

BOARD OF REGENTS BRIEFING PAPER

1. **Agenda Item Title:** Athletics Competitiveness and Benchmarking Study
Meeting Date: November 30, 2015 Meeting of the ad hoc Committee on Athletics

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

At its inaugural meeting on September 8, 2015, the ad hoc Committee on Athletics directed the Chancellor to prepare a proposal for how best to conduct or commission a study of the UNR and UNLV intercollegiate athletic programs to determine their competitiveness relative to other institutions and conferences. The Chancellor recommends a Request for Proposal (“RFP”) is issued for an independent consultant to prepare an “athletics competitiveness and benchmarking study” (the “Study”). Staff has prepared a draft scope of work for the RFP detailing key questions the Study should address and identifying various “factors of competitiveness” that are relevant to the analysis. The scope of work is presented for the Committee’s review, possible revision, and approval. Upon the approval of the scope of work by the Committee and full Board, the Chancellor will issue the RFP and, in consultation with a designated member of the Committee, award a contract for the completion of the Study. The selected consultant will be responsible for completing the tasks and deliverables set forth in the scope of work including preparing a written report and presentation to the Committee.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

Request is made that the Committee review, revise as necessary, and approve the proposed scope of work for the athletics competitiveness and benchmarking study to be conducted by an independent third-party consultant. Request is further made to authorize the Chancellor to issue a request for proposal for the study and, in consultation with a designated member of the Committee, award a contract for the completion of the study.

4. IMPETUS (WHY NOW?):

At its September 8, 2015 meeting the Committee directed the Chancellor to prepare a proposal for how best to conduct or commission a study of the UNR and UNLV intercollegiate athletic programs to determine their competitiveness relative to other institutions and conferences.

5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- The athletics competitiveness and benchmarking study is necessary to determine the competitiveness of the UNR and UNLV intercollegiate athletics departments relative to other institutions and conferences and provide context for future decisions about conference affiliation.
- The hiring of an independent consultant is preferable because it gives the Committee an unbiased third-party review of the competitiveness of the two athletics departments.

6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

- No such study is necessary at this time or is warranted given the current or expected performance of the UNR and UNLV intercollegiate athletics departments.
- The competitiveness of the two athletics departments can be determined internally without the need for an independent study.

7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

None.

8. COMPLIANCE WITH BOARD POLICY:

- Consistent With Current Board Policy: Title #_____ Chapter #_____ Section #_____
 - Amends Current Board Policy: Title #_____ Chapter #_____ Section #_____
 - Amends Current Procedures & Guidelines Manual: Chapter #_____ Section #_____
 - Other: __The Athletics Competitiveness and Benchmarking Study is being conducted pursuant to the direction and authorization of the ad hoc Committee on Athletics as given at its inaugural meeting on September 8, 2015.
 - Fiscal Impact: Yes_X__ No_____
- Explain: _The exact cost of the study is unknown at this time.

Scope of Work



Athletics Competitiveness and Benchmarking Study University of Nevada, Reno and the University of Nevada Las Vegas



Background and Purpose:

In 2015 the Board of Regents of the Nevada System of Higher Education (the “Board”) established a subcommittee, the *ad hoc* Committee on Athletics (the “Committee”), charged with focusing on important issues facing intercollegiate athletics. Among other things, the Committee’s charge provides that it may commission a study of the athletic departments of the University of Nevada, Reno (UNR) and the University of Nevada Las Vegas (UNLV) to (i) determine the current competitiveness of each within the Mountain West Conference, (ii) benchmark the performance of each relative to other institutions and conferences, and (iii) explore possibilities for future athletic conference affiliation (the “Study”). The Committee desires to hire an independent consultant to prepare and complete the Study consistent with the scope of work set forth below.

Key Questions and Analysis:

The Study should address and provide a complete analysis of the following key questions:

- Are UNR and UNLV “competitive” within the Mountain West Conference? What are the relevant factors of competitiveness?
- Where do UNR and UNLV rank relative to other members of the Mountain West Conference in the relevant factors of competitiveness?
- What additional investments will UNR and UNLV need to make in order to increase their competitiveness within the Mountain West Conference?

Factors of Competitiveness:

In addition to any factors that the consultant identifies or determines to be relevant, the Study should include a detailed analysis of the following factors of competitiveness using the most recent data available:

1. **Institutional Profile:** Number of full time undergraduate, graduate, and doctoral/professional students and how those numbers compare within the Mountain West. Number of full time faculty and how those numbers compare within the Mountain West. Total institutional budget and how those numbers compare within the Mountain West. State supported funding and how those numbers compare within the Mountain West. Research dollars awarded and how those numbers compare within the Mountain West.
2. **Athletic Census:** The number of male, female, and total number of athletes and how those numbers compare within the Mountain West. The number of male, female and total sponsored athletics teams and how those numbers compare within the Mountain West.
3. **Athletics Expenses:** Total athletic budgets and how those numbers compare within the Mountain West. Athletic budgets for male and female athletics and how those numbers compare within the Mountain West. Expenses per student athlete and how those numbers compare within the Mountain West. Total athletic expenses and how those compare within the Mountain West. Expenses for football and men’s basketball and how those numbers compare within the Mountain West.
4. **Athletic Revenues:** Total athletic revenues and how those compare within the Mountain West. Revenues from male and female athletics and how those numbers compare within the Mountain West. Revenue per student athlete and how those numbers compare within the Mountain West. Profit/loss and how those numbers compare with the Mountain West. A review and analysis of subsidies, non-athletic

revenues, or other institutional support furnished to the athletic departments with a comparison to other members of the Mountain West.

5. **Administrative Services and Support:** Number of coaches for male and female sports and total number of coaches and how those numbers compare within the Mountain West. Number of employees in the following areas, (i) compliance, (ii) marketing, (iii) athletic medicine, (iv) student support services, and (v) strength and conditioning, and how those numbers compare within the Mountain West.
6. **Academic Performance:** The Academic Progress Rate (APR) for each athletic department and how those numbers compare within the Mountain West. The Graduation Success Rate (GSR) for each athletic department and how those numbers compare within the Mountain West. Number of NCAA or conference academic award winners and how those numbers compare within the Mountain West. Number of academic support personnel within the athletic department and how those numbers compare within the Mountain West.
7. **Scholarship Awards:** The number of male, female and all athletes receiving grant-in-aid/athletic scholarships and how those numbers compare within the Mountain West. The average grant-in-aid/athletic scholarship awarded to male, female and all athletes and how those numbers compare within the Mountain West. Spending per athlete on food and nutrition and how those numbers compare within the Mountain West; noting any trends in such spending over the past three years within the Mountain West. “Cost of attendance” scholarships including (i) how such scholarships are (or are proposed to be) awarded and administered, (ii) how the award and administration of such scholarships compares within the Mountain West.
8. **Athletic Facilities:** Review and analysis of the primary athletics facilities utilized by the institutions and how those facilities compare to the primary athletic facilities used by members of the Mountain West – e.g. seating capacity, location, game experience etc.

Tasks and Deliverables:

In preparing and completing the Study the consultant shall perform the following tasks and deliverables:

1. **Stakeholder Interviews:** The consultant shall interview key stakeholders at both UNR and UNLV including athletic directors, compliance officers, and other personnel with knowledge or information necessary to complete the Study.
2. **Research and Benchmarking:** The consultant shall conduct any research necessary to complete the Study including gathering all data related to the factors of competitiveness.

3. **Preliminary Study:** The consultant shall prepare a preliminary written study for review and consideration by the Chair of the Committee. The Chair may provide initial feedback to the consultant concerning the form and content of the preliminary study or direct the consultant to provide additional information and analysis for inclusion in the final Study and presentation.
4. **Final Study and Presentation:** The consultant shall prepare a final written Study for review and consideration by the Committee. The final Study should include a complete analysis of the key questions and a concise and user friendly summary of the data relevant to the factors of competitiveness. The final Study should include an explanation of the source any data and note any assumptions or irregularities in the data that might impact the analysis and conclusions. The consultant shall give a presentation to the Committee summarizing the findings and analysis of the final Study and may be asked to provide a follow-up presentation to the Board.

Optional Phase 2 of Study:

At the Option of the Committee, the consultant may be asked to expand upon the Study and provide additional information and analysis as followings.

Phase 2 – Key Questions and Analysis:

- Where do UNR and UNLV rank relative to a representative sample of the members of the Pac 12 and Big 12 conferences in the relevant factors of competitiveness?
- What additional investments would UNR and UNLV need to make in order to be competitive within the Pac-12 or Big 12 conferences?