAC) Open Listening Session

The participants were asked to respond to the following topics:

1. Awareness and relevance of Athletics' strategic plan in conveying Athletics' Mission, Vision, Core Values, and priorities
2. Athletics Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis) to achieve sustainable success in Conference USA, post-season, and among Division I peers
3. Athletics' capacity for sustainable competitive success
4. Effectiveness of Athletics' collaboration and communication with internal personnel, University leaders, campus departments, and external constituents
5. Adequacy of operating budgets, staffing, equipment/technology, and facilities (Note: Responses primarily from Athletics' coaches and staff)
6. Quality and efficiency of primary student-athlete support services, such as academics, career preparation, compliance, equipment operations, mental health, nutrition, sports information, sports medicine, and strength and conditioning. (Note: Responses primarily from Athletics' coaches, staff, and student-athletes)



### Operations Review Themes

The main themes that evolved from CarrSports' Listening Sessions are outlined below. They were taken into consideration and incorporated where appropriate in this Operations Review.

1. **COVID-19 Recovery:** Concern for Athletics' ability to recover structurally from the COVID-19 pandemic was stressed among Athletics staff and coaches. The lack of key staff and coaches, along with budget limitations, has strained an already under-resourced Athletic Department. University leadership recognized Athletics' hardships, as well those impacting the campus as a whole. A delay in the University-approved FY 2021-2022 Athletics budget has inhibited Athletics' ability to develop and implement a formal pandemic-recovery spending plan.
2. **Athletics Staff and Coaches:** Athletics staff and coaches enjoy working at Marshall. They view each other as hard workers who truly want success for Thundering Herd Athletics in all areas.
3. **The Marshall Brand:** There is a great sense of pride in the Marshall brand by those in Athletics, the campus community, former student-athletes, and in the Huntington area. "We are...Marshall" is an inherent source of pride. There is also a strong desire to expand and strengthen the Marshall brand in the tri-state region.
4. **Facilities:** New or improved Thundering Herd athletic facilities are viewed as the standard for sustained success; they are also a source of great pride. Facilities in the Chris Cline Center specifically supporting student-athlete academics, well-being, and performance are viewed as among the best in Division I. Conversely, broad concern was expressed about the need to incorporate consistent, contemporary branding and Marshall's approved color schemes throughout Athletics training and competition venues.
5. **Personnel and Compensation:** Returning personnel to pre-COVID-19 levels, along with addressing consistent turnover in coaching and staff positions is vitally important. Lower than market-value compensation is viewed as a main reason for persistent personnel transition from Marshall. A practice of delayed hiring for vacant positions due to end-of-year budget constraints is also problematic.
6. **Diversity, Equity, and Inclusion:** Marshall and the Huntington community are viewed as a welcoming environment for diversity, equity, and inclusion. It was noted that there is a recognized need for greater diversity among Athletics leadership and Department-wide.
7. **Communication and Transparency:** Responses varied, from collective praise for the effective collaboration between Athletics' and University counterparts, to an interest in more transparency and consistent communication, especially when conveying Athletics' vision and priorities. Notably, there is confusion about the status and significance of proposed facility projects. There was agreement among respondents recognizing the need for a prioritized Athletics facility master plan. A more detailed and accountable strategic plan revision is seen as an opportunity to gain greater constituency support.





### Conclusions and Recommendations

The feedback from the CarrSports' Listening Sessions should be extremely important to Athletics and campus leaders as they seek to enhance the operational efficiencies and fiscal health of Thundering Herd Athletics.

CarrSports recommendations are provided below:

1. Use this Operations Review and the Listening Sessions comments as a tool to become more attentive to the needs, interests, concerns, and passions of Marshall and Athletics' stakeholders.
2. Plan active and regularly scheduled Athletics-leadership-led Listening Sessions with select internal and external constituents.
3. Apply the Operations Review Themes, along with the numerous Conclusions and Recommendations herein, to revised and updated goals and strategies in a new Athletics' strategic plan.



OPERATIONS REVIEW COMPONENT

## Conference USA and Peer Benchmarking

**Charge: Evaluate the program compared to similar programs internal and external to Conference USA**

CarrSports has provided various benchmarking data throughout this Operations Review. This portion introduces two Exhibits showing a five-year average comparison of Marshall Athletics' revenue and expenses with those of their Conference USA and American Athletic Conference peers. This five-year analysis supplies a more complete comparison of benchmark data points. The two Exhibits are identified below.

- *Exhibit 4 - Revenues and Expenses Conference USA FY 2016-2020 (5-yr average)*
- *Exhibit 5 - Revenues and Expenses American Athletic Conference FY 2016-2020 (5-yr average)*



## Athletics Policies, Procedures, and University Creed

### **Charge: Evaluate adherence to University and Departmental policies and the institutional creed**

CarrSports was requested to evaluate Athletics adherence to the policies and procedures that guide daily operations and safeguard compliance with federal, state, University, and membership regulations. Athletics' alignment with the Marshall University Creed was examined, as well.

CarrSports reviewed Marshall Athletics policies and procedures that are currently in place, as detailed in *Exhibit 1– Athletic Department Policies and Procedures*. In addition to University prescribed audits, examples of other recent NCAA-required documentation and University assessments are listed below:

- *Marshall University Department of Intercollegiate Athletics, NCAA Agreed–Upon Procedures For The Year Ended June 30, 2020*
- *NCAA Membership Financial Reporting System Fiscal Year 2020*
- *The Big Green Scholarship Foundation Financial Statements June 30, 2020*

### **Conclusions and Recommendations**

As one of the most dynamic units on the Marshall campus, Athletics seeks full and continuous compliance with University, federal, state, NCAA, and Conference USA regulations and procedures. Additionally, Athletics recognizes its proactive adherence to prescribed policies and procedures will encourage operational efficiencies while reducing risks.

Accordingly, CarrSports provides the following recommendations:

1. Charge a senior Athletics staff member to chair and establish a committee to review current policies and procedures applicable to Athletics. The committee's role would include:
  - Confirm the viability of each policy and procedure, as well as the potential for combining select policies and procedures.
  - Determine if the desired outcome(s) are still pertinent to Athletics operations.
  - Examine each policy or procedure for clarity and understanding.
  - Provide for monitoring and scheduling of future assessments.
  - Review the need for policies and procedures for new and evolving operations, such as management of social media platforms and guidelines for the administration and coordination of Name, Image, and Likeness (NIL).
2. Maintain and provide appropriate access for policies and procedures on the Athletics website and other appropriate media platforms.



3. Share all standard compliance audits and NCAA-required documents with Athletics' senior management team to achieve greater transparency, improve educational awareness, and to better define outcomes and accountability measures.
4. Formally detail alignment of the University Creed within Athletics' strategic plan's goals and strategies.



## Comprehensive Conclusions and Recommendations

---

CarrSports has followed its charge of assessing the operational efficiencies and fiscal health (Operations Review) of Marshall's Intercollegiate Athletics Program (Athletics). Appropriately, the Operations Review Assumptions were primary touchstones for evaluating the effectiveness of Athletics operations. The dramatic impact that the COVID-19 pandemic has had on Thundering Herd Athletics and the University was also significant in CarrSports' review.

Throughout this Operations Review, CarrSports has recommended ways for Athletics to strengthen operational efficiencies and improve its financial position. CarrSports outlines the most significant recommendations here.

1. Capitalize on this Operations Review to update Athletics' current strategic plan, with a specific emphasis on recovery from the pandemic and confirmation of Athletics' Vision. Each overarching goal should include specific strategies, timelines, responsibilities, measurements, and resource requirements.
2. Use Athletics' strategic planning process to effectively communicate Athletics priorities with staff, coaches, and student-athletes, as well as key campus and external stakeholders.
3. Utilize this Operations Review, along with Listening Sessions comments, as tools to become more attentive to the needs, interests, concerns, and passions of University and Athletics stakeholders.
4. Conduct regularly scheduled rules compliance reviews using a credible industry expert. Continue to place an emphasis on rules compliance education for everyone who officially represents Marshall Athletics.
5. Maintain a five-year financial pro forma that accurately presents revenue and expense requirements, along with corresponding assumptions; schedule pro forma updates.
6. Strengthen Athletics' revenue-generating capacity by centralizing Thundering Herd income producing and external communication entities under a distinct External Operations management structure.
7. Emphasize recruitment and retention of quality Athletics staff and coaches. Incentivize retention by creating and implementing a dynamic compensation plan for Athletics personnel.
8. Develop and implement an Athletics facilities master plan that aligns with the *2023 Campus Master Plan*.
9. Appoint a senior Athletics staff member to establish and chair a committee to review current policies and procedures applicable to Athletics.





Marshall University Athletics

**OPERATIONS REVIEW**

JUNE 10, 2021

## Exhibits



## Athletic Department Policies and Procedures

November 2019

### Sports Information

- FB Practice Media Policies
- Social Media Policies

### Academics

- Student-Athlete Handbook
- GA Dress Code
- Tutor Dress Code
- Front Desk
- Graduate Assistants
- Tutor Manual

### Athletic Training

- After Hours Emergency Care
- Anaphylaxis Care Guidelines
- Asthma Inhaler Guidelines
- Athletic Emergency Action Plan
- Cardiac Emergency Response Protocol
- Chaperone Policy
- Concussion Policy
- Lightning/Severe Weather Policy
- Training Center Rules
- ADHD Policy
- Air Quality Guidelines
- Pregnancy Policy
- Disqualification Guidelines
- Medical Services and Insurance for Student-Athletes
- Mental Health and Title IX
- Hydration Protocol
- Spine Injury Management Guidelines
- Nutrition and Eating Disorders

- Transgender Student-Athlete Participation
- Sickle Cell
- Skin Safety
- Sports Medicine Team Coverage Policy

### Big Green

- Annual Fund Issues and Renewals
- Big Green Bylaws
- Endowment Agreement
- Investment
- M Club Bylaws
- Endowment Policies and Procedures
- Front Desk

### Compliance

- Tutor Assignment
- Concussion Protocol
- Cost of Attendance Allowance
- Official Visit
- PSA's Prior to Initial Enrollment
- Social Media
- Summer School
- Transfer Evaluation
- Unofficial Visit
- Violation

### Others

- Ticket Office Policies
- Tailgating Policies
- Catering Policies
- Marketing Policies
- Business Office Policies



## Marshall Athletics Coaching Staff Compensation Benchmarks

Marshall Athletics Coaching Staff Compensation Benchmarks Conference USA Rank Comparison 2019-2020							
Men's Sports (Number of Conference Teams)	Head Coach Base Salary	Head Coach Total Compensation	Total Coaching Staff Salary Pool	Women's Sports (Number of Conference Teams)	Head Coach Base Salary	Head Coach Total Compensation	Total Coaching Staff Salary Pool
Football (14) *	14	9	8	Basketball (14)	13	13	13
Basketball (14)	14	7	9	Soccer (14)	13	13	12
Soccer (8) **	4	4	4	Softball (12)	2	2	4
Baseball (12)	12	12	12	Volleyball (14)	15	9	13
Cross Country (11)	9	9	11 #	Cross Country (13)	9	9	4 ##
Golf (13)	6	8	10	Golf (12)	10	10	10
				Tennis (14)	6	5	4
				Swimming (6)	3	3	3
				Track - Indoor and Outdoor (13)	9	9	4 ##

Source: Conference USA Institutional Benchmarking 2019-20

\* Marshall's Football compensation rankings would not change even with the recent hiring of a new Head Football Coach and Assistant Coaches.

\*\* Recent Marshall Men's Soccer contractual adjustments show Men's Soccer exceeding its 2019-2020 compensation rankings.

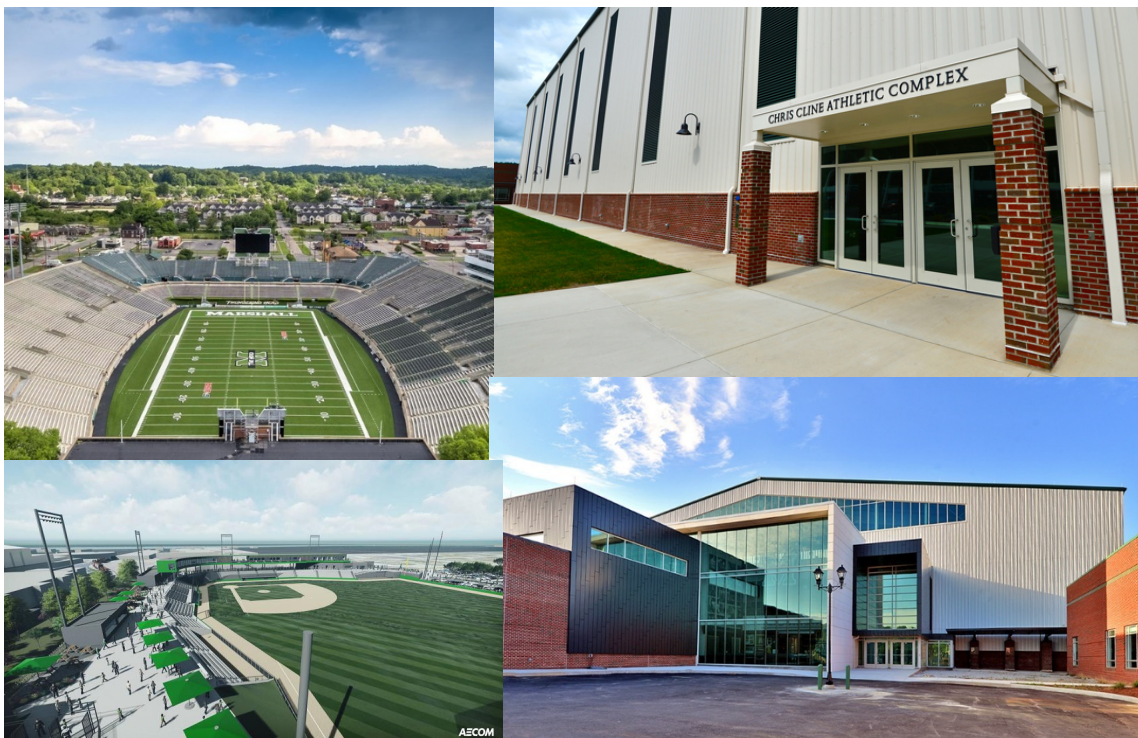
# Total Salary Pool for Men's Cross Country, Indoor Track and Outdoor Track

## Total Salary Pool for Women's Cross Country, Indoor Track and Outdoor Track



# Marshall University

## Athletics Facilities Analysis





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## Facilities Analysis Objectives

This document summarizes the functional effectiveness of Marshall's primary on and off-campus competition and training facilities for Marshall's 16 varsity sports. Developed by CarrSports in collaboration with Marshall Athletics (Athletics) and University staff, this analysis is intended serve as a baseline for future facilities planning.

## Facilities Overview

The table below pairs Athletics' primary participants, or user groups, with their respective core practice, competition, and support facilities.

ATHLETICS FACILITIES – MARSHALL UNIVERSITY	
Facility	Primary Participants
Joan C. Edwards Stadium	Football
Cam Henderson Center	Basketball (Men's and Women's); Volleyball
Dot Hicks Field	Softball
Veterans Memorial Soccer Complex – Hoops Family Field	Soccer (Men's and Women's)
Chris Cline Indoor Athletic Facility	Multi-sport facility
Guyan Country Club	Golf (Men's and Women's)
Frederick A. Fitch Natatorium	Swimming and Diving (Women's)
Brian David Fox Tennis Center (outdoor)	Tennis (Women's)
Huntington Tennis Center (indoor)	Tennis (Women's)
Kennedy YMCA Center	Baseball
Gullickson Hall (practice facility)	Basketball (Men's and Women's) Volleyball



## Facilities Summary

### Joan C. Edwards Stadium Football

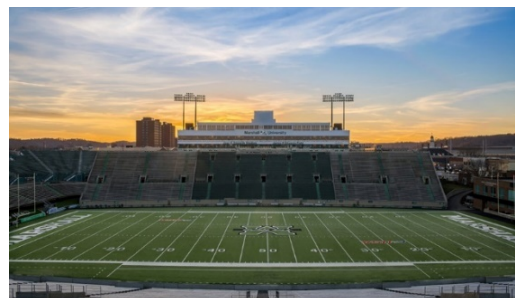
#### DETAILED FACILITY ANALYSIS

##### Strengths

- 4 Sky Suite additions on Sky Deck (SD) Level of the Press Box (2013)
- Team Shop addition (2018)
- Concourse Expansion/BrewZone Addition (2018)

##### Weaknesses

- Shewey Building is maximized on office space
- Outdated concourse restrooms
- Narrow concourses create overcrowding
- No restrooms or concessions in the south endzone concourse
- Stadium South Endzone spectator seating is currently metal bleacher/erector set style construction, unlike the precast-concrete seating areas on the east and west sides of the stadium
- Outdated offices, rooms, corridors, furniture, and graphics/branding
- Synthetic turf will need to be replaced within the next two years; warranty expires after the 2021 season



Built	1991
Playing Surface	Synthetic turf
Seating Capacity	38,227
Record Crowd	41,382

##### RECOMMENDATIONS

- Execute renovations to stadium restrooms based on the 2017 AECOM renovation study
- Expand concourse to eliminate overcrowding and restrict re-entry of spectators; increase concessions access and sales
- Add restrooms and concessions in the south concourse to service the 8,000 seats in the South Endzone



## FACILITY SPECIFICATIONS – Joan C. Edwards Stadium

### Accessibility and Infrastructure

Item	Yes/No	Details
ADA Access	Yes	
Lighting	Yes	National broadcast quality (average 100FC)
Wireless Internet	Yes	Press Box
	No	Spectator seating bowl
Phone Lines	Yes	
Video Streaming	Yes	ESPN3 broadcast level
PA/Sound System	Yes	NCAA Division I quality

### Tenants

Sport	Practice	Competition	Camps
Football	X	X	X
Baseball	X		

### Parking

Type	Parking Spaces	Location
Auto	649	West Stadium Lot
Auto/Bus (dedicated)	1008	3 <sup>rd</sup> Avenue Parking Garage
Auto	3000	Various surface lots

### Restrooms

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	14	96	46	108
Women's	14	96	122	



## FACILITY SPECIFICATIONS – Joan C. Edwards Stadium

### Concessions

Service Level/Type	Quantity	Location
Full Service	14	12 – Concourse level 2 – Big Green level / Press Box
Satellite Locations	Various	Concourse level

### Support Facilities and Equipment

Type	Yes/No	Description
Team/Meeting Rooms	Yes	Shewey Building: 8 position, 1 full-team, offensive and defensive meeting rooms
Locker Rooms	Yes	1 Football, 1 officials locker room, 2 staff and 1 visiting team locker room
Offices	Yes	Football coaches, support staff, athletic administration, accountants, athletic trainers, equipment manager, compliance, Learfield IMG College, and administrative assistant
Training Room	Yes	Full service
Practice Fields	No	
Storage	Yes	5 small storage closets in Shewey Building; minimal space in stadium (storage has been created in stadium mud slab rooms)
Equipment Room	Yes	Full laundry service and equipment storage

### Press Box

Type	Yes/No	Description
Wireless Access	Yes	
Hardwire Access	Yes	Multiple ports
Radio Broadcast	Yes	Home, visiting team and student radio (separate broadcast booths)
TV Capability	Yes	



**FACILITY SPECIFICATIONS – Joan C. Edwards Stadium**

**Scoreboard/Videoboard**

Type	Quantity	Description
Videoboards	2	North and south ends of stadium
Ribbon Boards	3	North end (1) and east field level wall (2)



## Cam Henderson Center

### Men's and Women's Basketball

#### DETAILED FACILITY ANALYSIS

##### Strengths

- New center hung videoboard
- Ribbon boards and ribbon scorer's table and press row table
- Musco lighting (with ability to blacken arena)
- Concert-quality sound system
- High quality Robbins All-Star Plus wooden court
- High quality Division I Men's and Women's Basketball locker rooms
- New lockers in the Men's Basketball locker room
- Renovated elevator
- Upgraded ventilation system in the arena
- New carpet and seats in club seating area
- New chairs for courtside donors

##### Weaknesses

- Age of facility
- Outdated concourse, restrooms, concessions, and graphics/branding
- Outdated offices, rooms, corridors, furniture, and graphics/branding
- Needs additional graphics/branding in arena
- Potential safety concern with the lack of handrails on the stairs of the upper seating area
- Flooding and water leaks in various areas of the building



<b>Built</b>	1981
<b>Playing Surface</b>	Robbins All-Star Plus portable wooden court
<b>Seating Capacity</b>	9,048
<b>Record Crowd</b>	10,705

#### RECOMMENDATIONS

- Renovate the E-Level Concourse; renovate restrooms and concessions
- Add graphics and branding in arena and concourses
- Modernize offices with new furniture, fixtures, and equipment; include graphics and branding
- Contract with an engineering firm and general contractor to assess water leaks and take corrective action





## FACILITY SPECIFICATIONS – Cam Henderson Center

### Accessibility and Infrastructure

Item	Yes/No	Details
ADA Access	Yes	
Lighting	Yes	National broadcast quality (average 100FC)
Wireless Internet	Yes	
Phone Lines	Yes	
Video Streaming	Yes	ESPN3 broadcast level
PA/Sound System	Yes	NCAA Division I quality

### Tenants

Sport	Practice	Competition	Camps
Basketball (Men's)	X	X	X
Basketball (Women's)	X	X	X
Volleyball	X	X	X

### Parking

Type	Parking Spaces	Location
Auto	649	West Stadium Lot
Auto/Bus (dedicated)	1008	3 <sup>rd</sup> Avenue Parking Garage
Auto	3000	Various surface lots

### Restrooms

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	4	17	15	15
Women's	4	28	15	



## FACILITY SPECIFICATIONS – Cam Henderson Center

### Concessions

Service Level/Type	Quantity	Location
Full Service	6	
Satellite Locations	6-8	Upper concourse
Portable Kiosk	1	Floor level

### Support Facilities and Equipment

Type	Yes/No	Description
Team/Meeting Rooms	No	
Locker Rooms	Yes	Men's Basketball, Women's Basketball, Women's Track, Tennis, Women's Golf, 2 visiting team locker rooms
Offices	Yes	Office Suites: Men's Basketball, Women's Basketball, Baseball, Volleyball, Men's Golf, Women's Golf, Women's Tennis, Swimming and Diving, sports information, compliance, ticket office Offices: athletic facilities, athletic training, equipment, broadcast production, event staffing, and administrative
Training Room	Yes	Full service
Practice Fields	No	
Storage	Yes	Minimal storage: 1 storage room that is shared with the marching band, 2 storage areas behind the west bleachers, storage in the garage tunnel; most locker rooms have storage available
Equipment Room	Yes	Full laundry service and equipment storage

### Press Box – None

### Scoreboard/Videoboard

Type	Quantity	Description
Scoreboards	3	
Videoboards	2	4- sided center hung and East wall
Ribbon Boards	3	West, scorer's table, and press row



## Dot Hicks Field Softball

### DETAILED FACILITY ANALYSIS

#### Strengths

- Complete complex with clubhouse, offices, field, dugouts, and storage areas
- New synthetic turf (entire field)
- ESPN3 broadcast level

#### Weaknesses

- Batting cage is too small to accommodate practice objectives
- Outdated scoreboard and video board
- No field lighting
- Needs additional graphics/branding
- Seating is at capacity for many games
- Inadequate security for clubhouse, offices, and storage areas
- No facility perimeter fencing; precludes charging admission



<b>Built</b>	2008
<b>Playing Surface</b>	Synthetic turf
<b>Seating Capacity</b>	325
<b>Record Crowd</b>	1030

### RECOMMENDATIONS

- Renovate batting cage to provide additional hitting space
- Add seating in the outfield or larger portable stands behind home plate
- Add lighting to the field to allow night games
- Improve facility security
- Install perimeter fencing



**FACILITY SPECIFICATIONS – Dot Hicks Field**

**Accessibility and Infrastructure**

Item	Yes/No	Details
ADA Access	Yes	
Lighting	No	
Wireless Internet	Yes	Press Box
	No	Spectator seating bowl
Phone Lines	Yes	
Video Streaming	Yes	ESPN3 broadcast level
PA/Sound System	Yes	NCAA Division I quality

**Tenants**

Sport	Practice	Competition	Camps
Softball	X	X	X

**Parking**

Type	Parking Spaces	Location
Auto	55	Softball Lot
Auto	33	Dolan Lot
Auto	649	West Stadium Lot
Auto/Bus (dedicated)	1008	3 <sup>rd</sup> Avenue Parking Garage

**Restrooms**

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	1	2	2	2
Women's	1	5	2	



**FACILITY SPECIFICATIONS – Dot Hicks Field**

**Concessions**

Service Level/Type	Quantity	Location
Full Service	1	

**Support Facilities and Equipment**

Type	Yes/No	Description
Team/Meeting Rooms	Yes	
Locker Rooms	Yes	1 Softball, 2 staff (male and female)
Offices	Yes	Head coach, 2 assistant coaches offices, and workstation for graduate assistants
Training Room	Yes	Satellite
Practice Fields	No	
Storage	Yes	Large storage room for Softball and field equipment, storage area under spectator stands, storage in press box, and storage in concession stand
Equipment Room	No	

**Press Box**

Type	Yes/No	Description
Wireless Access	Yes	
Hardwire Access	Yes	Multiple ports
Radio Broadcast	Yes	Home/visiting radio broadcast all in Press Box (no individual rooms)
TV Capability	Yes	

**Scoreboard/Videoboard**

Type		Description
Scoreboards	1	
Videoboards	1	



## Veterans Memorial Soccer Complex - Hoops Family Field

### Men's and Women's Soccer



#### DETAILED FACILITY ANALYSIS

##### Strengths

- Comprehensive Soccer complex with offices, locker rooms, training room, equipment room, press box, and meeting spaces
- New synthetic turf (entire field)
- Facility provides a recruiting advantage over other institutions

##### Weaknesses

- Outdated scoreboard; needs to be a videoboard
- Conference room in office area needs to be converted into theatre-style team meeting room with tiered seating
- Need more office space
- With the success of Men's Soccer, spectator seating is maximized at many games
- Needs additional graphics/branding

Built	2013
Playing Surface	Synthetic turf
Seating Capacity	1006
Record Crowd	2126

#### RECOMMENDATIONS

- Modernize the scoreboard to a videoboard
- Add seating to the east and west sides of the current spectator seating
- Convert the conference room to a tiered, theatre-style team meeting room





## FACILITY SPECIFICATIONS – Veterans Memorial Soccer Complex

### Accessibility and Infrastructure

Item	Yes/No	Details
ADA Access	Yes	
Lighting	Yes	National broadcast quality (average 100FC)
Wireless Internet	Yes	Press Box
	No	Spectator seating bowl
Phone Lines	Yes	
Video Streaming	Yes	ESPN3 broadcast level
PA/Sound System	Yes	NCAA Division I quality

### Tenants

Sport	Practice	Competition	Camps
Soccer (Men's and Women's)	X	X	X

### Parking

Type	Parking Spaces	Location
Auto	47	Hoops Family Field
Bus (dedicated)	3	26 <sup>th</sup> Street

### Restrooms

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	1	3	4	3
Women's	1	13	5	



## FACILITY SPECIFICATIONS – Veterans Memorial Soccer Complex

### Concessions

Service Level/Type	Quantity	Location
Full Service (permanent)	1	

### Support Facilities and Equipment

Type	Yes/No	Description
Team/Meeting Rooms	Yes	In clubhouse
Lounge Area	Yes	Home locker rooms
Locker Rooms	Yes	Men's Soccer, Women's Soccer, 1 officials, 2 staff (male and female), 1 visiting team locker room
Offices	Yes	2 head coaches, 3 assistant coaches, 2 workstation areas for graduate assistants
Training Room	Yes	
Practice Fields	No	
Storage	Yes	3 small storage closets, storage shed for field equipment, storage under bleachers
Equipment Room	Yes	Full laundry service and equipment storage

### Press Box

Type	Yes/No	Description
Wireless Access	Yes	
Hardwire Access	Yes	Multiple ports
Radio Broadcast	Yes	Home/visiting radio broadcast all in Press Box (no individual rooms)
TV Capability	Yes	

### Scoreboard/Videoboard

Type	Quantity	Description
Scoreboards	2	



## Chris Cline Indoor Athletic Facility Multi-Sport Facility

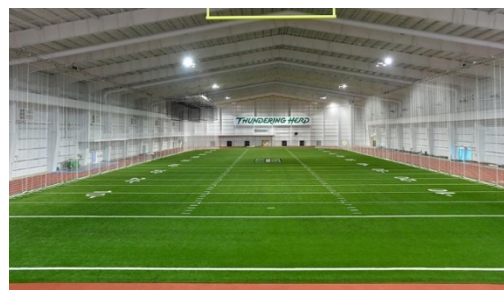
### DETAILED FACILITY ANALYSIS

#### Strengths

- State-of-the-art facility similar to Division I Power Five institutions
- Marshall Sports Medicine Institute where student-athletes receive immediate and convenient health care
- Buck Harless Student-Athlete Academic Center; student-athlete academic support is all in one facility

#### Weaknesses

- Indoor facility lighting needs to be converted to LED lights (energy savings)
- Need commercial litter vacuum to keep running track clean from synthetic turf rubber and fibers
- Need additional graphics/branding
- Need more secure storage space



<b>Built</b>	2014
<b>Playing Surface</b>	Synthetic turf and track
<b>Seating Capacity</b>	800
<b>Record Crowd</b>	2187

### RECOMMENDATIONS

- Convert the indoor facility metal halide lights to LED lights (energy savings)
- Add graphics and branding in the indoor facility
- Install individual, lockable storage areas for each team in the storage garage area



## FACILITY SPECIFICATIONS – Chris Cline Indoor Athletics Facility

### Accessibility and Infrastructure

Item	Yes/No	Details
ADA Access	Yes	
Lighting	Yes	National broadcast quality (average 100FC)
Wireless Internet	Yes	
Phone Lines	Yes	
Video Streaming	Yes	ESPN3 broadcast level
PA/Sound System	Yes	NCAA Division I quality

### Tenants

Sport	Practice	Competition	Camps
Track (Women's)	X	X	X
Football	X		X
Softball	X		X
Soccer (Men's and Women's)	X		X
Golf (Men's and Women's)	X		
Cross Country (Men's and Women's)	X		

### Parking

Type	Parking Spaces	Location
Auto	53	East Lot (indoor lot)
Auto	649	West Stadium Lot
Bus (dedicated)	2	Along sidewalk of indoor lot

### Restrooms

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	1	6	5	5
Women's	1	13	6	



## FACILITY SPECIFICATIONS – Chris Cline Indoor Athletics Facility

### Concessions

Service Level/Type	Quantity	Location
All Concession	0	NA

### Support Facilities and Equipment

Type	Yes/No	Description
Marshall Sports Medicine Institute		Marshall Athletic Training Room, Cabell Huntington Hospital Physical Therapy Clinic, Marshall University School of Medicine Orthopedic/Sport Medicine Clinic, hydrotherapy area, x-ray machine and waiting area, main waiting room, STACK Sports Performance area
Buck Harless Student-Athlete Academic Center		Large computer lab (60 computers), quiet computer lab (40 computers), 7 private tutoring rooms, 5 counselor offices, 40-seat classrooms, 75-seat tiered auditorium with full video conferencing capabilities, recruiting room (with balcony into the indoor facility), kitchen/lounge area, and two storage areas
Chad Pennington Hall of Fame		Center-display honoring the 75 lives lost in the 1970 Marshall Football Plane crash/We Are...Marshall Movie, 2 interactive video displays, plaques for each of Marshall Athletics Hall of Fame members, numerous display cases showcasing trophies and sports memorabilia
Locker Rooms	Yes	2 staff (male and female); 2 public for physical therapy
Offices	Yes	1 in the indoor facility for Athletics facilities staff
Training Room	Yes	Full service
Practice Fields	No	
Storage	Yes	Large storage garage in the indoor facility for sports and facilities equipment
Equipment Room	No	



**FACILITY SPECIFICATIONS – Chris Cline Indoor Athletics Facility**

**Press Box – None**

**Scoreboard/Videoboard**

Type	Quantity	Description
Videoboards	1	
Ribbon Boards	1	
Play Clock	2	
FinishLynx Timing and Camera System for track	1	





## Guyan Golf and Country Club

### Men's and Women's Golf

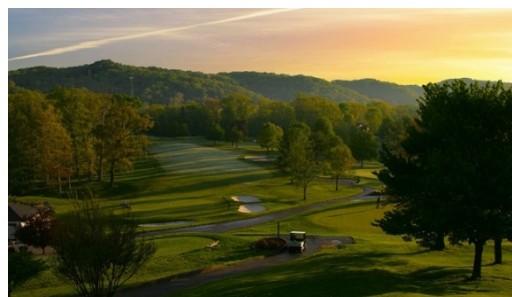
#### DETAILED FACILITY ANALYSIS

##### Strengths

- Staff is accommodating and kind to Marshall's student-athletes
- Course is always in great condition
- Lockers are available for Marshall's Men's and Women's Golf Teams

##### Weaknesses

- Accessibility to the course; members have first rights
- Driving Range is short for both Men's and Women's Teams; student-athletes cannot use woods - irons only
- Course is somewhat short for Men's Team



<b>Built</b>	1922
<b>Playing Surface</b>	Natural grass
<b>Seating Capacity</b>	NA
<b>Record Crowd</b>	NA

#### RECOMMENDATIONS

- None



## FACILITY SPECIFICATIONS – Guyan Golf and Country Club

### Accessibility and Infrastructure

Item	Yes/No	Details
ADA Access	Yes	
Lighting	No	
Wireless Internet	Yes	Clubhouse
Phone Lines	Yes	
Video Streaming	Yes	Utilize Marshall's portable equipment
PA/Sound System	No	NA

### Tenants

Sport	Practice	Competition	Camps
Golf (Men's and Women's)	X	X	
Guyan Country Club Members			

### Parking

Type	Parking Spaces	Location
Auto	138	Guyan Golf and Country Club parking
Bus	0	

### Clubhouse Restrooms

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	Clubhouse patrons' facilities	Clubhouse patrons' facilities	Clubhouse patrons' facilities	Clubhouse patrons' facilities
Women's	Clubhouse patrons' facilities	Clubhouse patrons' facilities	Clubhouse patrons' facilities	Clubhouse patrons' facilities



**FACILITY SPECIFICATIONS – Guyan Golf and Country Club**

**Concessions**

Service Level/Type	Quantity	Location
Full Service	1	Clubhouse

**Support Facilities and Equipment - None**

**Press Box – None**

**Scoreboard/Videoboard - None**



## Frederick A. Fitch Natatorium

### Women's Swimming and Diving

#### DETAILED FACILITY ANALYSIS

##### Strengths

- New LED lighting
- Pool is considered a "fast" pool
- New videoboard/timing system

##### Weaknesses

- Pool maintenance
- Outdated locker rooms
- Mechanical issues; poor ventilation
- Poor sound system
- Poor graphics and branding



<b>Built</b>	1981
<b>Playing Surface</b>	Water
<b>Seating Capacity</b>	800
<b>Record Crowd</b>	N/A - No admission fee

#### RECOMMENDATIONS

- Contract with an engineering firm to address the mechanical (ventilation and filtration) issues
- Replace sound system and add sound damping acoustic panels or baffles to reduce sound reverberation
- Add graphics/branding
- Renovate locker room to potentially host the West Virginia State High School Swimming Championships and other external community swimming competitions



**FACILITY SPECIFICATIONS – Frederick A. Fitch Natatorium**

**Accessibility and Infrastructure**

Item	Yes/No	Details
ADA Access	Yes	
Lighting	Yes	National broadcast quality (average 80FC)
Wireless	Yes	
Phone Lines	Yes	
Video Streaming	Yes	ESPN3 broadcast quality
PA/Sound System	Yes	Poor quality

**Tenants**

Sport	Practice	Competition	Camps
Swimming and Diving (Women's)	X	X	X
Various High School Teams	X	X	

**Parking**

Type	Parking Spaces	Location
Auto/Bus (dedicated)	1008	3 <sup>rd</sup> Avenue Parking Garage

**Restrooms – Henderson Center Concourse**

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	4	17	15	15
Women's	4	28	15	

**Concessions**

Service Level/Type	Quantity	Location
Full Service	6	Henderson Center Concourse



**FACILITY SPECIFICATIONS – Frederick A. Fitch Natatorium**

**Support Facilities and Equipment**

Type	Yes/No	Description
Team/Meeting Rooms	No	
Locker Rooms	Yes	4 locker rooms
Offices	No	
Training Room	No	
Practice Fields	No	
Storage	No	
Equipment Room	No	

**Press Box – None**

**Scoreboard/Videoboard**

Type	Quantity	Description
Scoreboard	0	
Videoboard	1	





## Brian David Fox Tennis Center

### Women's Tennis

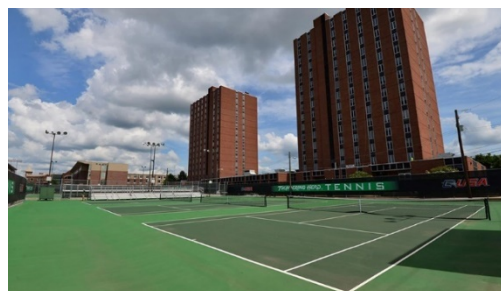
#### DETAILED FACILITY ANALYSIS

##### Strengths

- Located on campus adjacent to the Henderson Center

##### Weaknesses

- Maintenance of courts
- Issues with courts cracking
- Spectator seating is poorly positioned
- Need additional graphics/branding



<b>Built</b>	2009
<b>Playing Surface</b>	Coated asphalt
<b>Seating Capacity</b>	600
<b>Record Crowd</b>	N/A – no admission fee

#### RECOMMENDATIONS

- Renovate courts to eliminate cracks and add joints in the asphalt to reduce potential cracking
- Renovate and reposition spectator seating to the ends of the courts
- Add graphics/branding



**FACILITY SPECIFICATIONS – Brian David Fox Tennis Center**

**Accessibility and Infrastructure**

Item	Yes/No	Details
ADA Access	Yes	
Lighting	Yes	Not broadcast quality (average 50FC)
Wireless	No	
Phone Lines	No	
Video Streaming	No	
PA/Sound System	Yes	Poor quality

**Tenants**

Sport	Practice	Competition	Camps
Tennis (Women's)	X	X	X
Campus Recreation Center			
Physical Education Classes			

**Parking**

Type	Parking Spaces	Location
Auto/Bus (dedicated)	1008	3 <sup>rd</sup> Avenue Parking Garage

**Restrooms**

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's - Henderson Center	4	17	15	15
Women's - Henderson Center	4	28	15	

**Concessions - None**

**Support Facilities and Equipment - None**



**FACILITY SPECIFICATIONS – Brian David Fox Tennis Center**

**Press Box – None**

**Scoreboard/Videoboard**

Type	Quantity	Description
Scoreboard	1	



## Huntington Tennis Center

### Indoor Women's Tennis

*Facility is rented by Marshall University*

#### DETAILED FACILITY ANALYSIS

##### Strengths

- Facility allows for matches to be played during inclement weather

##### Weaknesses

- Only has five courts
- 12 miles from campus; safety issues with student-athletes driving to practice and competition
- Poor lighting
- Numerous leaks in roof
- Poor HVAC, very cold during the winter months
- Overall, building is in very poor condition
- Spectator seating is poorly positioned
- Gravel parking lot with limited parking



<b>Built</b>	1971
<b>Playing Surface</b>	Coated asphalt
<b>Seating Capacity</b>	250
<b>Record Crowd</b>	N/A – no admission fee

#### RECOMMENDATIONS

- Reposition facility seating to the end of each court
- Establish maintenance schedule to include refinishing courts
- Improve parking lot surface and increase number parking spaces
- Consider future construction of new indoor tennis facility on or near campus



## FACILITY SPECIFICATIONS – Huntington Tennis Center

### Accessibility and Infrastructure

Item	Yes/No	Details
ADA Access	No	
Lighting	Yes	Not broadcast quality (average 50FC)
Wireless	No	
Phone Lines	No	
Video Streaming	No	
PA/Sound System	Yes	Poor quality

### Tenants

Sport	Practice	Competition	Camps
Tennis (Women's)	X	X	

### Parking

Type	Parking Spaces	Location
Auto	Approximately 30	Huntington Tennis Center
Bus	No	

### Restrooms

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	1	1	1	1
Women's	1	2	1	

### Concessions - None

### Support Facilities and Equipment - None



## FACILITY SPECIFICATIONS – Huntington Tennis Center

Press Box - None

Scoreboard/Videoboard - None





## Kennedy YMCA Center Baseball

### DETAILED FACILITY ANALYSIS

#### Strengths

- Synthetic turf infield allows infield workouts in January and February
- The Kennedy YMCA Center provides Marshall with a home game venue that is much closer to campus than other “home” competition venues in Charleston, West Virginia (51 miles), or Beckley, West Virginia (110 miles)

#### Weaknesses

- Facility does not meet C-USA standards, entirely inadequate for NCAA Division I athletic practices and competitions
- Potential safety issues
- Maintenance and depreciation of synthetic turf due to high volume of use by high school and travel teams
- Five miles from campus; safety issues with student-athletes driving to practices and competition
- Outdated scoreboard
- Inferior Press Box



<b>Built</b>	2008
<b>Playing Surface</b>	Synthetic turf - infield Natural grass - outfield
<b>Seating Capacity</b>	300
<b>Record Crowd</b>	357

### RECOMMENDATIONS

- Construct a baseball stadium on or near campus; currently in the planning phase



## FACILITY SPECIFICATIONS – Kennedy YMCA Center

### Accessibility and Infrastructure

Item	Yes/No	Details
ADA Access	Yes	
Lighting	No	
Wireless	No	
Phone Lines	Yes	
Video Streaming	Yes	ESPN3 broadcast level
PA/Sound System	Yes	Poor quality

### Tenants

Sport	Practice	Competition	Camps
Baseball	X	X	X
St. Joe High School Baseball	X	X	
Huntington Hounds Travel Baseball Team	X	X	

### Parking

Type	Parking Spaces	Location
Auto	Approx. 200	Kennedy YMCA Center parking lot
Bus	Utilize auto parking spaces	Kennedy YMCA Center parking lot

### Restrooms

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's (Portable)	1	N/A	N/A	N/A
Women's (Portable)	1	N/A	N/A	N/A
Handicap (Portable)	1	N/A	N/A	N/A



## FACILITY SPECIFICATIONS – Kennedy YMCA Center

### Concessions

Service Level/Type	Quantity	Location
Full Service	1	

### Support Facilities and Equipment - None

### Press Box

Type	Yes/No	Description
Wireless Access	No	
Hardwire Access	No	
Radio Broadcast	No	
TV Capability	No	
Seating	Yes	6 seats

### Scoreboard/Videoboard

Type	Quantity	Description
Scoreboard	1	21-year-old scoreboard is significantly outdated (relocated from Marshall's previous baseball facility)



## Gullickson Hall - Practice Facility

Men's and Women's Basketball; Volleyball

### DETAILED FACILITY ANALYSIS

#### Strengths

- Gullickson Hall is connected to the Henderson Center with closer proximity to locker rooms, training room, and equipment room
- Gymnasium is large (3 courts)
- Building is structurally sound

#### Weaknesses

- Outdated building, restrooms, corridors, and graphics/branding
- Outdated offices, rooms, corridors, furniture, fixtures, equipment, and graphics/branding
- Outdated locker rooms
- Mechanical issues (HVAC and plumbing)



<b>Built</b>	1961
<b>Playing Surface</b>	Permanent wooden floor
<b>Seating Capacity</b>	300
<b>Record Crowd</b>	NA

### RECOMMENDATIONS

- Renovate Gullickson Gymnasium and weight room based on AECOM recommendations
- Renovate the various team locker rooms housed in Gullickson Hall
- Modernize Gullickson Hall corridors to enhance recruiting of potential student athletes
- Add graphics/branding



**FACILITY SPECIFICATIONS – Gullickson Hall**

**Accessibility and Infrastructure**

Item	Yes/No	Details
ADA Access	Yes	
Lighting	Yes	Not broadcast quality (average 50FC)
Wireless	Yes	
Phone Lines	Yes	
Video Streaming	No	
PA/Sound System	No	

**Tenants**

Sport	Practice	Competition	Camps
Basketball (Men's and Women's)	X		X
Volleyball	X		X

**Parking**

Type	Parking Spaces	Location
Auto	649	West Stadium Lot
Auto/Bus (dedicated)	1008	3 <sup>rd</sup> Ave Parking Garage
Auto	3000	Various surface lots

**Restrooms**

Gender	Quantity	Lavatories	Water Closets	Urinals
Men's	2	6	4	6
Women's	2	8	4	



## FACILITY SPECIFICATIONS – Gullickson Hall

### Concessions - None

### Support Facilities and Equipment

Type	Yes/No	Description
Team/Meeting Rooms	No	
Locker Rooms	Yes	Women's Swimming and Diving, Volleyball, Baseball, Men's Cross Country, visiting teams
Offices	Yes	Assistant Swim coach, Strength and Conditioning
Training Room	No	
Weight Room	Yes	
Storage	Yes	Two small storage rooms near the pool; minimal storage in the gymnasium and in the weight room
Equipment Room	No	

### Press Box - None

### Scoreboard/Videoboard

Type	Quantity	Description
Scoreboard	1	Nonfunctioning in gymnasium
Videoboard	1	In natatorium





## Analysis Summary Table

The table below compares the primary facility features to designate the features that are lacking or do not exist.

### FACILITY ANALYSIS SUMMARY

Facility	Accessibility / Infrastructure	Auto Parking	Bus Parking	Storage	Restrooms	Concessions (full service)	Concessions (Portable)	Concessions (Partial)	Press Box	Scoreboard	Videoboard	Event Lighting	Issues/Needs
Joan C. Edwards Stadium	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"><li>• Additional office space</li><li>• Update restrooms</li><li>• Overcrowded concourses</li><li>• South endzone seating</li></ul>
Cam Henderson Center	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"><li>• Outdated restrooms, concourse, concessions</li><li>• Outdated office space</li><li>• Need upper level seating handrail</li><li>• Flooding and water leakage</li></ul>
Dot Hicks Field	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"><li>• Small batting cages</li><li>• Outdated scoreboard and videoboard</li><li>• No field lighting</li><li>• Additional graphics/branding</li><li>• Seating is at capacity at many games</li><li>• Security concerns</li><li>• No facility perimeter fencing</li></ul>
Veterans Memorial Soccer Complex	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"><li>• Outdated scoreboard; needs a videoboard</li><li>• Conference room remodel</li><li>• Need more office space</li><li>• Limited seating</li><li>• Needs additional graphics/branding</li></ul>
Chris Cline Indoor Athletic Facility	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"><li>• Indoor facility lighting needs updating (LED)</li><li>• Commercial litter vacuum</li><li>• Need additional graphics/branding</li><li>• Secure storage space</li></ul>
Guyan Country Club	■	■	■	■	■	■	■	■	■	■	■	■	<ul style="list-style-type: none"><li>• Accessibility to the course; members have first rights</li><li>• Course is somewhat short for men's program</li><li>• Driving Range is short</li></ul>



**FACILITY ANALYSIS SUMMARY**

Facility	Accessibility / Infrastructure	Auto Parking	Bus Parking	Storage	Restrooms	Concessions (Full service)	Concessions (Portable)	Concessions (Partial)	Press Box	Scoreboard	Videoboard	Event Lighting	Issues/Needs
Frederick A. Fitch Natatorium	Complete	Complete	Complete	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Complete	Complete	<ul style="list-style-type: none"><li>Pool maintenance</li><li>Outdated locker rooms</li><li>Mechanical issues; poor ventilation</li><li>Poor sound system</li><li>Poor graphics and branding</li></ul>
Brian David Fox Tennis Center	Action Required	Complete	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Complete	Action Required	Complete	<ul style="list-style-type: none"><li>Issues with courts cracking</li><li>Spectator seating is poorly positioned</li><li>Need additional graphics/branding</li></ul>
Huntington Tennis Center	Action Required	Complete	Action Required	Complete	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	<ul style="list-style-type: none"><li>Only has five courts</li><li>12 miles from campus</li><li>Poor lighting and building condition</li><li>Spectator seating is poorly positioned</li><li>Gravel parking lot with limited parking</li></ul>
Kennedy YMCA Center	Action Required	Complete	Complete	Action Required	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	<ul style="list-style-type: none"><li>Facility does not meet C-USA Standards</li><li>Potential safety issues</li><li>Synthetic turf repair</li><li>Location not ideal</li><li>Outdated scoreboard</li><li>Inferior Press Box</li><li>Potential flooding of the Ohio River</li></ul>
Gullickson Hall	Complete	Complete	Complete	Action Required	Complete	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	Action Required	<ul style="list-style-type: none"><li>Outdated offices, rooms, corridors, furniture, fixtures, and equipment</li><li>Poor graphics/branding</li><li>Outdated locker rooms</li><li>Mechanical issues (HVAC and plumbing)</li><li>Outdated building, restrooms and corridors</li></ul>

Complete Complete Action Required Action Required None None



## Revenue and Expenses 5 - Year Average



Conference USA



American Athletic Conference



REVENUES																	
Conference USA - FY 2016 -2020 (5-yr average)																	
University	Total Operating Revenue	Student Fees	Direct Institutional Support	Indirect Institutional Support	Indirect Institutional Support - Debt Service, Lease, Rental	Direct state support	Ticket Sales	Programs, Parking, Concessions, Novelties	Guarantees	Media Rights	Royalties, licensing, sponsorships	Total Contributions	Athletics Restricted Endowments, Investments	Conference Distributions Bowl Generated Revenue	NCAA Distributions	Conference Distributions Non-media or bowl	Other Operating Revenue
ODU	\$46,310,000	\$29,370,000	\$0	\$0	\$0	\$0	\$3,640,000	\$186,055	\$740,667	\$479,706	\$1,650,000	\$2,530,000	\$0	\$0	\$1,520,000	\$1,240,000	\$662,496
UNCC	\$38,950,000	\$21,040,000	\$0	\$2,900,000	\$2,380,000	\$0	\$1,740,000	\$190,411	\$1,040,000	\$470,284	\$998,352	\$2,050,000	\$484,837	\$849,277	\$1,210,000	\$819,639	\$203,732
UNT	\$36,850,000	\$11,590,000	\$13,330,000	\$35,291	\$912,021	\$272,250	\$1,390,000	\$937,809	\$1,210,000	\$431,578	\$2,020,000	\$5,030,000	\$42,530	\$913,517	\$1,140,000	\$1,030,000	\$484,093
FAU	\$35,670,000	\$12,970,000	\$3,640,000	\$3,360,000	\$4,540,000	\$565,716	\$1,620,000	\$259,245	\$1,680,000	\$512,287	\$688,171	\$6,170,000	\$0	\$849,277	\$1,330,000	\$827,862	\$2,640,000
FIU	\$34,570,000	\$22,150,000	\$3,330,000	\$594,269	\$738,815	\$59,554	\$1,010,000	\$55,145	\$609,480	\$466,681	\$727,254	\$2,350,000	\$106,024	\$1,010,000	\$1,290,000	\$1,150,000	\$1,000,000
MTSU	\$34,500,000	\$7,850,000	\$11,680,000	\$1,980,000	\$1,300,000	\$0	\$1,480,000	\$219,419	\$2,280,000	\$484,554	\$1,790,000	\$6,670,000	\$105,538	\$1,030,000	\$1,470,000	\$477,883	\$176,773
UAB	\$32,840,000	\$6,320,000	\$14,260,000	\$207,844	\$0	\$0	\$1,530,000	\$116,805	\$1,090,000	\$320,737	\$1,180,000	\$3,920,000	\$33,471	\$972,141	\$1,150,000	\$418,287	\$456,690
UTEP	\$32,600,000	\$7,730,000	\$10,130,000	\$1,660,000	\$664,057	\$0	\$1,780,000	\$427,697	\$976,036	\$373,920	\$2,300,000	\$2,540,000	\$344,199	\$849,277	\$1,250,000	\$1,040,000	\$271,908
Marshall	\$31,070,000	\$6,250,000	\$8,070,000	\$978,077	\$0	\$0	\$3,460,000	\$494,217	\$830,252	\$1,950,000	\$283,682	\$5,040,000	\$405,485	\$972,141	\$1,370,000	\$1,220,000	\$816,335
WKU	\$30,560,000	\$3,830,000	\$13,090,000	\$631,227	\$2,820,000	\$0	\$2,310,000	\$450,938	\$1,670,000	\$0	\$1,180,000	\$5,040,000	\$128,472	\$0	\$925,637	\$2,090,000	\$566,762
UTSA	\$30,510,000	\$12,920,000	\$5,480,000	\$569,031	\$0	\$0	\$1,940,000	\$295,110	\$1,150,000	\$444,761	\$2,320,000	\$3,080,000	\$44,588	\$849,277	\$1,400,000	\$682,966	\$238,470
Southern Miss	\$25,090,000	\$7,010,000	\$2,870,000	\$478,333	\$0	\$1,700,000	\$2,720,000	\$275,822	\$1,950,000	\$451,261	\$1,880,000	\$1,570,000	\$106,248	\$607,901	\$1,250,000	\$912,541	\$223,712
Louisiana Tech	\$24,010,000	\$0	\$8,730,000	\$1,560,000	\$604,152	\$0	\$1,700,000	\$149,792	\$1,530,000	\$470,428	\$236,359	\$3,740,000	\$37,152	\$672,142	\$1,260,000	\$798,293	\$30,941
Average	\$33,348,462	\$11,463,846	\$7,277,692	\$1,150,313	\$1,073,773	\$199,809	\$2,024,615	\$312,190	\$1,288,957	\$527,400	\$1,327,217	\$3,825,385	\$141,426	\$736,535	\$1,274,280	\$977,498	\$597,839
Median	\$32,840,000	\$7,850,000	\$8,070,000	\$631,227	\$664,057	\$0	\$1,740,000	\$259,245	\$1,150,000	\$466,681	\$1,180,000	\$3,740,000	\$105,538	\$849,277	\$1,260,000	\$912,541	\$456,690



EXPENSES																	
Conference USA - FY 2016 -2020 (5-yr average)																	
University	Total Operating Expense	Direct Overhead & Admin	Indirect Institutional Support	Athletics Facility Debt Service, Lease, Rental	Head Coach Salary Pd by University	Asst Coaches Salary Pd by University	Support Staff Salaries University	Sports equipment, uniforms, supplies	Team Travel	Game Expenses	Athletic Student Aid	Recruiting	Fundraisin g, Marketing, Promotion s	Guarantees	Student Athlete Meals (Non Travel)	Other Operating Expense	Medical Expense
ODU	\$46,830,000	\$5,820,000	\$0	\$5,010,000	\$3,490,000	\$3,910,000	\$6,470,000	\$2,190,000	\$3,510,000	\$1,500,000	\$9,590,000	\$750,905	\$705,974	\$596,704	\$26,810	\$2,230,000	\$402,558
UNT	\$37,790,000	\$3,890,000	\$35,291	\$4,750,000	\$3,250,000	\$3,370,000	\$6,400,000	\$1,190,000	\$2,490,000	\$1,680,000	\$5,890,000	\$420,739	\$743,837	\$836,344	\$247,421	\$318,373	\$712,692
UNCC	\$35,960,000	\$2,490,000	\$290,000	\$2,400,000	\$2,710,000	\$3,460,000	\$4,730,000	\$1,180,000	\$2,600,000	\$1,430,000	\$7,400,000	\$671,997	\$835,387	\$496,069	\$308,353	\$1,120,000	\$357,150
MTSU	\$34,500,000	\$775,726	\$1,980,000	\$1,310,000	\$2,950,000	\$3,180,000	\$4,170,000	\$1,000,000	\$2,970,000	\$762,631	\$9,070,000	\$544,602	\$895,299	\$389,939	\$231,222	\$3,140,000	\$521,538
FAU	\$34,330,000	\$2,100,000	\$3,590,000	\$2,920,000	\$3,310,000	\$3,210,000	\$3,750,000	\$1,120,000	\$2,860,000	\$1,990,000	\$4,760,000	\$575,530	\$751,273	\$526,353	\$335,047	\$1,030,000	\$807,076
FIU	\$33,570,000	\$2,430,000	\$594,269	\$2,100,000	\$2,770,000	\$3,160,000	\$5,290,000	\$832,568	\$2,410,000	\$1,330,000	\$6,710,000	\$463,453	\$564,509	\$797,516	\$135,744	\$2,580,000	\$404,403
UTEP	\$32,610,000	\$1,090,000	\$1,660,000	\$1,530,000	\$2,710,000	\$3,130,000	\$4,210,000	\$840,373	\$2,890,000	\$1,250,000	\$7,750,000	\$589,383	\$969,092	\$827,384	\$570,839	\$490,012	\$923,091
UAB	\$32,320,000	\$1,090,000	\$207,844	\$827,923	\$3,590,000	\$3,010,000	\$5,160,000	\$1,360,000	\$2,320,000	\$825,485	\$7,220,000	\$639,931	\$716,496	\$1,080,000	\$342,111	\$1,900,000	\$509,543
Marshall	\$31,350,000	\$1,280,000	\$978,077	\$739,093	\$2,470,000	\$2,840,000	\$4,320,000	\$991,711	\$3,230,000	\$1,100,000	\$7,300,000	\$542,362	\$819,105	\$829,332	\$25,458	\$1,530,000	\$1,070,000
WKU	\$30,560,000	\$735,324	\$631,227	\$2,820,000	\$2,850,000	\$2,790,000	\$4,370,000	\$632,640	\$2,120,000	\$1,390,000	\$6,380,000	\$521,583	\$914,929	\$567,601	\$378,105	\$1,020,000	\$750,959
UTSA	\$30,020,000	\$2,070,000	\$569,031	\$844,905	\$2,580,000	\$3,310,000	\$4,500,000	\$1,060,000	\$2,940,000	\$1,560,000	\$5,720,000	\$609,230	\$434,880	\$485,197	\$289,891	\$1,260,000	\$579,846
Southern Miss	\$25,720,000	\$1,050,000	\$478,333	\$1,960,000	\$2,150,000	\$2,540,000	\$3,320,000	\$656,663	\$2,380,000	\$1,240,000	\$5,660,000	\$617,405	\$305,496	\$493,224	\$76,885	\$1,570,000	\$366,204
Louisiana Tech	\$23,870,000	\$598,982	\$1,560,000	\$604,080	\$2,130,000	\$2,810,000	\$2,320,000	\$1,740,000	\$1,930,000	\$604,103	\$6,070,000	\$356,128	\$284,694	\$755,365	\$253,905	\$612,150	\$433,909
Average	\$33,033,077	\$1,955,387	\$967,236	\$2,139,692	\$2,843,077	\$3,132,308	\$4,539,231	\$1,137,997	\$2,665,385	\$1,281,709	\$6,886,154	\$561,788	\$687,767	\$667,771	\$247,830	\$1,446,195	\$602,998
Median	\$32,610,000	\$1,280,000	\$594,269	\$1,960,000	\$2,770,000	\$3,160,000	\$4,370,000	\$1,060,000	\$2,600,000	\$1,330,000	\$6,710,000	\$575,530	\$743,837	\$596,704	\$253,905	\$1,260,000	\$521,538



REVENUES																	
American Athletic Conference - FY 2016 -2020 (5-yr average)																	
University	Total Operating Revenue	Student Fees	Direct Institutional Support	Indirect Institutional Support	Indirect Institutional Support - Debt Service, Lease, Rental	Direct state support	Ticket Sales	Programs, Parking, Concessions, Novelties	Guarantees	Media Rights	Royalties, licensing, sponsorships	Total Contributions	Athletics Restricted Endowments, Investments	Conference Distributions Bowl Generated Revenue	NCAA Distributions	Conference Distributions Non-media or bowl	Other Operating Revenue
Cincinnati	\$66,370,000	\$0	\$26,950,000	\$1,760,000	\$0	\$0	\$7,490,000	\$1,370,000	\$723,845	\$0	\$7,070,000	\$6,840,000	\$584,073	\$760,621	\$3,340,000	\$4,250,000	\$5,490,000
UCF	\$63,130,000	\$23,210,000	\$5,730,000	\$0	\$23,210,000	\$759,396	\$5,080,000	\$654,432	\$641,760	\$0	\$6,450,000	\$9,750,000	\$87,999	\$2,300,000	\$978,218	\$3,650,000	\$3,640,000
Houston	\$61,240,000	\$8,400,000	\$25,950,000	\$4,440,000	\$8,400,000		\$5,080,000	\$773,820	\$527,756	\$2,690,000	\$3,510,000	\$8,180,000	\$245,039	\$4,960,000	\$1,240,000	\$988,561	\$1,700,000
Memphis	\$54,240,000	\$7,250,000	\$10,340,000	\$2,510,000	\$7,250,000	\$0	\$10,450,000	\$849,442	\$243,870	\$0	\$3,150,000	\$10,790,000	\$3,597	\$637,811	\$1,500,000	\$3,600,000	\$1,000,000
USF	\$51,450,000	\$16,980,000	\$10,200,000	\$0	\$16,980,000	\$268,011	\$4,220,000	\$352,348	\$488,572	\$642,401	\$5,220,000	\$3,890,000	\$192,577	\$522,926	\$1,230,000	\$6,280,000	\$808,670
ECU	\$51,180,000	\$15,210,000	\$4,440,000	\$1,550,000	\$15,210,000	\$1,310,000	\$6,400,000	\$603,198	\$967,104	\$0	\$2,350,000	\$10,110,000	\$19,486	\$0	\$1,540,000	\$3,230,000	\$512,373
Wichita State	\$29,900,000	\$3,780,000	\$3,210,000	\$1,300,000	\$3,780,000	\$0	\$5,250,000	\$812,086	\$62,535	\$533,800	\$2,440,000	\$10,280,000	\$282,072	\$0	\$610,457	\$98,246	\$1,240,000
Average	\$53,930,000	\$10,690,000	\$12,402,857	\$1,651,429	\$10,690,000	\$389,568	\$6,281,429	\$773,618	\$522,206	\$552,314	\$4,312,857	\$8,548,571	\$202,120	\$1,311,623	\$1,491,239	\$3,156,687	\$2,055,863
Median	\$54,240,000	\$8,400,000	\$10,200,000	\$1,550,000	\$8,400,000	\$134,006	\$5,250,000	\$773,820	\$527,756	\$0	\$3,510,000	\$9,750,000	\$192,577	\$637,811	\$1,240,000	\$3,600,000	\$1,240,000
Note: Table does not include AAC private institutions. Data is unavailable for SMU, Temple, Tulane and Tulsa,																	





EXHIBIT

EXPENSES																	
American Athletic Conference - FY 2016 -2020 (5-yr average)																	
University	Total Operating Expense	Direct Overhead & Admin	Indirect Institutional Support	Athletics Facility Debt Service, Lease, Rental	Head Coach Salary Pd by University	Asst Coaches Salary Pd by University	Support Staff Salaries University	Sports equipment, uniforms, supplies	Team Travel	Game Expenses	Athletic Student Aid	Recruiting	Fundraising, Marketing, Promotions	Guarantees	Student Athlete Meals (Non Travel)	Other Operating Expense	Medical Expense
Cincinnati	\$65,280,000	\$1,230,000	\$1,760,000	\$11,190,000	\$6,910,000	\$5,840,000	\$8,280,000	\$506,225	\$4,440,000	\$2,070,000	\$9,160,000	\$855,811	\$3,630,000	\$1,320,000	\$549,102	\$5,570,000	\$560,505
UCF	\$61,790,000	\$5,470,000	\$0	\$6,460,000	\$5,700,000	\$5,610,000	\$9,560,000	\$1,890,000	\$3,460,000	\$2,180,000	\$9,290,000	\$745,117	\$1,310,000	\$1,160,000	\$821,854	\$4,290,000	\$634,678
Houston	\$60,930,000	\$6,700,000	\$4,440,000	\$5,690,000	\$7,560,000	\$5,740,000	\$9,520,000	\$1,430,000	\$3,530,000	\$2,310,000	\$7,550,000	\$697,593	\$794,434	\$1,090,000	\$1,530,000	\$3,650,000	\$1,080,000
Memphis	\$54,150,000	\$2,580,000	\$2,510,000	\$779,222	\$6,260,000	\$7,630,000	\$6,160,000	\$2,100,000	\$4,050,000	\$3,080,000	\$9,020,000	\$748,148	\$869,827	\$1,200,000	\$930,208	\$3,730,000	\$975,554
ECU	\$53,570,000	\$2,870,000	\$1,550,000	\$5,740,000	\$4,280,000	\$4,780,000	\$8,790,000	\$1,860,000	\$3,620,000	\$1,450,000	\$8,700,000	\$866,843	\$147,429	\$1,310,000	\$649,728	\$2,480,000	\$549,807
USF	\$51,780,000	\$2,490,000	\$821,813	\$4,860,000	\$5,350,000	\$4,730,000	\$8,670,000	\$2,720,000	\$4,260,000	\$1,890,000	\$6,380,000	\$920,821	\$1,140,000	\$1,250,000	\$1,210,000	\$2,600,000	\$819,281
Wichita State	\$28,930,000	\$910,134	\$1,300,000	\$978,401	\$5,320,000	\$1,840,000	\$3,560,000	\$684,674	\$2,800,000	\$486,751	\$3,860,000	\$445,359	\$2,750,000	\$590,531	\$0	\$2,270,000	\$125,257
Average	\$53,775,714	\$3,178,591	\$1,768,830	\$5,099,660	\$5,911,429	\$5,167,143	\$7,791,429	\$1,598,700	\$3,737,143	\$1,923,822	\$7,708,571	\$754,242	\$1,520,241	\$1,131,504	\$812,985	\$3,512,857	\$677,869
Median	\$54,150,000	\$2,580,000	\$1,550,000	\$5,690,000	\$5,700,000	\$5,610,000	\$8,670,000	\$1,860,000	\$3,620,000	\$2,070,000	\$8,700,000	\$748,148	\$1,140,000	\$1,200,000	\$821,854	\$3,650,000	\$634,678
Note: Table does not include AAC private institutions. Data is unavailable for SMU, Temple, Tulane and Tulsa,																	