

University of Nevada System

October, 2016



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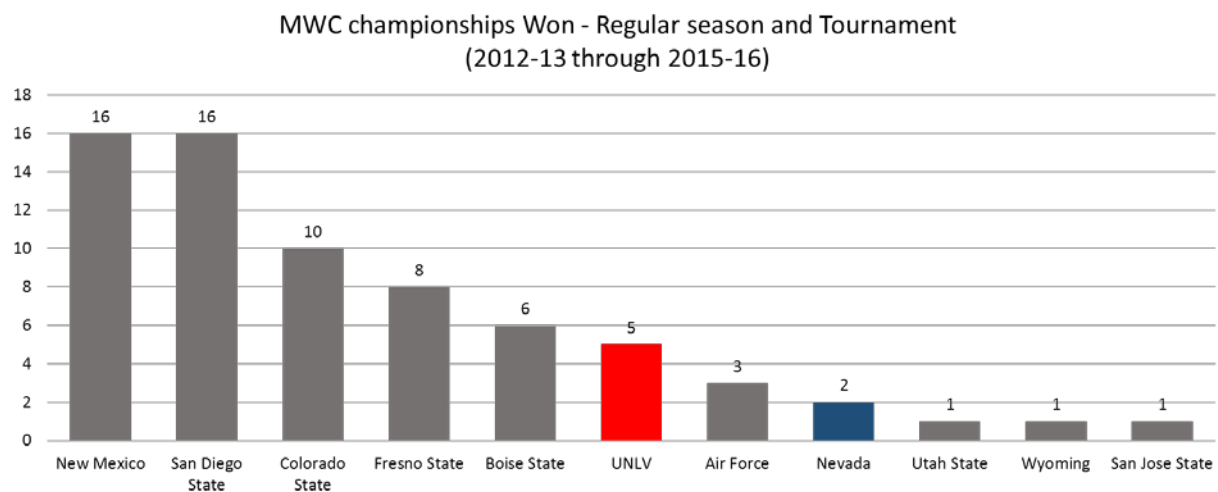
I. Executive Summary

This report focused on intercollegiate athletics competitiveness at the University of Nevada (Nevada) and the University of Nevada Las Vegas (UNLV). The following is a summary of key findings and related recommendations.

Summary of Findings

General Competitiveness.

Both Nevada and UNLV field competitive but generally average teams in the Mountain West Conference (MWC). In the team sports of football, men's and women's basketball, volleyball, baseball and softball, recent teams have generally finished in the middle grouping of MWC standings, but have rarely won championships. The only team sport championships in the past three years have been baseball, with both Nevada and UNLV winning a title. Olympic sport success has included Nevada women's swimming and diving and UNLV men's and women's golf and tennis. In women's team sports competition, UNLV has generally performed better in MWC competition than Nevada.



2015-16 Mountain West Conference Standings					
Men's Sports	Regular Season		Conference Tournament		
	Nevada	UNLV	Champion	Nevada Finish	UNLV Finish
Baseball	2-Tie	4	New Mexico		
Basketball	4-Tie	6	Fresno State		
Football	2 Tie-West	4 Tie-West	San Diego		
Tennis	6-Tie	2-Tie	UNLV		
Golf			UNLV	7	1
Women's Sports	Nevada	UNLV	Champion	Nevada Finish	UNLV Finish
Basketball	10	6-Tie	Colorado State		
Soccer	10	5-Tie	San Jose State		
Softball	4	8			
Volleyball	7	5-Tie			
Tennis	8	3	UNLV		
Cross Country			New Mexico	7	10
Golf			UNLV	7	1
Swimming & Diving			Nevada	1	5
Indoor Track & Field			Colorado State	7	6
Outdoor Track & Field			Colorado State	7	5
Non-Conference Sports					
Men's Swimming & Diving~			Northern Arizona		4
Men's Soccer~		3	Seattle		
Rifle*			TCU	5	

~Western Athletic Conference

*Patriot Rifle Conference

National Competitiveness.

In the Learfield Cup and CBS Sports national competitiveness rankings, Nevada and UNLV are at or below the Conference average. Limited success in the major revenue-generating sports of football and men's basketball have impacted these rankings.

Institutional Profile, Sports Sponsorship, and Academic Performance.

Nevada and UNLV fit nicely within the MWC in overall institutional profile, sports sponsorship and athletic academic performance. There do not appear to be any significant competitive disadvantages in these areas.

Financial Resources.

Financial resource limitations have resulted in generally lower athletic budgets at UNLV and Nevada than MWC peers. This is especially true at Nevada where athletic spending across several areas is consistently among the lowest in the MWC. UNLV shows a generally higher revenue and expense base but when cash and non-cash institutional subsidy and expense allocations (which are addressed herein) are removed, the athletic department's financial position is much closer to the MWC median. While the amount of athletic revenue and expense does not always correlate directly to competitive success, it can be a critical factor in maintaining quality coaches and recruiting top student-athletes.

Cost of Attendance.

Nevada and UNLV lag well behind other MWC members in providing cost-of-attendance stipends to student-athletes. Failure to keep pace with the membership in this area could have a substantial negative effect on recruiting and competitive success over time.

“Power Five” Comparisons.

Nevada and UNLV are well behind a sample group of institutions from the Big 12 and Pac-12 Conferences in virtually every measurable category of this report, including national competitiveness. While select individual teams at Nevada and UNLV could have competitive success in a conference such as the Big 12 and Pac-12, it would require a significant additional investment in athletic funding and facilities to achieve broad-based competitive success.

Recommendations

In its simplest form, competitive success can be determined by the ability of an athletic department to hire and retain top coaches and to recruit and retain top student-athletes. With resource limitations continuing to challenge the athletic departments at Nevada and UNLV, we believe investments should be focused in the following areas:

- **Hiring and Retention of Quality Coaches.** When coaches demonstrate competitive success, it is essential that an investment be made in retaining these top individuals. Improving and restructuring contracts to reflect an institutional commitment, and possessing the ability to do so in a timely and efficient manner are critical features in sustaining long-term success.
- **Student-Athlete Experience.** Focus should be placed on implementing and maintaining a first-class student-athlete experience. Building and maintaining high-quality internal facilities (practice venues, academic areas, medical and training areas, strength and conditioning facilities, locker rooms, etc.) with the goal of providing the very best for the student-athletes can oftentimes be more important than the primary competition venue. Maintaining and consistently acting on plans to improve these facilities are essential to the overall recruitment and retention of student-athletes. Fully funding enhanced student-athlete benefit areas that may be the result of future NCAA legislation or litigation will continue to be of prime importance.
- **Revenue Production.** To support enhanced spending in these areas, the athletic departments must continue to focus on ways to enhance their respective revenue bases, maximizing current revenue streams, and identifying potential new revenue streams, while continuing to rely on substantive university financial support. Moving budgets to a level at or above the MWC median should be a financial goal.
- **Strategic Planning.** Over the next five years, Nevada and UNLV will need to formulate and then implement strategic plans to show overall institutional and athletic growth if there is interest in pursuing membership opportunities that may occur in a “power five” conference.

II. Background and Scope of the Study

This report is intended to assist the Nevada Board of Regents in evaluating the athletic enterprises of both the University of Nevada and UNLV, particularly the competitiveness of both athletic departments within the Mountain West Conference and nationally as compared to selected Big 12 and Pac-12 Conference institutions.

Research, benchmarking and analysis is provided in the following categories:

- Institutional Profile
- Athletic Competitiveness
- Athletic Census
- Athletic Academic Performance
- Athletic Revenue - University Support & Generated
- Athletic Expenses
- Scholarships
- Staffing
- Facilities

The CSS team of Jeff Schemmel, Kevin Weiberg, and Heather Ould visited both campuses. The initial team visit to the UNLV campus took place May 31- June 1. A follow-up visit by Mr. Schemmel took place on July 15. The team visit to Nevada occurred June 15-17.

Those visits included tours of campus and athletic facilities as well as interviews with University and Athletic Department leadership, coaches and staff – specifically the following people:

- | UNLV | Nevada |
|--|---|
| <ul style="list-style-type: none">• President Jessup• Tina Kunzer-Murphy, Athletic Director• Rhett Vetrees, Associate VP for Finance• Gerry Bomotti, VP for Finance• Nancy Rappaport, Special Adviser to the President• Diane Chase, Provost• Head Coaches<ul style="list-style-type: none">▪ Marvin Menzies, Men's Basketball▪ Tony Sanchez, Football▪ Owen Hambrook, Men's Tennis▪ Rich Ryerson, Men's Soccer▪ Chris Shaw, Women's Soccer▪ Stan Stolte, Baseball▪ Amy Bush-Herzer, Women's Golf▪ Yvonne Wade, Track & Field/Cross Country• Student-Athlete - Janelle Nguyen (Swimming)• Senior Athletic Administrators<ul style="list-style-type: none">▪ Darryl Seibel, Deputy Director of Athletics, External Relations | <ul style="list-style-type: none">• President Johnson• Doug Knuth, Athletic Director• Ron Zurek, VP for Administration and Finance• Kevin Carman, Provost• Mary Dugan, General Counsel• Dr. Joe Crowley, Former President• Dr. Robert Lilley, Former President• Senior Athletic Administrators<ul style="list-style-type: none">▪ Ryan Mitchell, Assistant AD Compliance▪ Andrea Pearson, Assistant to the Director▪ Tina Ruff, Associate AD Administration and Alumni Athlete Relations▪ John Nunn, Associate AD Business▪ Ann Larson, Sr. Associate AD Facilities and Events▪ Rhonda Lundin Bennett, Sr. Associate AD/ SWA• Donors<ul style="list-style-type: none">▪ Mark Noble |

-
- Lisa Kelleher, Deputy Director of Athletics, SWA
 - Eric Toliver, Executive Associate AD, Compliance
 - Andy Grossman, Associate AD, Communications
 - Erick Harper, Associate AD, Development
 - Rebecca Pugh, Associate AD, Finance and Business
 - Eric Kovac, IMG General Manager
 - Robert Futrell, IAC Chair
 - Brackley Frayer, FAR
 - Barry Barto, former head coach, Men's Soccer
 - Donors
 - Art Carll
 - Dom Cambiero
 - Matthew Frazier
 - Joe Bradley
 - Head Coaches
 - Brian Polian, Football
 - Erin Otagaki, Soccer
 - Lee Nelson, Volleyball
 - Fred Harvey, Rifle
 - Student-athletes (SAAC Reps)
 - Tara Park, Track & Field
 - Madison Morel, Volleyball
 - Austin Corbett, Football

This report provides a summary of research and benchmarking, as well as impressions gleaned from the visits to and interviews on both campuses.

III. Mountain West Conference Benchmarking

The following charts compare the University of Nevada and UNLV to other Mountain West Conference members across a number of athletic and academic data points. At the end of each chart or narrative description is a brief summary that provides an analysis of the impact of each area on athletic competitiveness. The data used in each chart is from the most recent year where data is available and comes from a number of different sources that are identified in each chart. The University of Hawaii is excluded from Mountain West benchmarking as it is an affiliate member for the sport of football.

Institutional Profile

Comparisons are made among all Mountain West Conference member institutional profiles (not including the University of Hawaii which is a football-only member), from the National Center for Education Statistics,, the IPEDS data center,, and GASB 34/35 reporting (from the IPEDS data center), in the following categories:

- Carnegie Classification
- Full time Undergraduate Enrollment
- Full time Graduate & First Professional Degree
- Full time Instructional Staff with Faculty Status
- Total Institutional Expenses
- Institutional State Appropriations

Definitions are those provided by the IPEDS data center.

Institutional research is based on the Higher Education Research & Development (HERD) Survey.

A. Carnegie Classification

The Carnegie Classification for each member of the Mountain West is as follows:

Institution	Carnegie Classification
Nevada	Doctoral Universities: Higher Research Activity
UNLV	Doctoral Universities: Higher Research Activity
Air Force	Baccalaureate Colleges: Arts & Sciences Focus
Boise State	Doctoral Universities: Moderate Research Activity
Colorado State	Doctoral Universities: Highest Research Activity
Fresno State	Doctoral Universities: Moderate Research Activity
New Mexico	Doctoral Universities: Highest Research Activity
San Diego State	Doctoral Universities: Higher Research Activity
San Jose State	Master's Colleges & Universities: Larger Programs
Utah State	Doctoral Universities: Higher Research Activity
Wyoming	Doctoral Universities: Higher Research Activity
Institution Count	Classification
2	Doctoral Universities: Highest Research Activity
5	Doctoral Universities: Higher Research Activity
1	Master's Colleges & Universities: Larger Programs
1	Baccalaureate Colleges: Arts & Sciences Focus

Source: National Center for Education Statistics - College Navigator

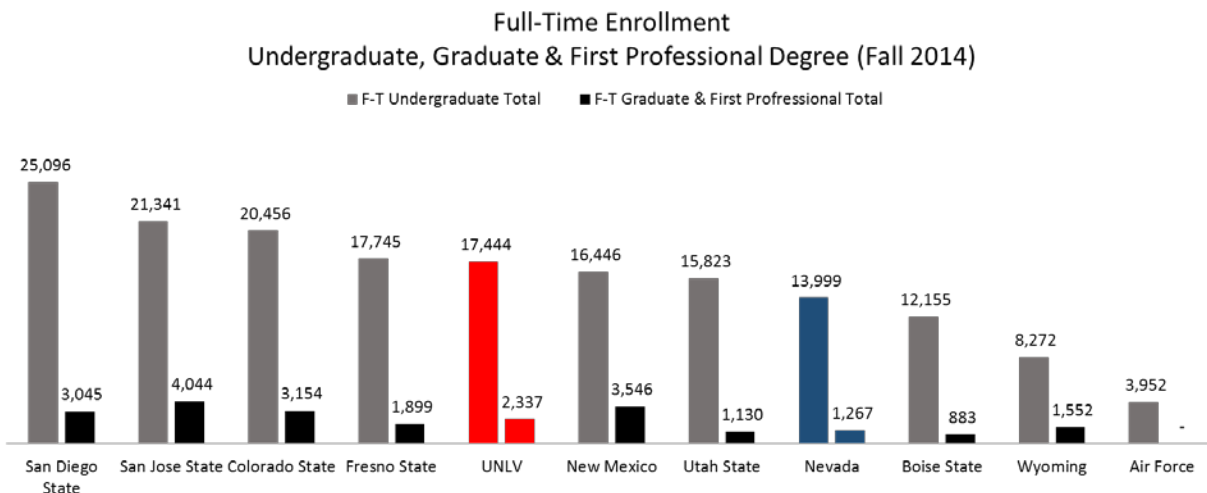
The majority of institutions in the Mountain West are Doctoral Universities. Programs are further distinguished by one of three classifications:

- R1: Doctoral Universities – Highest research activity
- R2: Doctoral Universities – Higher research activity
- R3: Doctoral Universities – Moderate research activity

Both Nevada and UNLV have a Carnegie Classification of Doctoral Universities: Higher Research Activity (R2). There are five members of the conference have this classification. Two have a higher classification (R1), while two others have a Masters or Baccalaureate classification.

B. Student Enrollment

Full-time student enrollment comparisons among Mountain West institutions appear below for full-time undergraduate, full-time graduate, and first professional degree. Institutions are sorted based on the Undergraduate enrollment total.

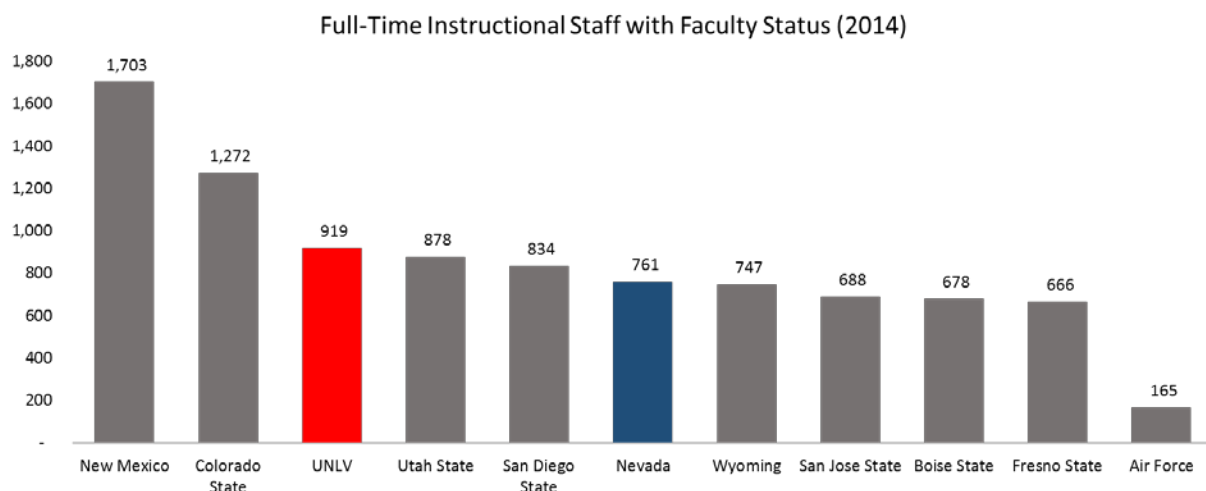


Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

Enrollment statistics show that UNLV is near the median in both categories, while Nevada is in the lower third of the Conference.

C. Full-Time Instructional Staff with Faculty Status

Full-time Instructional staff (with Faculty Status) comparisons among Mountain West institutions appear below.

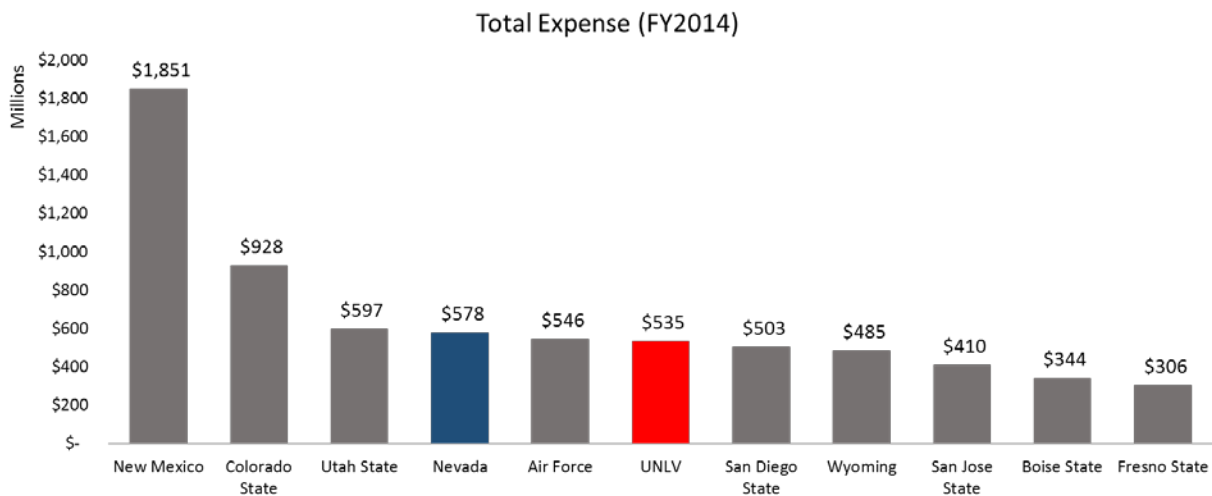


Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

Both institutions are at or above the median relative to full-time faculty, with UNLV ranking third in the Conference behind New Mexico and Colorado State.

D. Total Institutional Expenses

Total expenses are defined as the sum of operating and non-operating expenses and deductions of the institution. Comparisons among Mountain West institutions appear below.

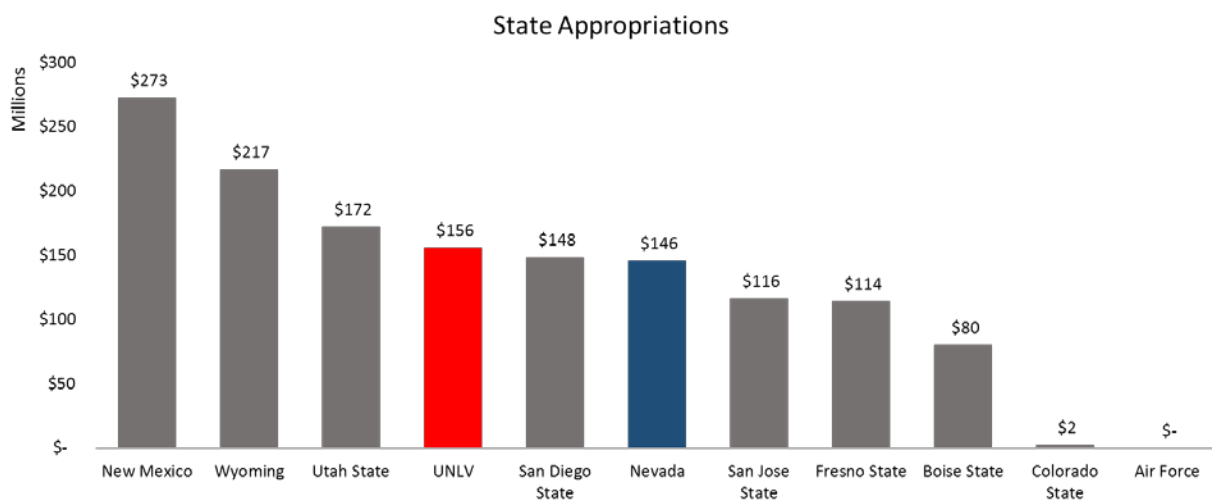


Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

Both UNLV and Nevada are at or above the conference median.

E. Institution State Appropriations

State appropriations are defined as amounts received by the institution through acts of a state legislative body, except grants and contracts and capital appropriations. Funds reported in this category are for meeting current operating expenses, not for specific projects or programs. Comparisons among Mountain West institutions appear below.

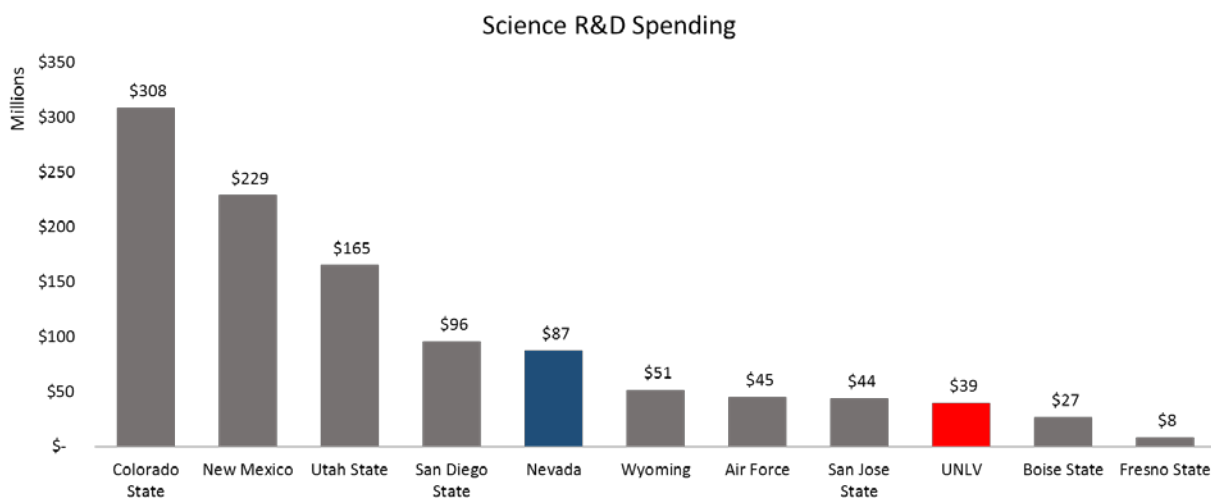


Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

Both Nevada and UNLV rank in the middle third of the Mountain West Conference.

F. Research & Development

The numbers below, from the (HERD) Survey, compares all R&D expenditures of research-performing academic institutions, annually from July 1 through June 30.



Source: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education R&D Survey

Nevada ranks fifth in the Mountain West, with UNLV ranking in the bottom third.

G. Summary

Nevada and UNLV fit comfortably within the general institutional profile of Mountain West Conference members. With the exception of the Air Force Academy, Mountain West members are all fairly similar in terms of size and scope of the respective institutions. The full-time undergraduate enrollment of Nevada is below the MWC median and this smaller size may serve to limit some revenue streams such as student fees. There does not, however, appear to be any inherent competitive disadvantage for either Nevada or UNLV based on institutional profile.

Athletic Competitiveness

Two major measures were used for competitive success in Division I Athletics - the Learfield Sports Directors' Cup and the CBS Sports Best in College Sports.

The Learfield Sports Directors' Cup is a program that recognizes athletic success from institutions that maintain broad-based programs, achieving comprehensive success in both men's and women's sports. Within Division I, each institution is awarded points for its 10 top-finishing men's and women's sports, with the Cup awarded to the institution that garners the highest point total. Points are awarded for team advancement through NCAA championships, with a national championship team earning 100 points. FBS Football is rated based on a ranking of the top 65 teams. Places 1 through 25 are determined by using the final USA Today poll, with 1st place receiving 100 points and 25th place receiving 49 points. 26th place and beyond are ranked using bowl game results – bowl game winners not ranked receive 45 points and bowl game losers not ranked receive 25 points.

The CBS Sports Best in College Sports rankings compare all institutions in the Football Bowl Subdivision (FBS). The rankings are based on sports that generate the broadest base of fan and media interest. Five sports from each institution are rated – football, men's basketball, women's basketball, baseball and a

"wild card" sport. The "wild card" sport is the one considered the next most successful among the school's spectator sports. The total score for each institution is then calculated and rankings determined.

A. Mountain West Competitiveness

2015-16 Mountain West Conference rankings are shown below.

Mountain West Conference Athletic Competitiveness			
2015-16 Learfield Directors' Cup		2015-16 CBS Sports Rankings	
Institution	Rank	Institution	Point Total
Air Force	55	Boise State	152.75
New Mexico	63	Air Force	120
Boise State	70	Colorado State	112.5
San Diego State	87	Utah State	109
Colorado State	120	New Mexico	87.5
UNLV	121	San Jose State	87.5
San Jose State	150	Fresno State	85
Nevada	161	San Diego State	82.5
Wyoming	192	Nevada	82.5
Utah State	195	Wyoming	56
Fresno State	200	UNLV	0

Sources:

Learfield Directors' Cup -

http://grfx.cstv.com/photos/schools/nacda/sports/directorscup/auto_pdf/2015-16/misc_non_event/D1StandJune30.pdf

CBS Sports - <http://www.cbssports.com/college-football/news/best-in-college-sports-oklahoma-beats-out-north-carolina-notre-dame-in-2015-16/>

UNLV and Nevada rank near the median in the Learfield Directors' Cup, and in the bottom third of the CBS Sports Rankings.

B. Summary

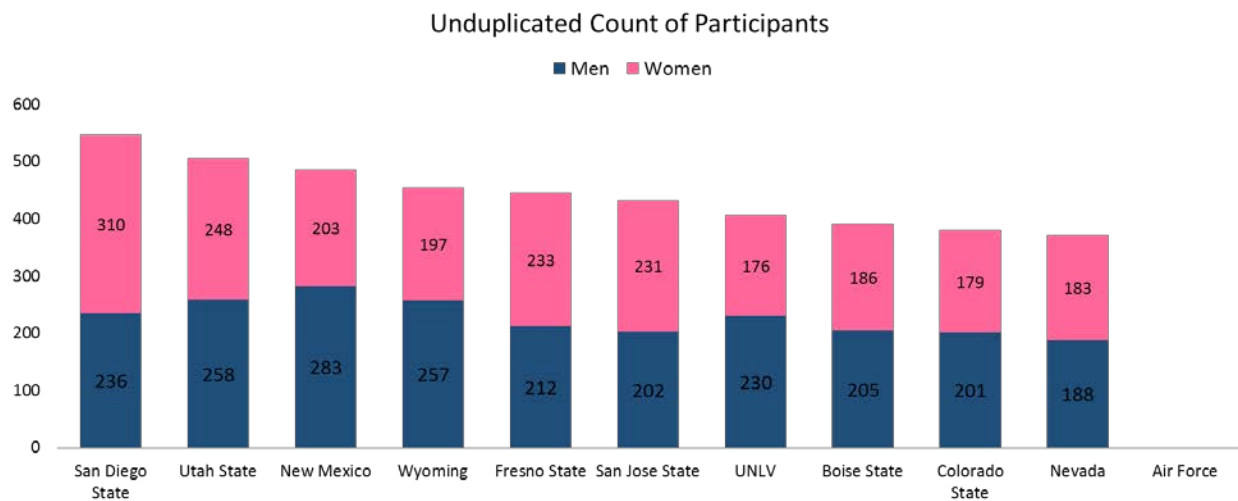
Lack of comprehensive competitive success has impacted the rankings of UNLV and Nevada using these measures. Both have ranked behind several Mountain West members in Conference championships won over the past three years. Nevada has won two MWC championships in the three year period - baseball in 2015 and women's swimming and diving in 2015-16. UNLV has won championships in baseball (2014), men's golf (2016), women's golf (2016), men's tennis (2016) and women's tennis (2016). While individual sport teams have arguably performed well, the two institutions have generally l behind in overall competitiveness, and have had limited success in the major revenue-generating sport of football.

Athletic Census

The following compares the student-athlete participant numbers and sports sponsorship numbers of all Mountain West Conference schools. The student-athlete count is based on the number of unduplicated student-athletes by gender as reported in each institution's 2014-15 EADA report. An Unduplicated Count is defined as a head count of all of the participants on at least one varsity team, by gender. Air Force is excluded as it is not required to submit an EADA report.

Sports that are not sponsored by the NCAA are excluded.

A. Number of Student Athletes

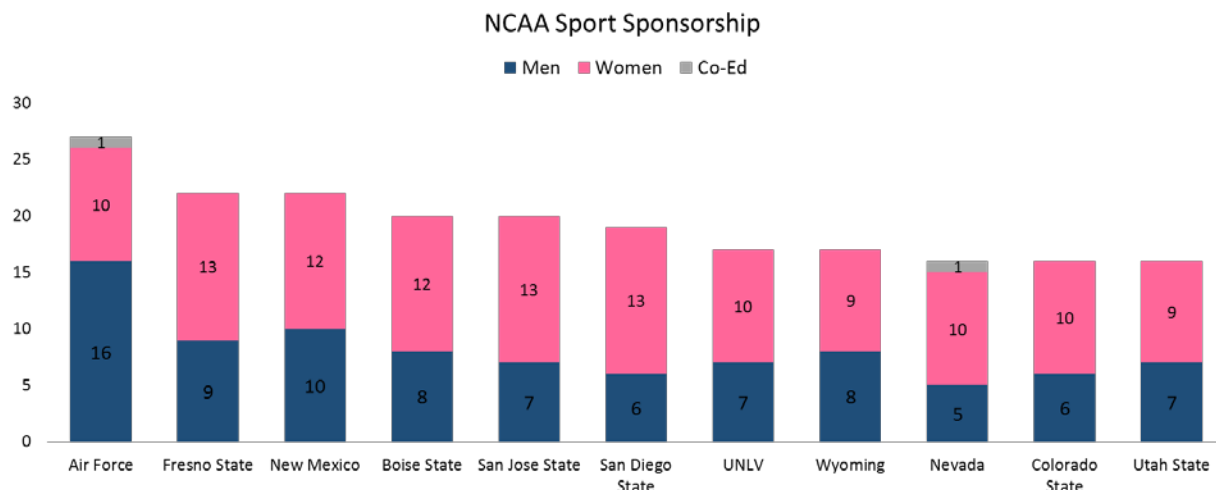


Source: U.S. Department of Education – Equity in Athletics Data Analysis cutting tool.

Note: Air Force is not required to submit an EADA report.

Even though both UNLV and Nevada rank in the bottom half of the Mountain West Conference, these numbers are competitive and are representative of those sports typically sponsored by the Conference.

B. Sport Sponsorship



Source: NCAA – Athletic Website for each institution.

Note: Rifle is considered a Co-Ed sport. Track and Field is counted as two sports if the institution sponsors both an Indoor and Outdoor team.

Again, sports sponsorship numbers at both institutions rank in the bottom half of the Conference, but include those primary sports that are sponsored by the Conference.

*Rifle is noted as a Co-ed sport.

C. Summary

There are no disadvantages associated with the sports sponsorship and student-athlete participation opportunities at UNLV and Nevada related to competition in the Mountain West Conference.

Academic Performance

For purposes of this report, three known measures were used to compare academic success:

- Academic Progress Rate (APR). This is an NCAA measurement for academic progress. Per the NCAA, APR is calculated as follows:
 - Each student-athlete receiving athletically related financial aid earns one point for staying in school and one point for being academically eligible.
 - A team's total points are divided by points possible and then multiplied by 1,000 to equal the team's Academic Progress Rate.
 - In addition to a team's current-year APR, its rolling four-year APR is also used to determine accountability.

Listed below are the Multiyear APRs (that is the APR over 4 years) for each team as reported in the 2014 - 2015 NCAA Division I Academic Progress Rate Public Report.

- Graduation Success Rate (GSR). This is an NCAA measurement for graduation success that measures graduation rates, and includes student-athletes who transfer to a school, and does not penalize colleges whose student-athletes transfer to another school in good academic standing.

- NCAA or Conference Academic Award Winners. The source for these metrics is the APR Public Recognition Awards data from the NCAA. The NCAA annually honors those teams in the top 10 percent of APR scores.

A. Academic Progress Rate (APR)

Multi-Year Academic Progress Rate								
Institution	Men's Sports							Co-Ed
	Baseball	Basketball	Football	Golf	Soccer	Swimming	Tennis	Rifle
Nevada	950	957	949	986	N/A	N/A	985	990
UNLV	945	958	936	993	955	985	943	N/A
Air Force	986	972	987	989	983	963	994	962
Boise State	N/A	961	982	980	N/A	N/A	992	N/A
Colorado State	N/A	975	954	985	N/A	N/A	N/A	N/A
Fresno State	976	962	953	972	N/A	N/A	952	N/A
New Mexico	949	980	951	1000	969	N/A	1000	N/A
San Diego State	979	970	962	968	970	N/A	970	N/A
San Jose State	958	931	964	967	946	N/A	N/A	N/A
Utah State	N/A	947	978	985	N/A	N/A	962	N/A
Wyoming	N/A	946	960	1000	N/A	978	N/A	N/A
Nevada Rank	5	8	10	5	N/A	N/A	4	1
UNLV Rank	7	7	11	3	4	1	8	N/A

Source: NCAA - <https://web1.ncaa.org/maps/aprRelease.jsp>

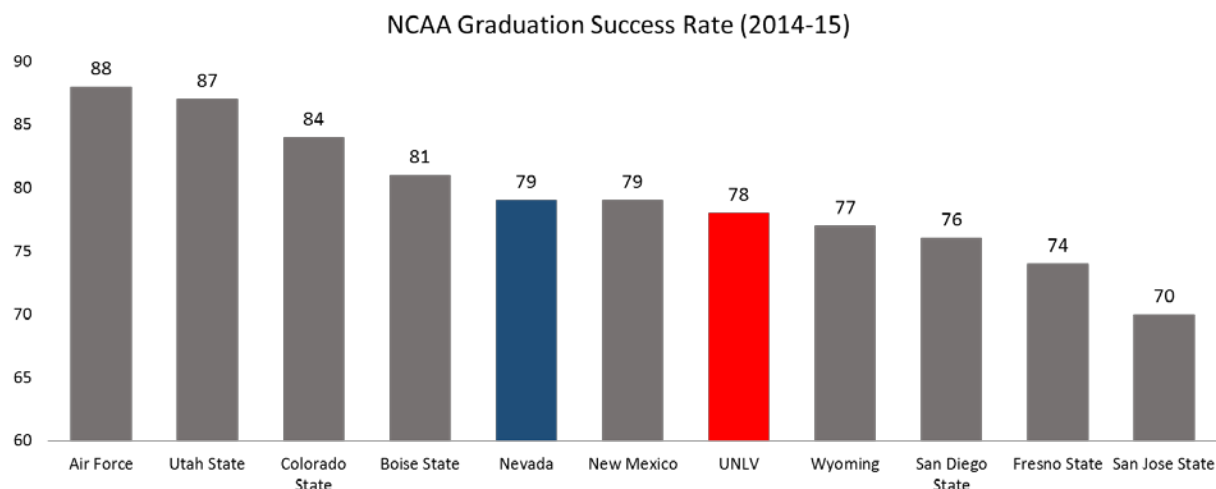
All men's sports at both institutions currently exceed the minimum requirements, although both UNLV and Nevada rank at the bottom of the conference in football in this multi-year period.

Multi-Year Academic Progress Rate									
Institution	Women's Sports								
	Basketball	CC	Golf	Soccer	Softball	Swimming	Tennis	Track	Volleyball
Nevada	987	982	992	990	988	981	983	975	1000
UNLV	972	957	1000	990	975	995	1000	966	976
Air Force	965	971	N/A	978	N/A	991	1000	973	969
Boise State	970	996	1000	998	991	998	1000	978	995
Colorado State	991	989	976	1000	997	983	977	980	984
Fresno State	965	1000	1000	1000	985	991	1000	981	989
New Mexico	973	992	1000	993	973	978	1000	992	968
San Diego State	963	992	992	990	996	994	1000	971	965
San Jose State	972	1000	991	975	973	987	975	984	988
Utah State	969	986	N/A	995	972	N/A	992	997	984
Wyoming	982	971	966	971	N/A	991	1000	978	980
Nevada Rank	2	8	5	6	4	9	9	8	1
UNLV Rank	5	11	1	6	N/A	2	1	11	8

Source: NCAA - <https://web1.ncaa.org/maps/aprRelease.jsp>

For women's sports both Nevada and UNLV are strong and well above NCAA minimum standards. Note perfect scores for UNLV in Women's Golf and Tennis, and a perfect score for Nevada women's volleyball. There is some room for improvement in selected sports that rank in the bottom half of the MWC, but again, those sports the numbers are well above NCAA minimum standards.

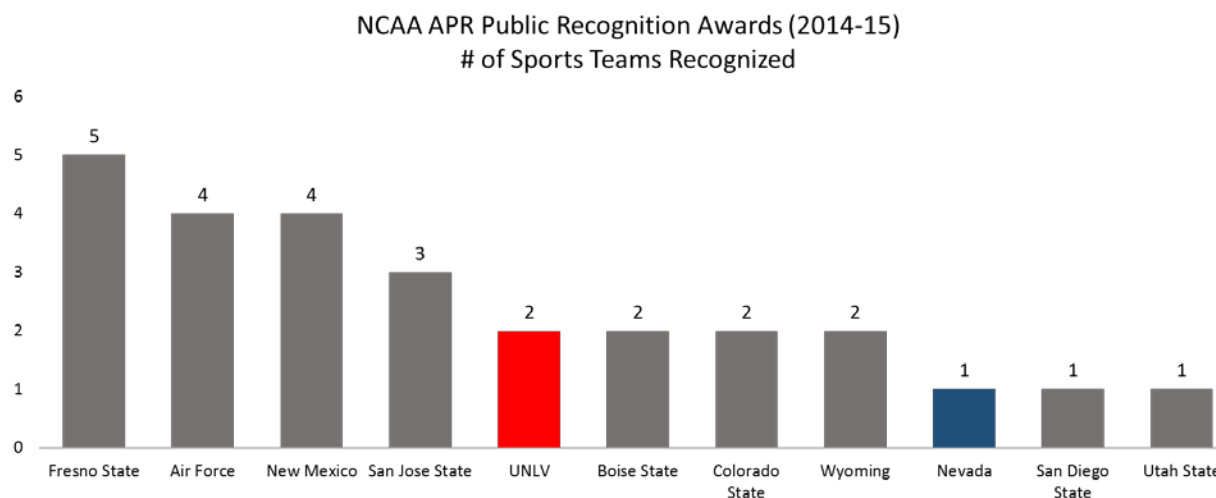
B. Graduation Success Rate (GSR)



Source: NCAA - <http://web1.ncaa.org/GSRSearch/exec/homePage>

Both UNLV and Nevada currently rank near the middle of the Mountain West Conference, and are nearly identical in their numbers.

C. NCAA APR Public Recognition Award



Source: NCAA - <http://www.ncaa.org/about/resources/research/public-recognition-awards-search>

UNLV'S two sports honored as top 10% were Women's Golf and Tennis. Nevada's same recognition was for Women's Volleyball.

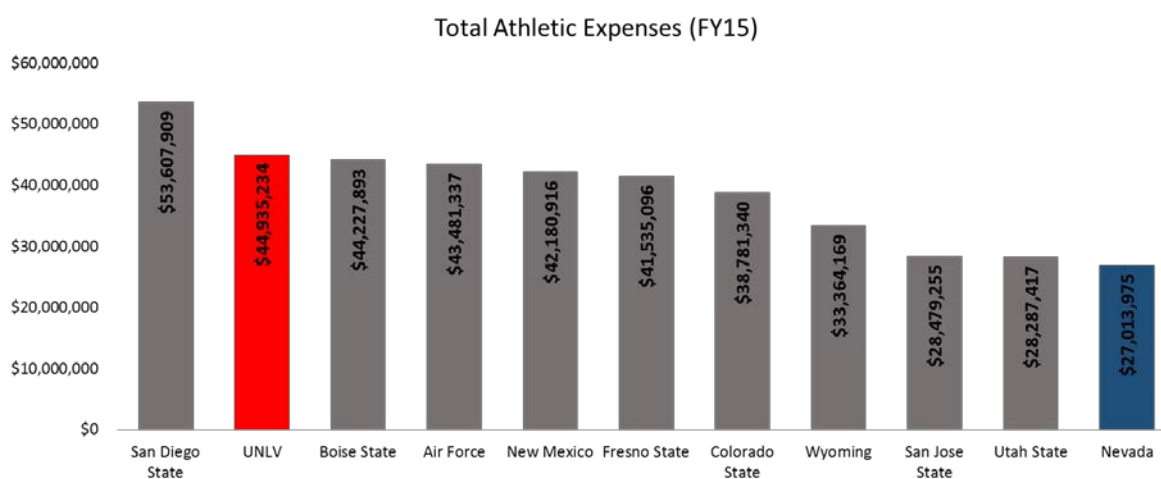
D. Summary

Both UNLV and Nevada are performing above NCAA minimum thresholds academically and have not been subject to competitive penalties. While there is room for improvement in selected sports, notably football, interviews at both institutions indicated that academic performance is improving. There do not appear to be any significant issues academically that are impeding competitive success. It should be noted that the ability to retain quality academic support personnel was mentioned as an important issue at both institutions. Maintaining a competitive salary structure in this area was flagged as the key concern.

Athletic Expense

In this area of athletic expenses, data was taken from the USA Today NCAA Finances Database from each institution's 2014-15 NCAA Financial Report.

A. Total Athletic Expenses



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

This graphic shows UNLV with the second highest overall budget in the Mountain West Conference, and Nevada with the lowest. However, our review of all budget documentation, coupled with our extensive interviews with university and athletic staff from both schools, reveals that the calculations made by the two institutions relative to each's budgeting process, specifically the reporting of revenue and expense, are considerably different. Substantial allocations of university resources have been made by UNLV to reach its nearly \$45M in revenue.

For example, in the FY15 NCAA Financial Report, UNLV reports the following revenue numbers below, with breakdown as follows:

- \$7,028,385 in direct state/government support
- \$1,755,434 in direct institutional support
- \$7,630,775 in indirect institutional support

The total from these three sources is \$16,414,594. These numbers are broken down in the following chart.

Revenue Category	UNLV
Direct State Support (ICA's funding from the State of Nevada)	
Administrative and Support Salaries and Operations	\$ 1,416,736
General Fund Tuition and Fee Funding	\$ 2,377,936
Ahtletic Facilities and Grounds Funding (Does not Include TM)	\$ 3,233,714
Direct Institutional Support	
Thomas and Mack Transfer	\$ 2,800,000
Scholarship Support from Institution	\$ 2,160,972
Debt Forgiveness by Institution	\$ 210,223
Investment Income allocated to ICA by Institution	\$ 210,000
CSUN Funding for Cheer and Dance Programs	\$ 44,200
Non-Resident Tuition Waivers - Summer School	\$ 58,532
CIP Waiver Fall 2013	\$ 36,317
CIP Waiver Spring 2014	\$ 38,675
President Gift Support	\$ 2,500
Direct Institutional Support (Before Adjustment)	\$ 5,561,419
Less Adjustment	
Sponsorship and Advertising Allocation	\$ (2,225,210)
Concessions (FB, MBB, WBB, VB) less COGS	\$ (592,872)
Suites Allocation	\$ (435,000)
Club Seat Revenue Allocation	\$ (236,170)
Catering (FB, MBB Suites and Events) less COGS	\$ (124,903)
Club Seats Individual Ticket Sale	\$ (102,830)
Suite Sublease FB and MBB	\$ (89,000)
Total Direct Institutional Support (After Adjustment)	\$ 1,755,434
Indirect Institutional Support	
Debt Service Paid for Facilities	2,310,991
Thomas and Mack Center Facilities and Maintenance Allocation	1,298,455
SBS Turf Project	1,090,000
Academic Services	638,389
SBS Facilities and Maintenance	602,267
Business Services	418,868
Capital\Facility Equipment	290,361
Corporate Sales Services	256,258
Human Resource Services	255,141
Ticket Office Services	172,920
Computer\IT Services	147,752
Video Services	49,967
Marketing Services	48,636
Event Services	36,900
Parking Services	13,871

By contrast, Nevada reported the following:

- \$4,985,520 in direct state/government support
- \$1,615,735 in direct institutional support
- \$225,380 in indirect institutional support

The total from these three sources is \$6,826,635. These numbers are broken down in the following chart.

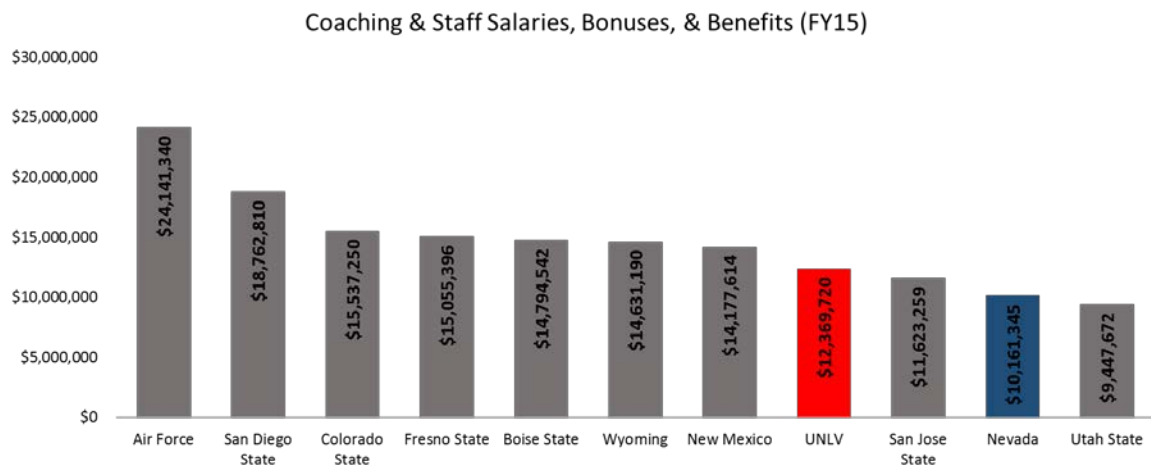
Revenue Category	Nevada
Direct State Support (ICA's funding from the State of Nevada)	
ICA Operations	\$1,339,140
O&M	\$1,281,930
Tuition and Fee Waviers	\$2,364,450
Direct Institutional Support	
Tuition and Fees waived by the institution above the amount provided for in the State appropriation shown above .	\$1,505,751
Tuition and Fees paid by the institution for those student athletes that fall below a 2.0 (GPA below 2.0 are not eligible for financial aid provided by State funds.	\$110,020
Indirect Institutional Support	
Annual Rental fees currently waived by the institution for the use of the basketball arena (Lawlor Events Center) by the Men's and Women's Basketball Teams.	\$225,380

The difference between the schools in these three categories is approximately \$10M. As is shown by the breakdown, UNLV's recognition of financial support for athletics appears to be considerably broader than Nevada's.

B. Major Expense Categories

The USA Today categorizes expenditures into four areas; (1) coaches/staff, (2) facilities/overhead, (3) scholarships, and (4) other expenditures. Information on scholarships is contained in another section of this report.

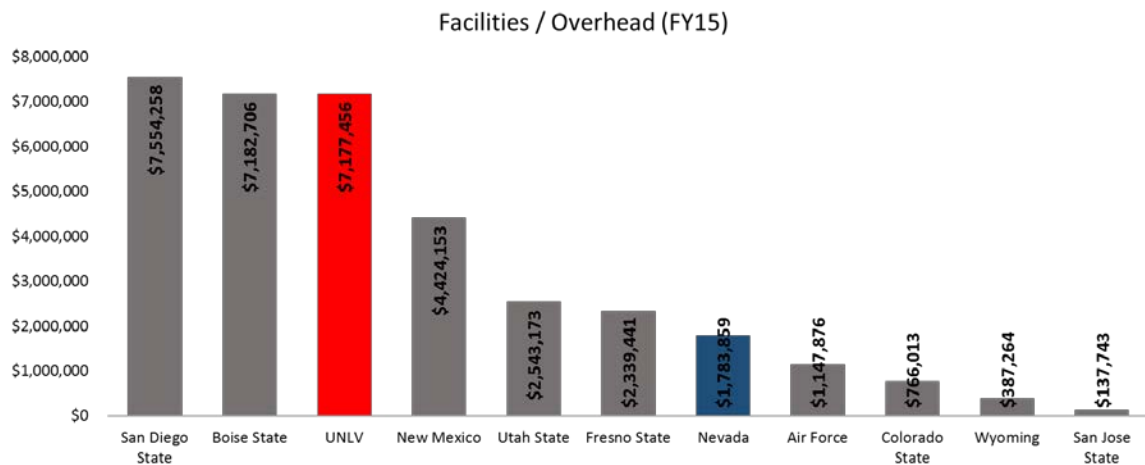
Coaches/Staff. This include all salaries, bonuses, and benefits reported on the University's tax forms, as well as amounts to coaches and staff from third parties guaranteed by the institution.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

This graphic shows a notable difference between both UNLV and Nevada and the top half of the Mountain West Conference in this important category. The hiring and retention of excellent coaches, we believe, is an ongoing major factor in the overall success of the program.

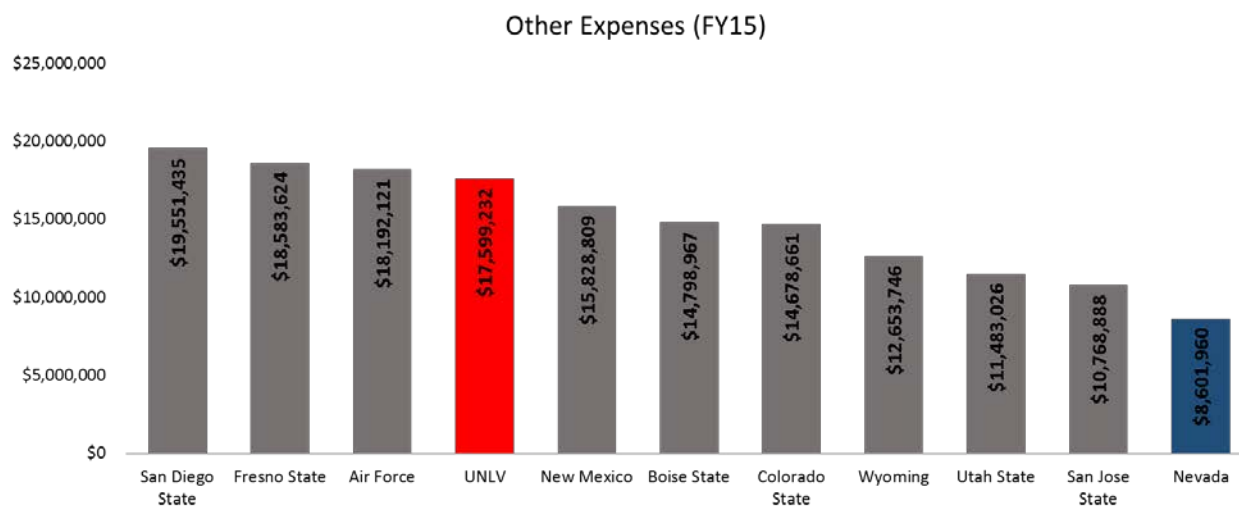
Facilities/Overhead. These expenses include debt service payments (including internal loan programs), other facilities costs charged to the athletics program (including maintenance, utilities, and rental fees), and overhead/administrative fees charge by the school to athletics.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

This graphic highlights the considerable expense allocated to UNLV athletics in the area of facilities overhead. This includes the non-cash allocations noted above. It is our belief that these numbers can therefore be somewhat misleading, and certainly do not reflect actual cash outlays in this category of expense.

Other Expenses. This includes guarantees paid to other schools, severance payments to past coaches and staff, recruiting, team travel, equipment and uniforms, game day and camp expenses, fundraising and marketing costs, spirit group support, medical expense/insurance, conference dues, the value of university-provided support such as administrative services, facilities, and grounds maintenance, security, risk management, utilities, depreciation and debt service that is not charged to the athletics department.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

UNLV ranks above the median while Nevada ranks last amount Mountain West institutions in this comprehensive category.

C. Football & Basketball Sport Expenses

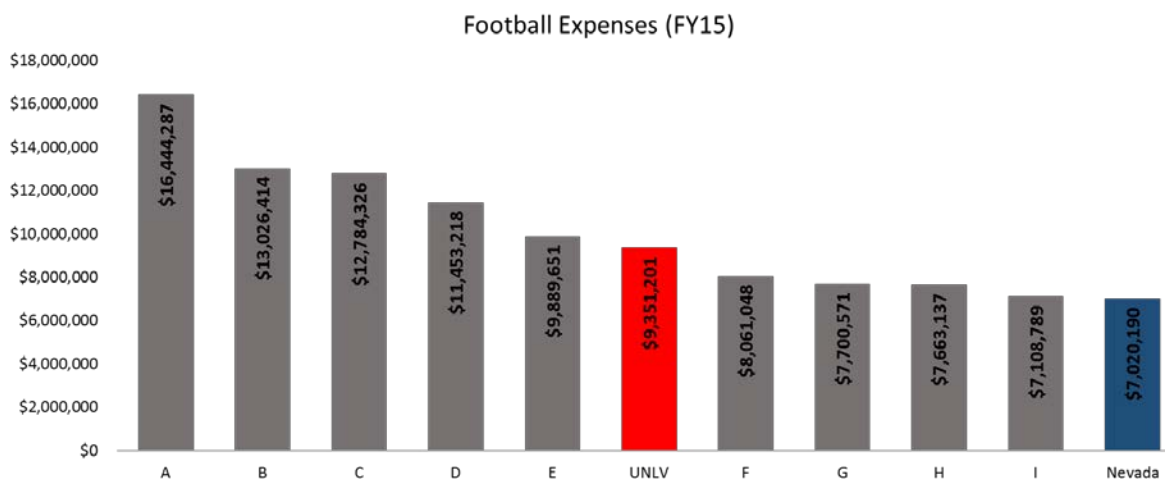
The following charts provide expense data from the MWC Survey for 2014-15 for the sports of football and men's basketball. This includes the following expenses attributable to each sport:

- Student Aid
- Recruiting
- Marketing
- Total Coaches compensation
- Games
- Guarantees
- Admin Salaries
- Facilities
- Institutional Support
- Equipment
- Camps
- Debt
- Medical
- Dues
- 3rd Party Admin Compensation
- Severance
- Spirit Groups
- Other

This information is confidential, and per request of the Conference office, we have noted the other Conference institutions by letter only. Expenses were sorted from high to low. The letters do not correspond to the same institution in each chart.

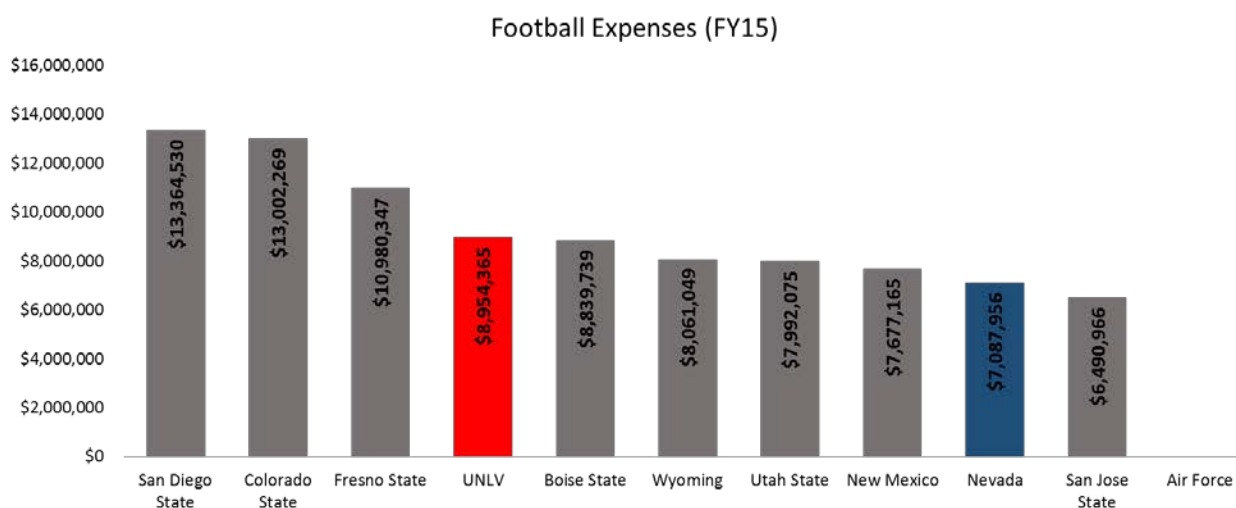
In addition we have provided 2014-15 EADA total expenses. The EADA reporting defines this as all expenses attributable to intercollegiate athletic activities. This includes appearance guarantees and options, athletically related student aid, contract services, equipment, fundraising activities, operating expenses, promotional activities, recruiting expenses, salaries and benefits, supplies, travel, and any other expenses attributable to intercollegiate athletic activities. Air Force does not report EADA figures and therefore is not included.

Football



Source: 2014-15 Mountain West Budget & Salary Survey

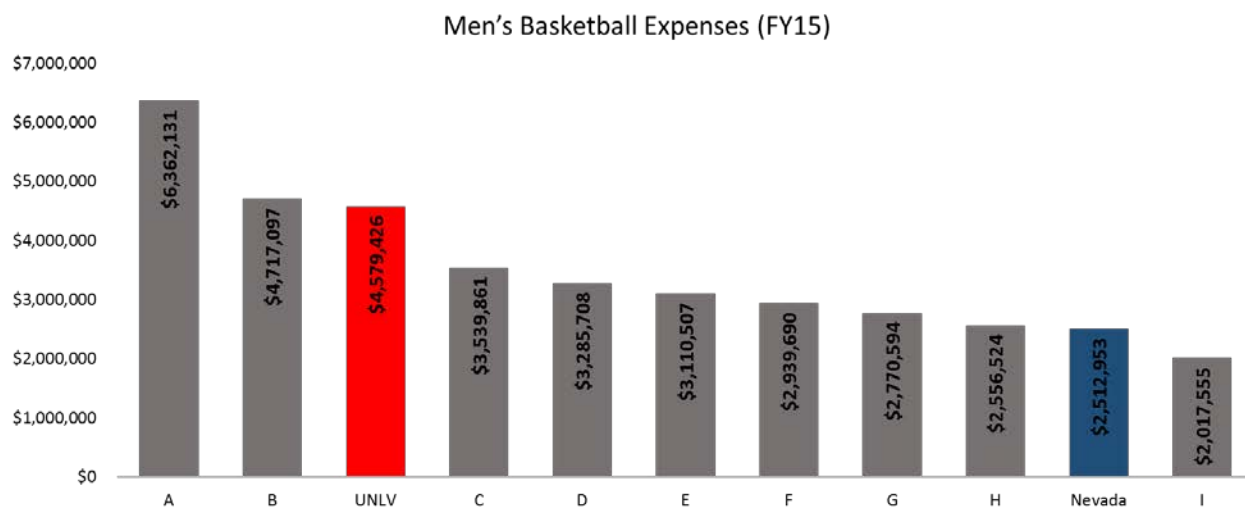
As noted, UNLV appears to be near the median of the Mountain West, with Nevada at the bottom.



Source: 2014-15 EADA Report

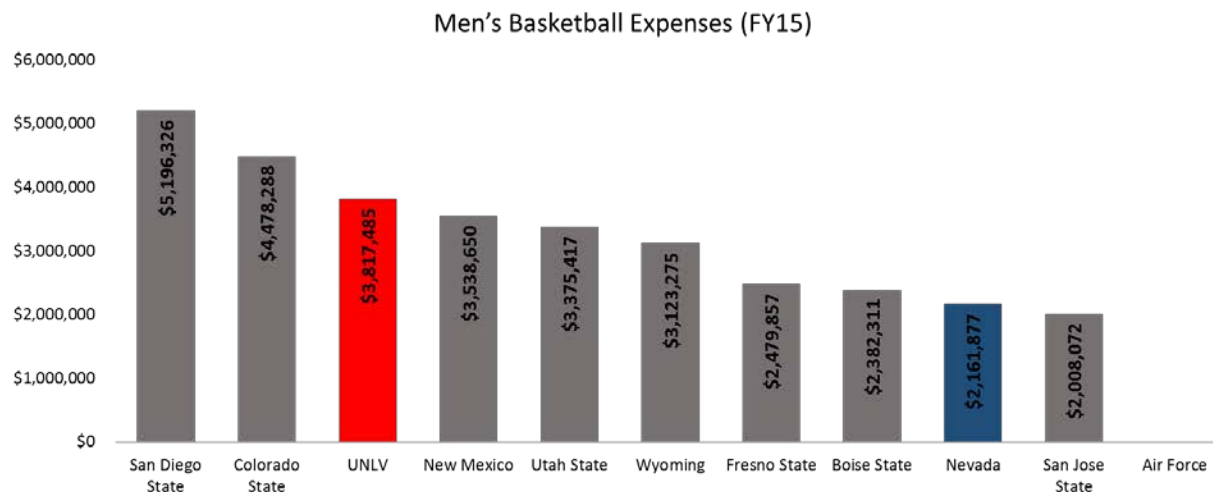
For EADA reporting for football, similarly UNLV appears to be near the median, with Nevada near the bottom.

Men's Basketball



Source: 2014-15 Mountain West Budget & Salary Survey

This graphic again shows a rather large disparity between UNLV and Nevada, with UNLV in the top third of the Conference, and Nevada in the bottom third.



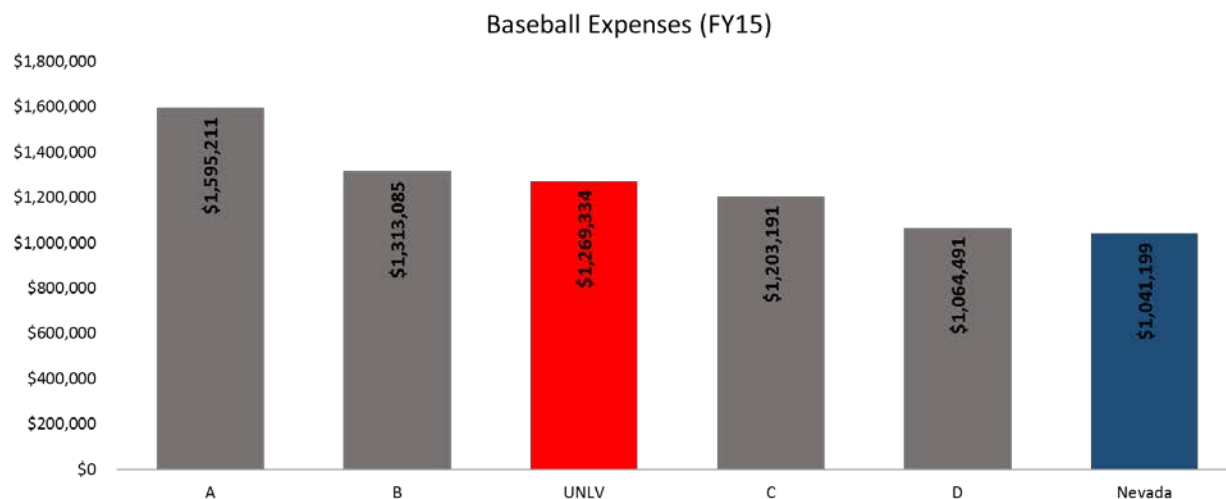
Source: 2014-15 EADA Report

For EADA reporting, the rankings are similar with UNLV in the top third of the conference and Nevada in the bottom third.

D. Other Sports Expenses

Total Expenses are provided by sport for other MWC sports. Information was not available for women's cross country/track & field, rifle, men's swimming & diving, or men's soccer. Sports are listed alphabetically.

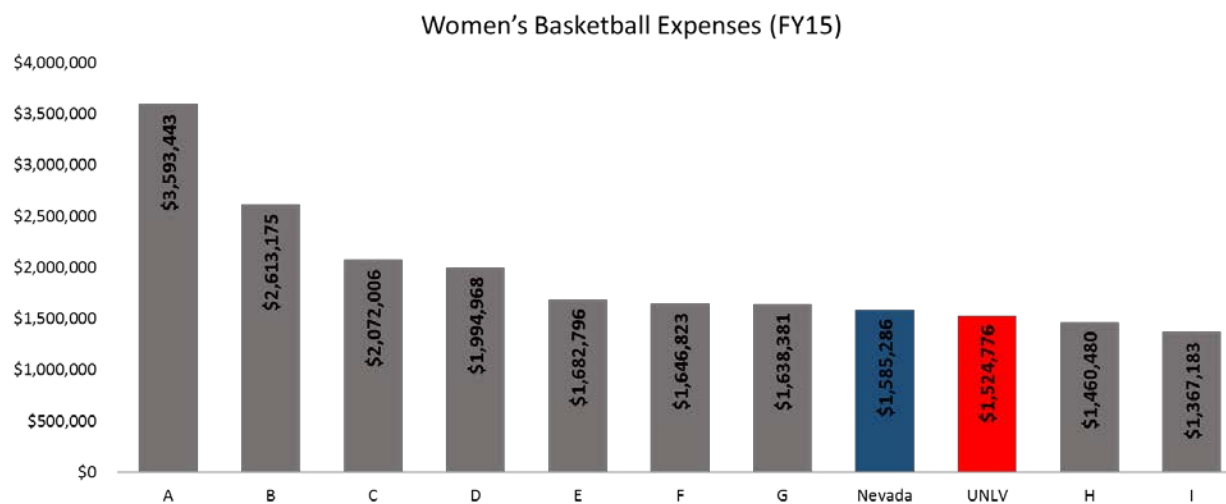
Baseball



Source: 2014-15 Mountain West Budget & Salary Survey

Nevada ranks last while UNLV is near the median of the conference in Baseball.

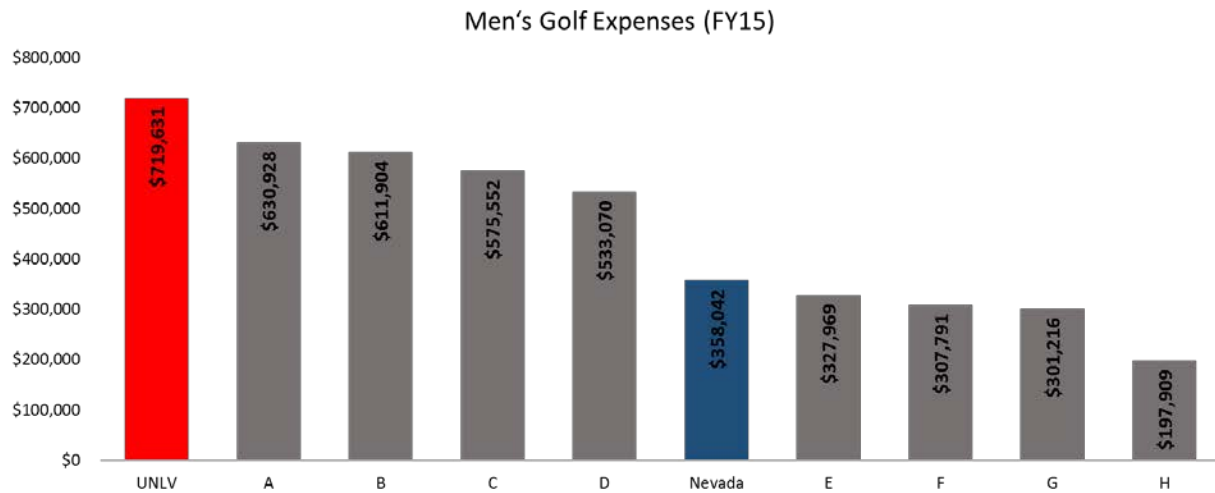
Women's Basketball



Source: 2014-15 Mountain West Budget & Salary Survey

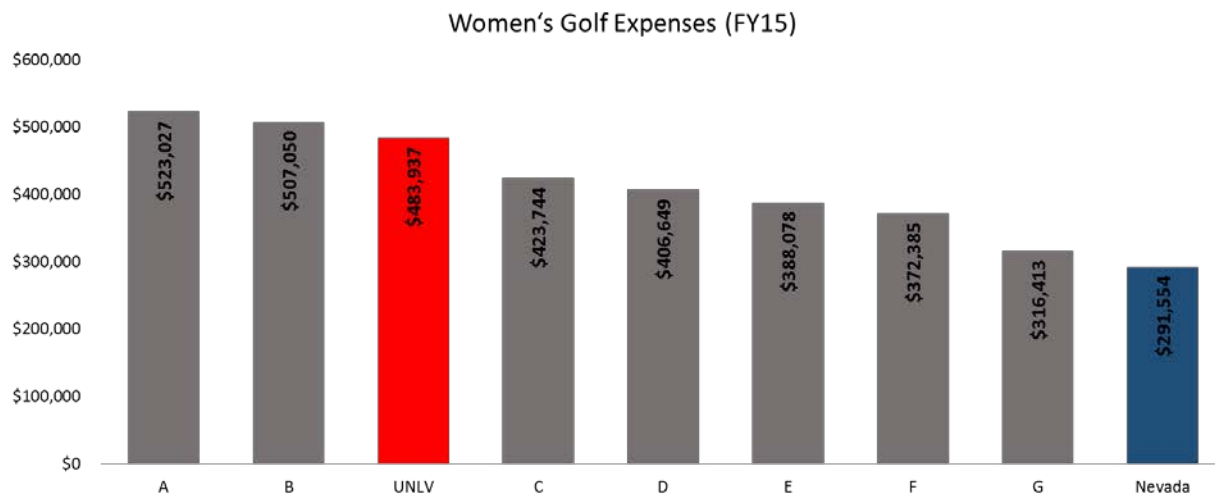
Both UNLV and Nevada rank below the median of the conference in Women's Basketball.

Golf



Source: 2014-15 Mountain West Budget & Salary Survey

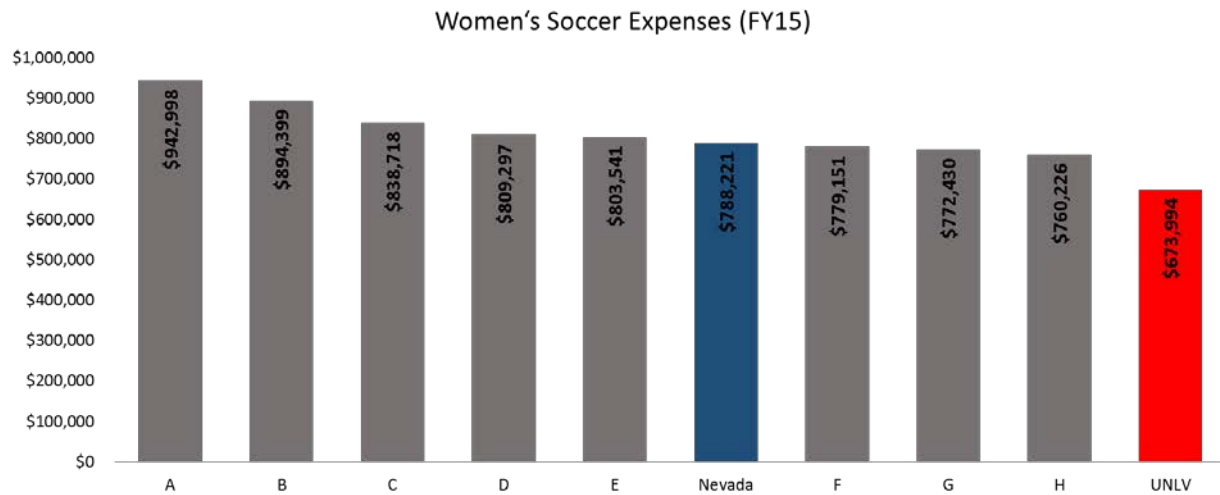
UNLV ranks first while Nevada ranks near the median of the conference in Men's Golf.



Source: 2014-15 Mountain West Budget & Salary Survey

UNLV ranks in the top-third, while Nevada ranks last in the conference in Women's Golf.

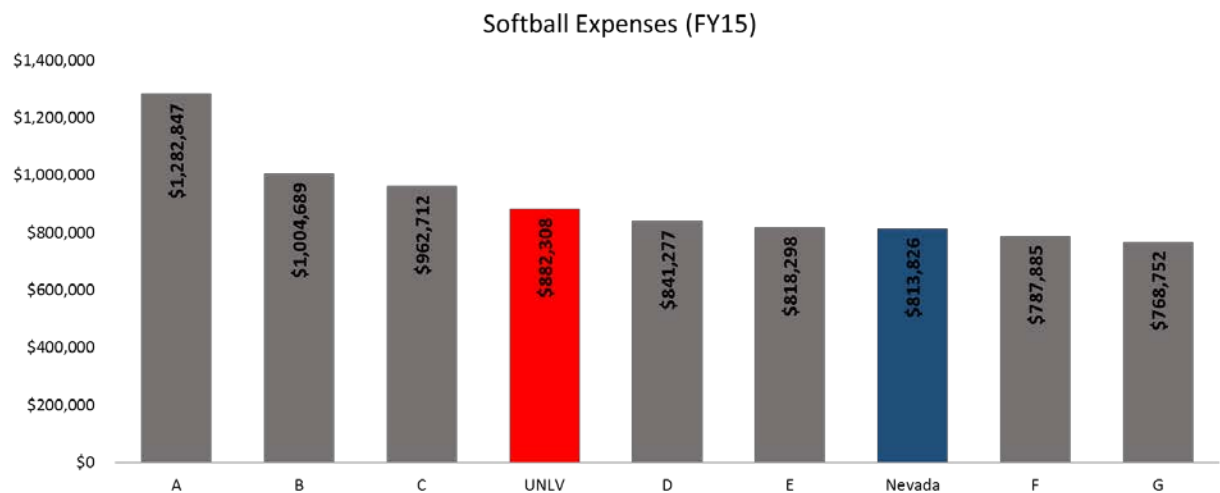
Women's Soccer



Source: 2014-15 Mountain West Budget & Salary Survey

Nevada ranks near the median while UNLV ranks last in the conference in Women's Soccer.

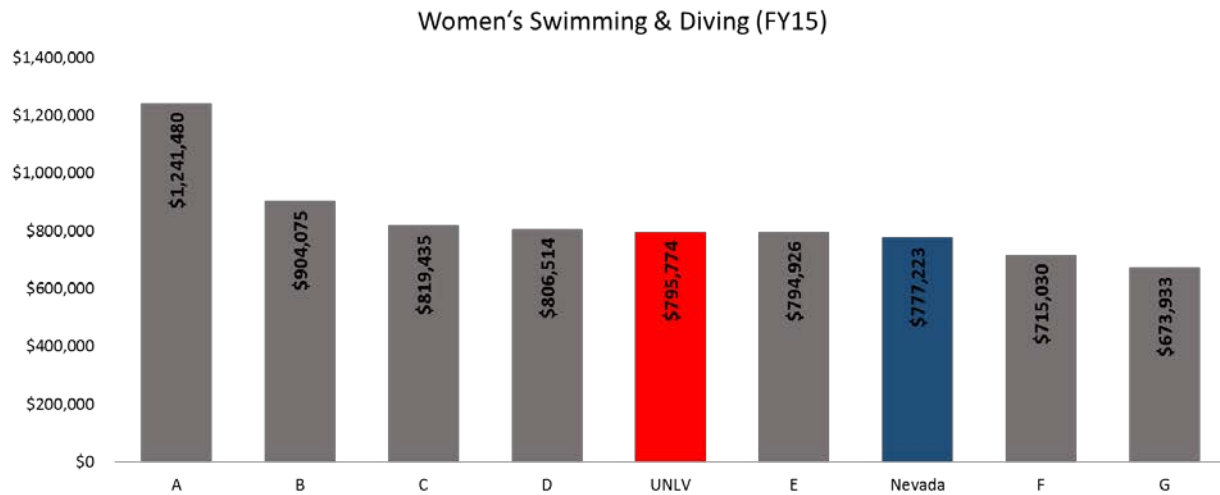
Softball



Source: 2014-15 Mountain West Budget & Salary Survey

UNLV ranks just above the median while Nevada ranks in the bottom-third of the conference in Softball.

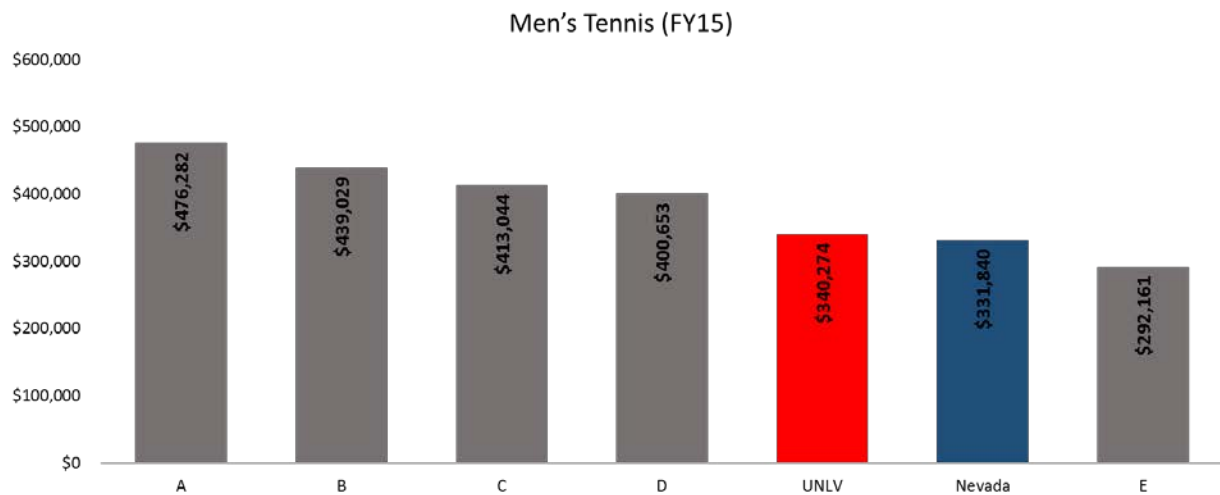
Women's Swimming & Diving



Source: 2014-15 Mountain West Budget & Salary Survey

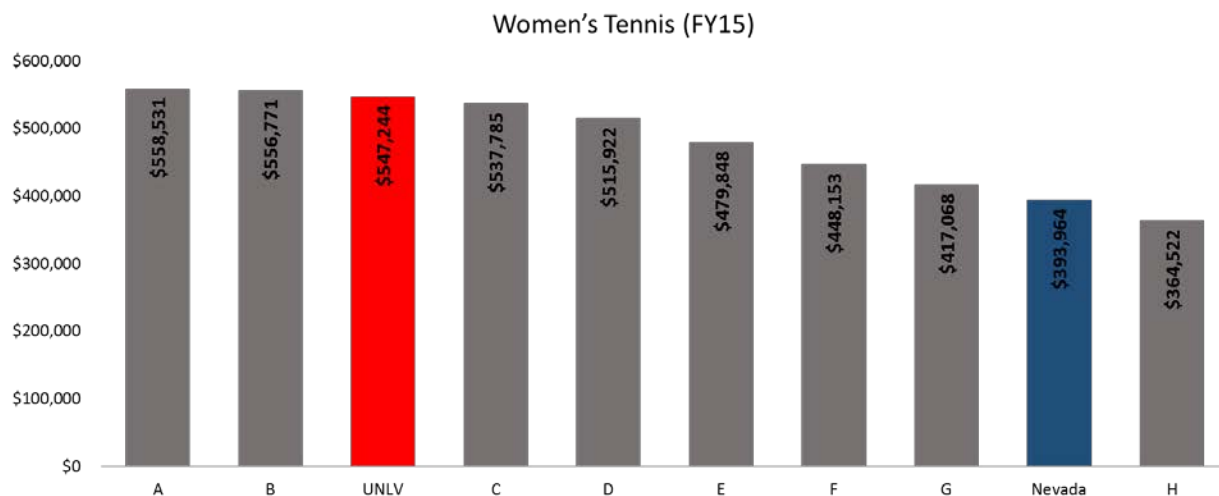
UNLV ranks at the median, while Nevada ranks in the bottom-third of the conference in Women's Swimming and Diving.

Tennis



Source: 2014-15 Mountain West Budget & Salary Survey

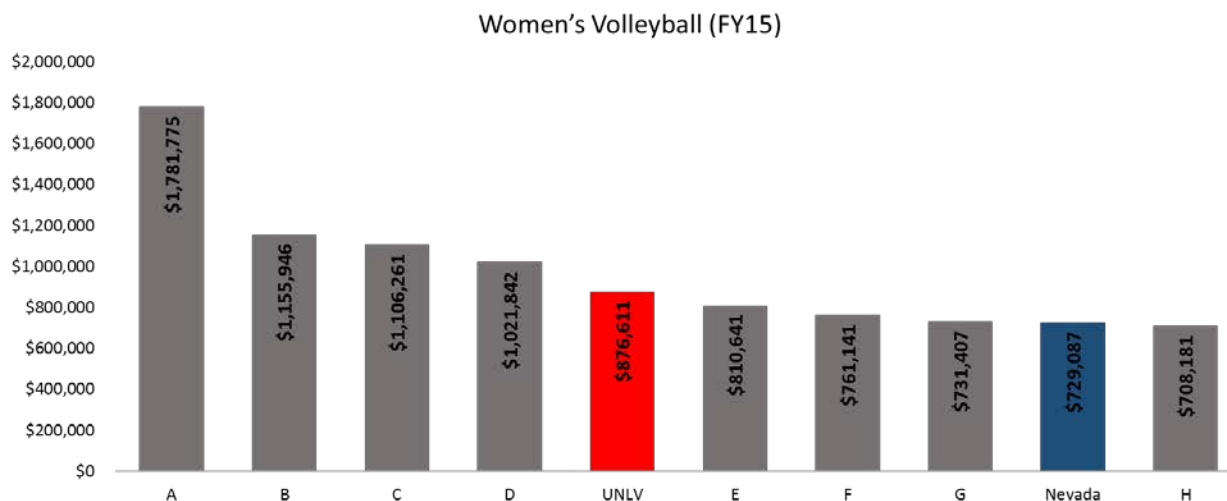
Both UNLV and Nevada rank in the bottom-half of the conference in Men's Tennis.



Source: 2014-15 Mountain West Budget & Salary Survey

UNLV ranks in the top-third, while Nevada ranks in the bottom-third of the conference in Women's Tennis.

Women's Volleyball



Source: 2014-15 Mountain West Budget & Salary Survey

UNLV ranks near the median, while Nevada ranks in the bottom-third of the conference in Women's Volleyball.

G. Summary

The lack of financial resources was a frequently mentioned theme in interviews at both Nevada and UNLV. The data clearly shows that Nevada lags behind its Conference peers. With the exception of women's soccer and a slight difference in women's basketball, UNLV has higher expenditure levels than Nevada across Mountain West Conference sports where data is available. It should be noted, however, that we believe UNLV spending levels in football and men's basketball may be somewhat inflated by internal university accounting procedures as noted in this report.

There does not appear to be a significant correlation between spending levels and competitive success, particularly in the non-revenue sports. This is likely due in large part to the relatively tight range of spending difference in sports other than football and men's basketball. Nevada, for example, has been very competitive in baseball with a budget, that although one of the smallest in the Conference, is still competitive with most other schools.

However, enhancing budgets to improve salaries, facilities and recruiting efforts can make a difference, we believe, in sustaining competitive success. In that regard, we recommend that both Nevada and UNLV develop a sustainable plan for growing athletics expenditure budgets to consistently be at or above the median expenditure levels in the MWC. This will likely require a consistently increasing athletics-generated revenue base as well as a continued, and possibly increased financial investment by each institution.

Athletic Revenue

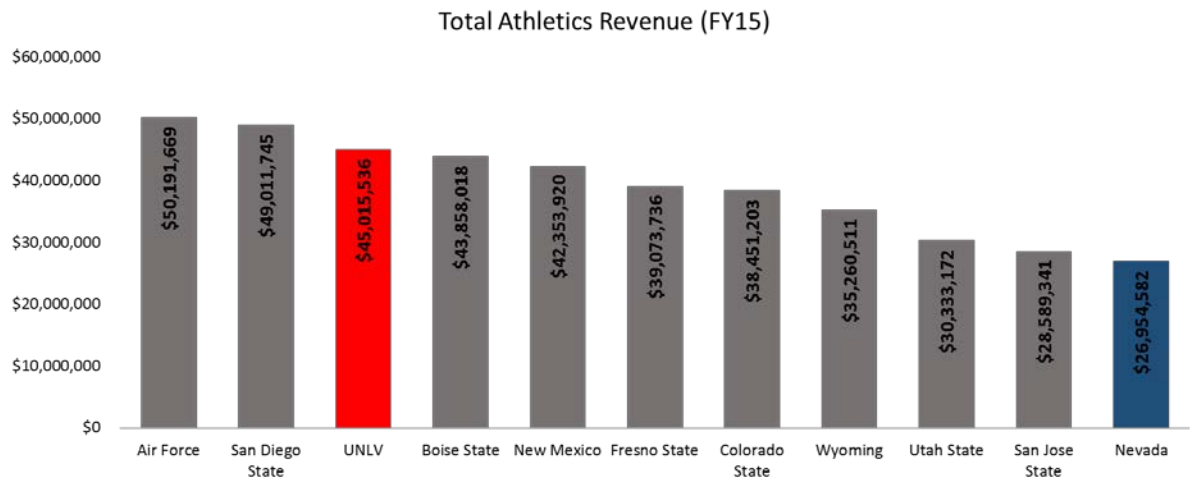
Like athletic expenses, revenues are sourced from the USA Today NCAA Finances Database. Information in this database is based on each institution's 2014-15 NCAA Financial Report, divided into six categories:

- Student Fees
- School Funds
- Ticket Sales
- Contributions
- Rights/Licensing
- Other

Definitions for each are provided within the respective section. For analysis we have provided a Total Revenue section, which shows the total from all six revenue sources. Revenue is then categorized into two areas, Allocated Revenue and Generated Revenue. Allocated Revenues are those monies provided by the institution through student fees and school funds. Generated Revenues include all sources (ticket sales, contributions, rights/licensing, and other) that are generated by the athletic department.

A. Total Athletic Revenues

The following chart provides total athletic revenues, from all sources listed above.

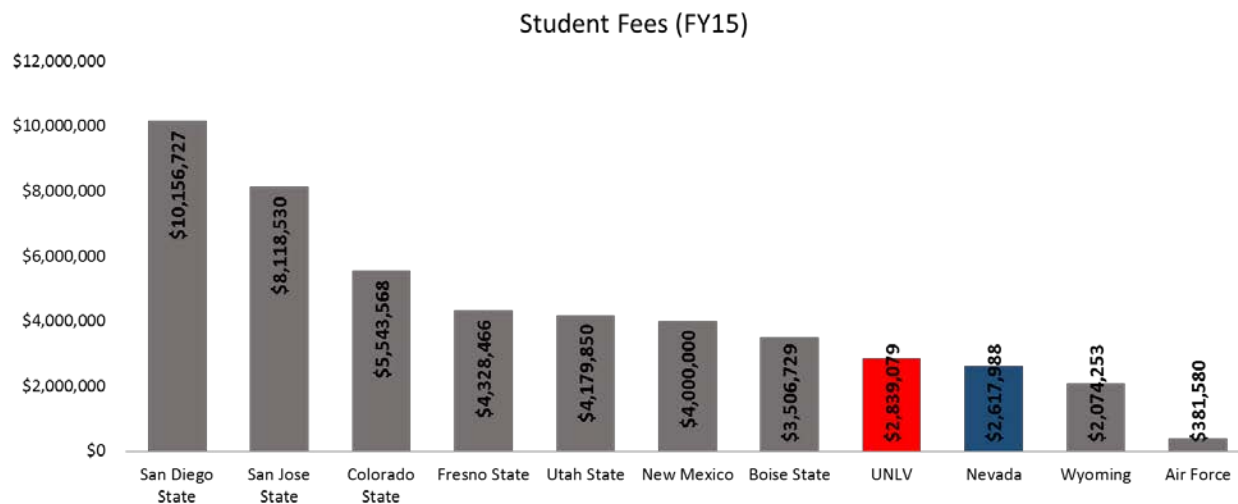


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Total revenues for UNLV and Nevada show that UNLV is in the top third of the Conference, and Nevada in the bottom third. It should be pointed out again, however, that UNLV adds substantial non-cash allocations from the University to the \$45M number that appears above. Nevada does not appear to include all of the same non-cash allocations, and so calculates its numbers somewhat differently.

B. Allocated Revenues

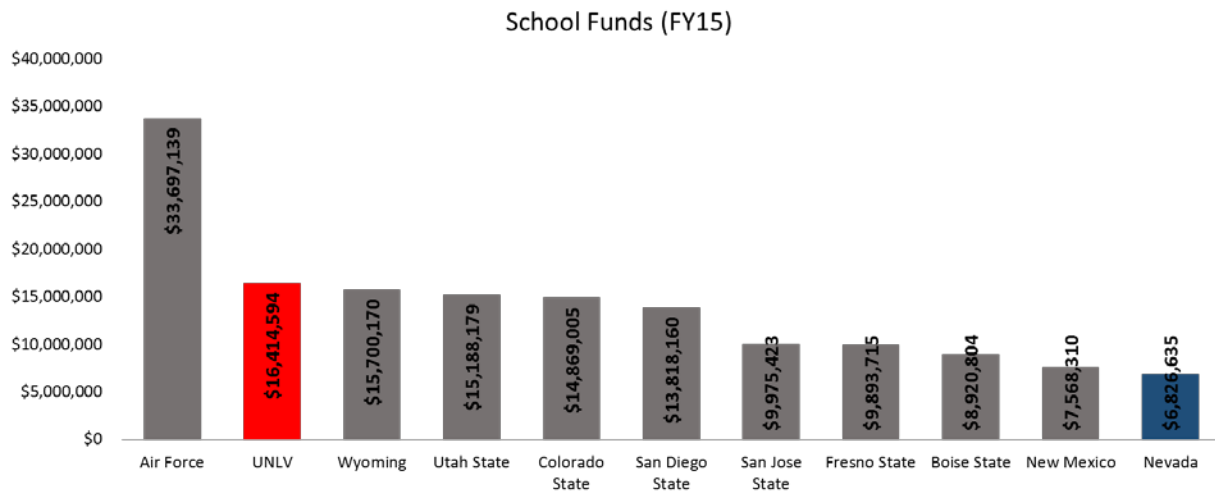
Student Fees. The following chart provides student fee revenue. These are fees assessed directly to students to support athletics.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Both UNLV and Nevada are in the bottom half of the Conference relative to student fees. The majority of the Conference schools garner more money from student fees for athletics. This could offer an opportunity to both schools, if the value proposition for students can be justified.

School Funds. This “school funds” category as referred to by the USA Today include both direct and indirect support from the University, including state funds, tuition, tuition waivers etc. as well as federal Work Study amounts for student workers employed by athletics department. This also includes the value of university provided support such as administrative services, facilities and grounds maintenance, security, risk management, utilities, depreciation and debt service that is not charged to the athletics department. However, we must note again that not all universities recognize and/or treat non-cash services in the same manner, which at times will mean that inconsistent metrics go into these numbers.

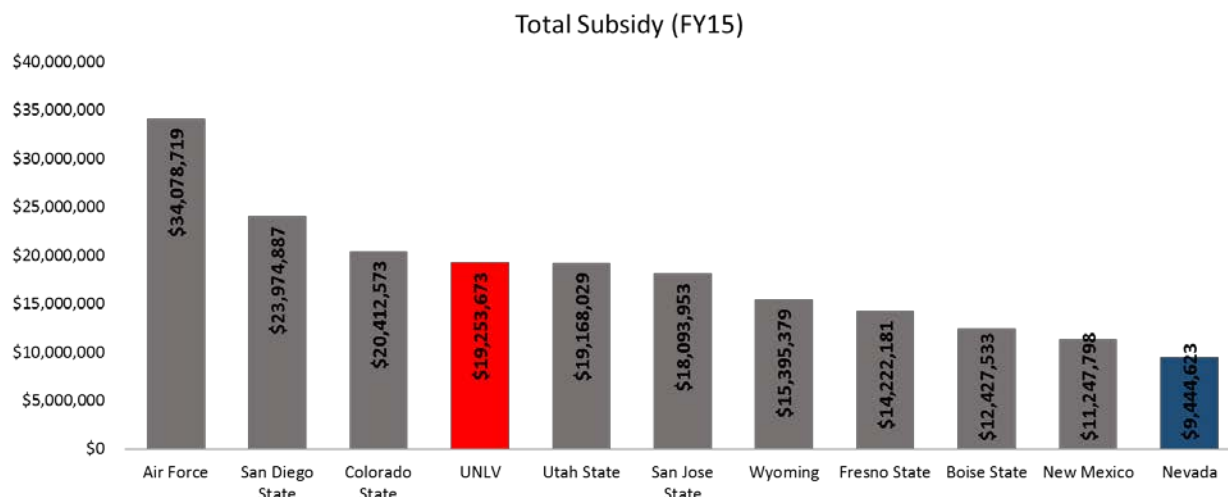


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

UNLV ranks second in this category, but we again caution that substantial non-cash allocations are used to reach this figure of \$16.4M. Nevada is last in the conference, which may again signal opportunity for such assistance.

Total Subsidy. Funding mechanisms for athletics by an institution can vary by state particularly for state institutions. To gain a better understanding of the total monies supported by the institution (through student fees and school funds) we have provided a Total Subsidy. As defined by the USA Today, this is the sum of student fees, direct and indirect institutional support and state money minus certain funds transferred back to the school. The transfer amount cannot exceed the sum of student fees and direct

institutional support that the department receives from the school.

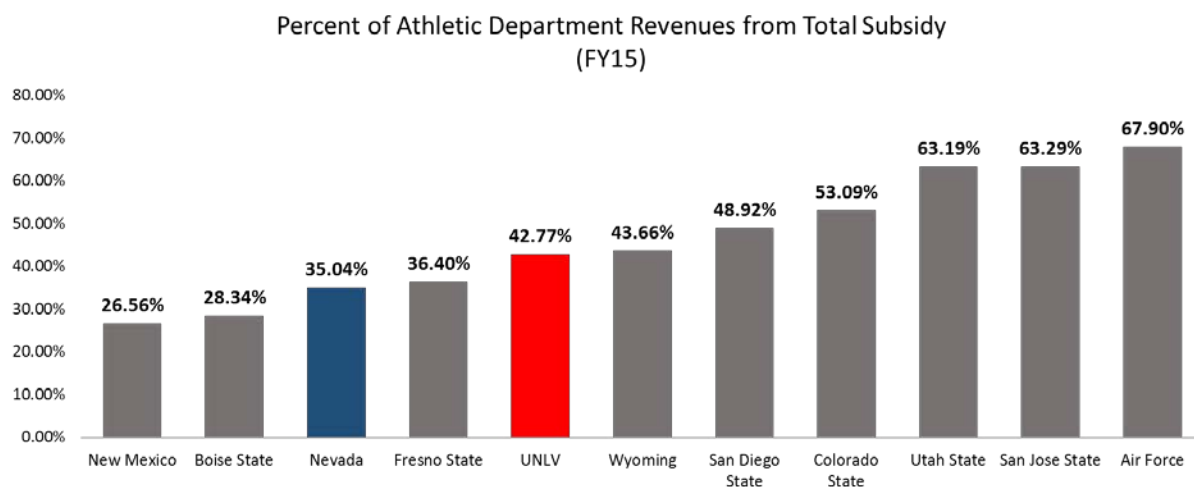


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Note: Utah State, New Mexico, and Wyoming totals take into account monies that were transferred from athletics back to the institution.

Nevada ranks at the bottom of the conference, while UNLV ranks fourth.

Percentage of Subsidized funds. This is the total subsidy as a percentage of total athletics revenue.

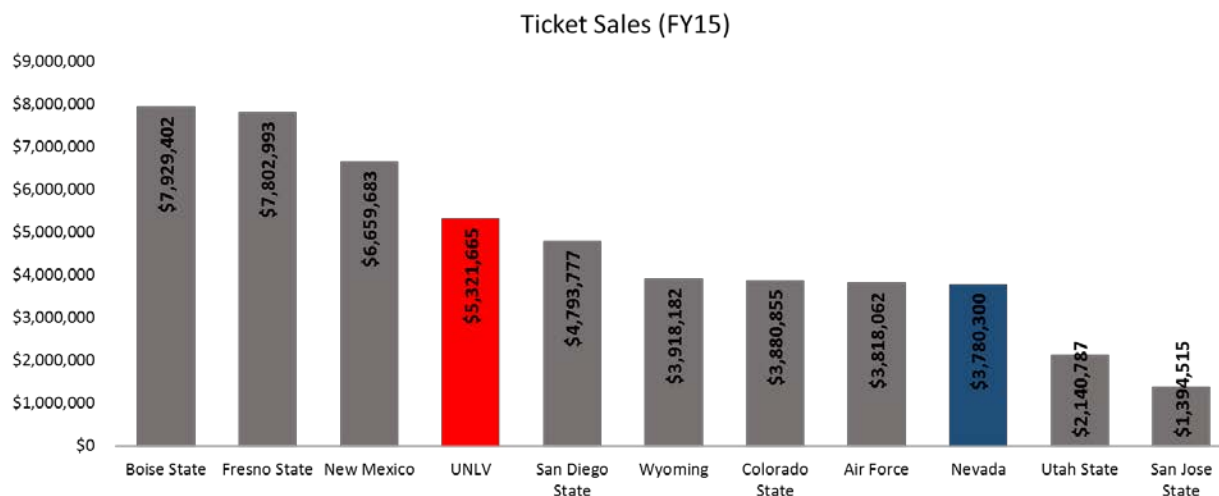


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Both Nevada and UNLV are in the top half of this category. This entire chart shows the clear reliance on institutional subsidies by all Mountain West institutions. These subsidies appear in a variety of ways, and are prevalent at all Conference schools.

C. Generated Revenues

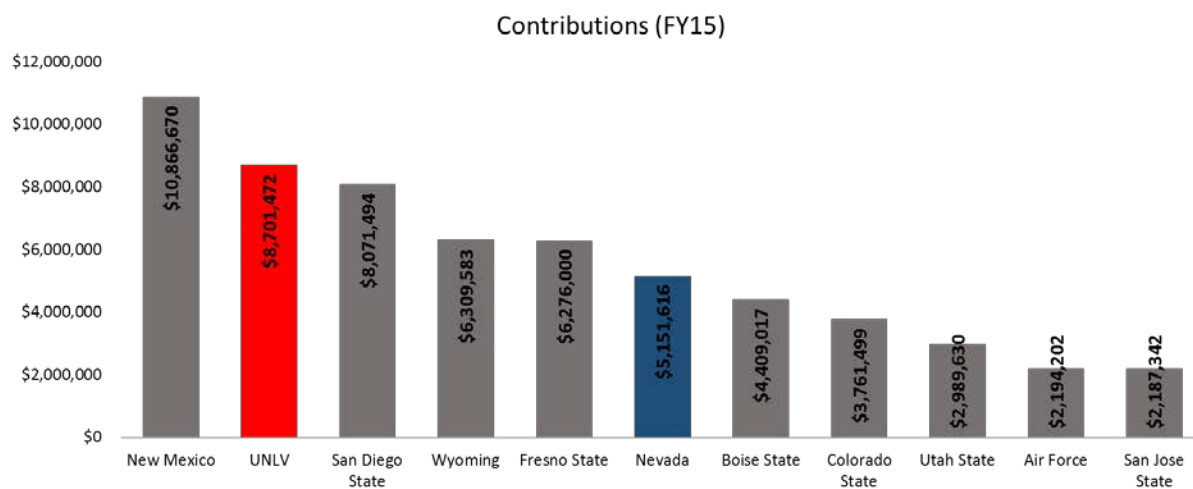
Ticket Sales. This revenue includes sales of admissions to athletics events to the public, faculty and students, and money received for shipping and handling of tickets. This does not include amounts in excess of face value (such as preferential seating/seat licenses) or sales for conference and national tournaments that are pass-through transactions.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Both Nevada and UNLV are in the middle half of the Conference in ticket sales. There is considerable upside at both institutions.

Contributions. This revenue includes amounts received directly from individuals, corporations, associations, foundations, clubs or other organizations for the operations of the athletics program. Included are amounts paid in excess of a ticket's value such as preferential seating/seat licenses, etc. Contributions include cash, marketable securities and in-kind contributions such as dealer-provided cars, apparel and drink products for team and staff use.

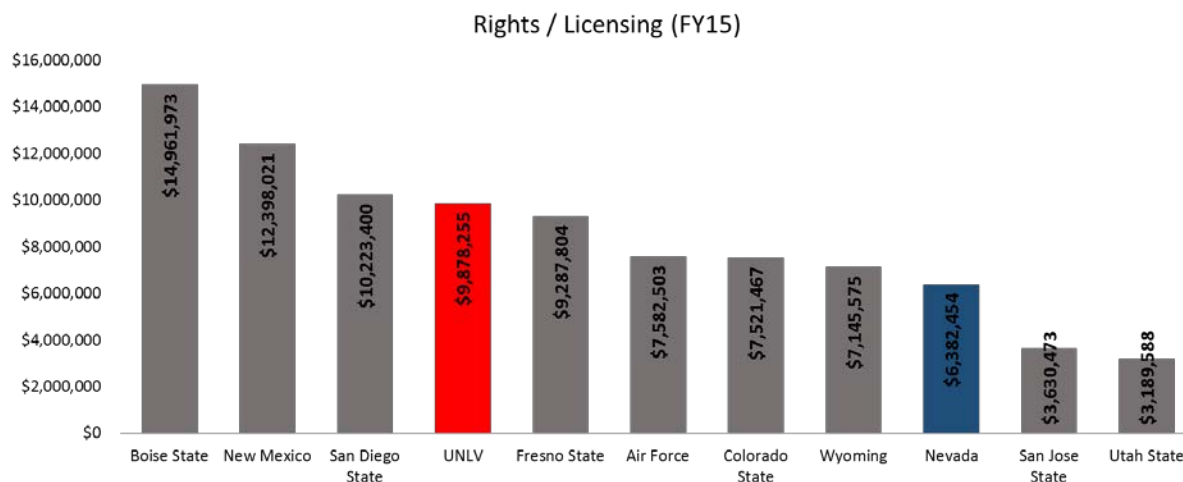


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Both Nevada and UNLV land in the top half of the Mountain West in this category.

Rights/Licensing. This includes revenue for athletics from radio and television broadcasts, Internet and e-commerce rights received from institution-negotiated contracts, the NCAA and conference revenue sharing arrangements; and revenue from corporate sponsorships, licensing, sales of advertisements,

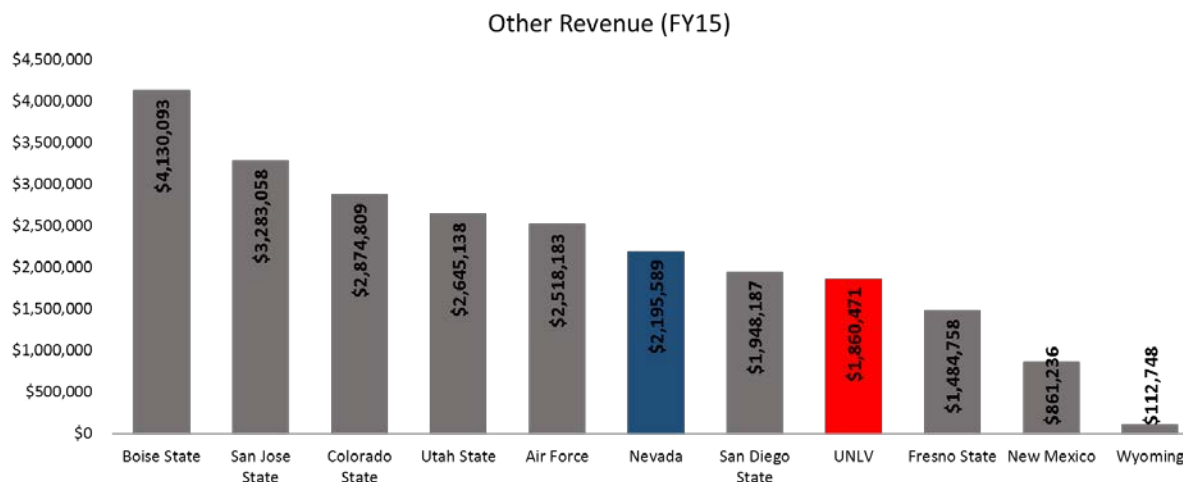
trademarks and royalties. It includes the value of in-kind products and services (e.g. equipment, apparel, soft drinks, water and isotonic products). Also includes revenue from food, concessions, and parking.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

UNLV is in the top half of the Conference in this category, while Nevada ranks in the lower half.

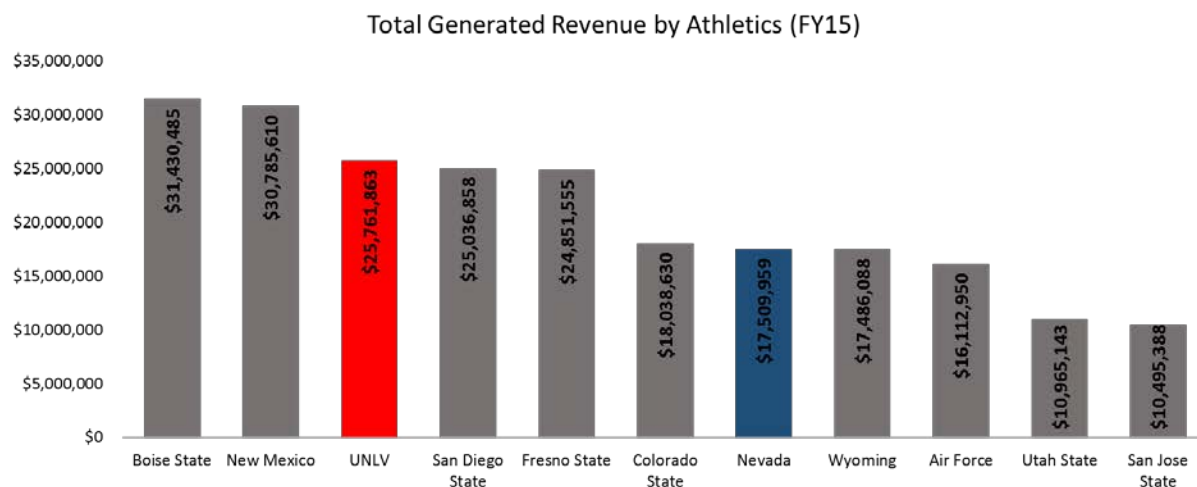
Other Revenue. This includes all other sources of revenue including game guarantees, support from third parties guaranteed by the school such as TV income, housing allowances, etc., endowments and investments, sports camp revenues.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Nevada ranks in the median of the Conference in this category, while UNLV lands somewhat lower. Please note that these numbers can fluctuate greatly from year to year due to one-time revenue spikes such as football game guarantees and television appearances.

Total Generated Revenue. This is the combination of the above information, i.e. total revenue from ticket sales, rights/licensing, contributions, and other sources.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

UNLV appears in the top third of overall revenue, while Nevada is just below the median.

D. Summary

On average, over 45% of the revenue base of Mountain West athletic departments comes from subsidies provided by the university, either in the form of student fees or some other direct or indirect university support. Both Nevada and UNLV have institutional subsidy levels that are below the Conference average. Depending on institutional philosophy, there may be rationale for greater institutional support as part of an overall plan to spur competitiveness. Both athletic departments are doing relatively well in self-generated athletics revenue when compared to other Conference members. UNLV has self-generated revenue among the top three in the Conference while Nevada is just below the Conference median despite its limited history in the Mountain West. There is clearly room for improvement in athletics generated revenue, and growth in these areas will be an essential part of the plan to spur overall competitive success.

Scholarship Awards

A. Funding

The following provides a summary of total scholarships awarded as reported in the 2014-15 Mountain West Conference Survey. This total includes summer school aid, tuition waivers, and aid given to student-athletes who have exhausted their eligibility or who are inactive due to medical reasons. No data is provided for Air Force.

In some cases, institutions have total scholarships that exceed the NCAA maximum by sport. This is so because totals include aid that is not counted against the NCAA scholarship maximum, such as a medical non-counter.

For reference the NCAA maximum countable aid for student-athletes by sport is provided.

Sport	Men	Women
Baseball/Softball	11.7	12
Basketball	13*	15*
Cross Country/Track & Field Combined		18
Football	85*	
Golf	4.5	6
Soccer	9.9	14
Swimming & Diving	9.9	14
Tennis	4.5	8*
Volleyball		12*
Mixed Rifle	3.6	

Source: NCAA Division I Manual

*Indicates sports that shall be limited in any academic year to the total number of counters (head count).

For each sport, scholarship awards were sorted from highest to lowest. UNLV is in Red, Nevada in Blue. The rank of the two institutions is provided at the bottom of the chart. Total scholarships for all other sports are indicated in the "Other Sports" column.

Total Scholarships Provided - Men's Sports						
	Baseball	Basketball	Football	Golf	Tennis	Other Sports
	12.26	13.00	87.11	5.89	5.84	31.70
	12.01	13.00	85.00	5.08	4.85	24.70
	11.71	13.00	83.00	4.86	4.83	22.59
	11.35	13.00	81.58	4.50	4.80	21.85
	11.31	13.00	81.57	4.50	4.40	12.53
	11.20	13.00	80.92	4.50	4.29	12.30
		12.66	80.00	4.40	4.09	11.02
		12.50	75.74	4.10		10.98
		12.50	72.73	3.60		2.50
Rank		11.97	70.39	3.52		0.00
Nevada	1	1	8	1	1	N/A
UNLV	6	8	6	8	3	3

Source: 2014-15 MWC Budget & Salary Survey

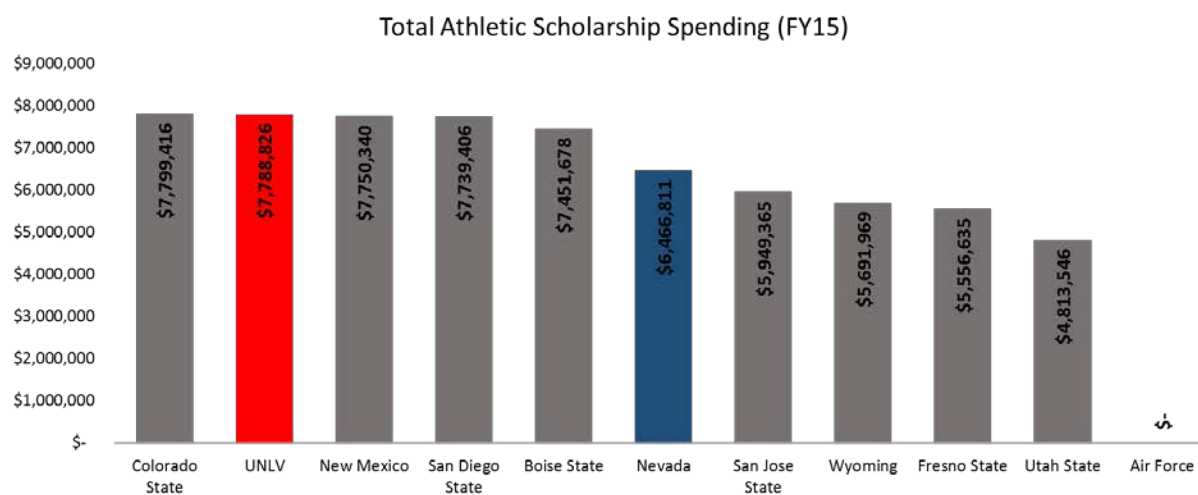
As is shown, Nevada ranks at the top of the Mountain West Conference in every sport except football. The fact the Nevada awarded only 75.74 of a possible 85 scholarships in football is of note. Even though UNLV ranks lower in several sports, the difference in most is negligible and can be explained with unique circumstances in that sport for that year. It is our understanding that in all the sports noted above, both schools are offering the maximum numbers allowed by NCAA rule.

	Total Scholarships Provided - Women's Sports								
	Basketball	Golf	Soccer	Softball	Swimming	Tennis	Track/CC	Volleyball	Other Sports
	16.24	6.00	16.29	13.86	14.41	9.02	19.45	13.50	39.52
	16.00	6.00	15.83	13.85	14.36	8.50	18.48	12.50	20.97
	15.00	6.00	15.13	13.83	14.28	8.00	18.19	12.24	17.70
	15.00	5.95	14.38	13.01	14.00	8.00	17.43	12.00	13.00
	14.47	5.50	14.37	12.56	13.99	8.00	17.36	12.00	12.11
	14.27	5.46	13.75	12.35	13.70	8.00	17.25	12.00	6.55
	14.00	5.22	13.72	12.00	13.51	7.50	17.13	11.50	0.00
	13.28	5.00	13.36	11.12	13.48	7.50	16.45	11.14	0.00
	13.00	4.01	10.62	8.72	11.45	7.49	16.44	10.96	0.00
Rank	11.22		9.03			7.00	12.15	10.69	
Nevada	2	7	4	1	2	7	2	7	N/A
UNLV	5	8	5	3	2	1	1	8	N/A

There is considerable variance in the women's sports, with both schools ranging from number one in the conference to the lower half. Again we would caution that the variances are relatively insignificant, and in most cases the result of individual circumstances in those sports in this particular year. As above, it is our understanding that both UNLV and Nevada routinely offer the maximum number of scholarships in each of the named sports above.

B. Total Scholarship Expense

Athletic scholarship expenses were determined using the USA Today NCAA Finances database for FY15. Athletic scholarships are defined as *“Athletically related student aid, including summer school and tuition discounts and waivers (including aid given to student-athletes who have exhausted their eligibility or who are inactive due to medical reasons), and aid for non-athletes such as student managers.”* Data is not reported for Air Force.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

UNLV ranks high in total scholarship spending, while Nevada ranks near the conference median.

C. Estimated Expenses for Academic Year

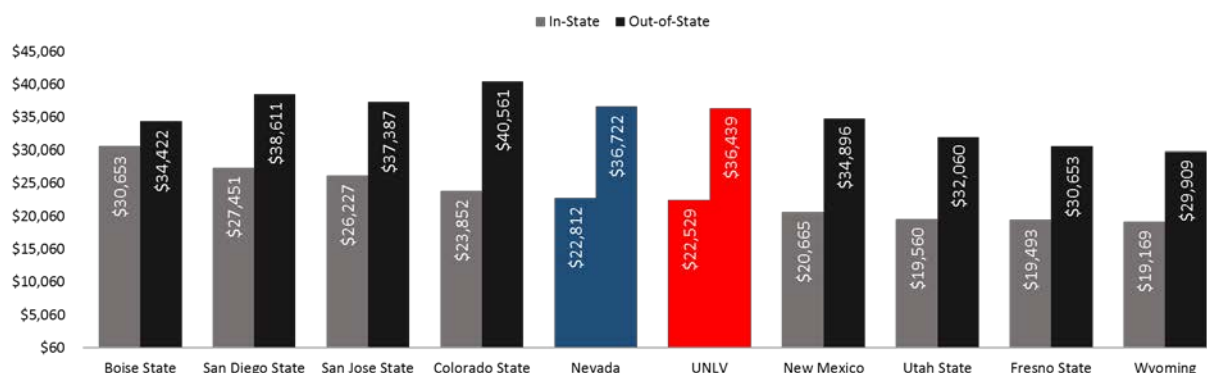
Institution cost of attendance can vary per student-athlete depending on a variety of factors such as residency classification and whether the student is living on or off-campus.

The following chart provides a summary of Total Expenses as reported for a 2015-16 undergraduate students living on-campus. Figures are provided for both in-state and out-of-state students. Data is reported from the National Center for Education Statistics. These represent the gross totals from:

- Tuition & Fees
- Books & Supplies
- On-Campus Room and Board
- Other

Institutions are sorted based on the cost for an in-state student.

2015-16 Estimated Expenses for Full-Time Beginning Undergraduate Students
(Total includes: Tuition, On-Campus Room & Board, Books & Supplies, Other)



Source: National Center for Education Statistics – College Navigator

Note: Air Force - The Air Force Academy is a federally-funded institution. All cadet expenses, including tuition, room & board and supplies are paid for by the federal government. In exchange, all graduates of USAFA are required to serve no fewer than 5 years in the United States Air Force.

Total costs for an undergraduate student for both Nevada and UNLV align with the conference median.

D. Cost of Attendance Estimates

In August, 2015 CBS Sports reported cost of attendance research conducted on all institutions that compete in the Football Bowl Subdivision (FBS). The following chart provides comparisons in the Mountain West.

Mountain West 2015-16 Cost of Attendance		
Institution	Highest Average New Cost/Scholarship	Estimated New Cost
Boise State	\$5,100	\$1,150,000
Nevada	\$4,800	Not offering until 2016
Wyoming	\$4,240	\$718,956
Hawaii*	\$3,925	Did not provide
San Jose State	\$3,900	\$1,100,000
UNLV*	\$3,800	\$123,000
Utah State	\$3,720	\$783,432
San Diego State*	\$3,659	\$675,000
Fresno State	\$3,500	\$1,000,000
Colorado State*	\$3,374	\$654,000
New Mexico	\$2,700	\$700,000
Air Force	Not applicable	Not applicable

Source: <http://www.cbssports.com/college-football/news/2015-16-cbs-sports-fbs-college-football-cost-of-attendance-database/>

Mountain West Conference Footnotes:

* Colorado State's COA is \$3,374 out of state and \$2,674 in state.

* Hawaii's COA is \$3,925 on/off campus and \$2,544 living at home.

* San Diego State's COA is \$3,659 on campus and \$1,787 off campus.

* UNLV's estimated COA will range from \$3,500 to a maximum of \$3,800.

Nevada and UNLV have high average new cost/scholarship as compared to other members of the Mountain West. However estimated new cost is lower when compared to the conference. This is likely reflected in the number of sports that are actually receiving cost of attendance at respective institutions, and the variable range of cost for relative to implementation and the specific student athletes awarded.

Summary

The differences in total scholarship awards across the various sports in the Mountain West Conference do not appear to create any significant competitive disadvantages for Nevada or UNLV. A possible area of concern would be football scholarships if Nevada and UNLV remain below the full complement of scholarships on a multi-year basis. Football is a sport that relies heavily on player development and must deal with injury related issues. Having fewer scholarship athletes could become a competitive problem. It is also worth noting the relatively high cost of scholarships at Nevada and UNLV when compared to other Mountain West institutions. In an environment where financial resources are limited, a larger scholarship cost likely means less funding for other athletic department needs and priorities. Finally, we believe it will be critically important for both institutions to develop a plan for full implementation of cost of attendance in all sports.

Staffing

Comparisons among Mountain West Conference schools relative to staffing numbers follow herein. This data was mined primarily from the staff directories of each institution. For counting purposes, graduate assistants, volunteers, and interns are excluded.

A. Administrative Staffing

The following charts provide staffing counts for various administrative support areas. Each department is listed at the top of the chart. The rankings of both Nevada and UNLV appear at the bottom of each chart. Nutrition and Sport Psychology numbers were typically gleaned from the Sports Medicine and/or Strength & Conditioning areas. Those two areas represent a growing trend in additional student support services, and are therefore included.

Institution	Academic Services	Sports Medicine	Strength & Conditioning	Nutrition	Sport Psychology	Equipment
Nevada	8	6	5			4
UNLV	10	6	4			3
Air Force	Not Listed	16	4			3
Boise State	5	9	6			4
Colorado State	6	8	7	1		2
Fresno State	4	7	5			4
New Mexico	7	7	5	1	1	4
San Diego State	11	15	5			4
San Jose State	8	5	4			3
Utah State	6	6	4			3
Wyoming	5	9	7	1		2
Nevada Rank	3	8	4	N/A	N/A	1
UNLV Rank	2	8	8	N/A	N/A	6

In these areas of direct service to the student-athletes, both Nevada and UNLV compare favorably with most other Mountain West Conference institutions. The one area of possible note is sports medicine, where there is considerable disparity between the Nevada schools and the majority of the other Conference schools.

Institution	Compliance	Communications /Media Relations	Marketing/ Promotions	Ticket- Operations/ Sales	Development	Sports Properties
Nevada	2	6	3	7	6	4
UNLV	3	6	5	6	7	5
Air Force	2	8	5	5	7	4
Boise State	3	4	3	4	9	7
Colorado State	3	5	10	9	9	4
Fresno State	2	5	3	4	14	5
New Mexico	2	5	3	12	8	5
San Diego State	5	8	2	5	7	Not listed
San Jose State	4	4	2	2	6	2
Utah State	2	4	3	5	5	3
Wyoming	3	4	3	4	9	5
Nevada Rank	7	3	4	3	9	6
UNLV Rank	3	3	2	4	6	2

It appears that both UNLV and Nevada again compare favorably within the Mountain West Conference, with the possible exception of Development.

Sport Coaches

In addition to providing the numbers of coaches from each Mountain West school, the charts below provide the NCAA limits for the number of coaches in each sport. For sports where coaches in the same sport are involved in practice activities or competition with both the men's and women's teams, those coaches are allocated half to the men's team and half to the women's team. This combining of men's and women's programs most often occurs in cross country/track & field and swimming & diving.

Per NCAA Bylaw 11.7.6.1: A member institution that conducts a combined program in a sport (one in which all coaching staff members in the same sport are involved in practice activities or competition with both the men's and women's teams on a daily basis) may employ the total number of coaches specified separately for men and for women in that sport.

Institution	Men's Sports Coaches						
	Baseball	Basketball	Football	Golf	Soccer	Swim/Dive	Tennis
NCAA Limit	3	4	10	2	3	3	2
Nevada	3	4	9	1			1
UNLV	3	4	10	2	2	2.5	2
Air Force	3	4	10	2	3	2.5	2
Boise State		4	10	2			2
Colorado State		4	10	2			
Fresno State	3	4	10	1			2
New Mexico	3	4	10	2	3		2
San Diego State	3	4	10	1	3		2
San Jose State	3	4	10	2	3		
Utah State		4	10	2			2
Wyoming		4	10	1		2.5	

Source: Each institution's athletic website.

Clearly both UNLV and Nevada compare favorably within the Mountain West Conference in this category.

Institution	Women's Sports Coaches							
	Basketball	CC/Track & Field	Golf	Soccer	Softball	Swim/Dive	Tennis	Volleyball
NCAA Max	4	3	2	3	3	3	2	3
Nevada	4	3	1	2	3	3	1	3
UNLV	4	3	2	3	3	2.5	2	3
Air Force	4	2.5		3		2.5	2	3
Boise State	4	2	2	3	3	3	2	3
Colorado State	4	3	2	3	3	3	2	3
Fresno State	4	2.5	1	3	3	3	2	3
New Mexico	4	3	2	3	3	2	1	3
San Diego State	4	3	2	2	3	3	2	3
San Jose State	4	1.5	2	3	3	3	2	3
Utah State	4	3		3	3		2	3
Wyoming	4	2.5	1	3		2.5	2	3

Again, both UNLV and Nevada compare favorably within the Mountain West Conference in this category. One area to note. Nevada women's soccer indicates interim co-head coaches. Once those positions are finalized, we would anticipate a comparable number of coaches in this sport to the other members of the conference.

Co-Ed Sport Coaches	
	Rifle
NCAA Limit (Men & Women)	2
Nevada	1
Air Force	2

Again, both Nevada and UNLV show competitive numbers in this category.

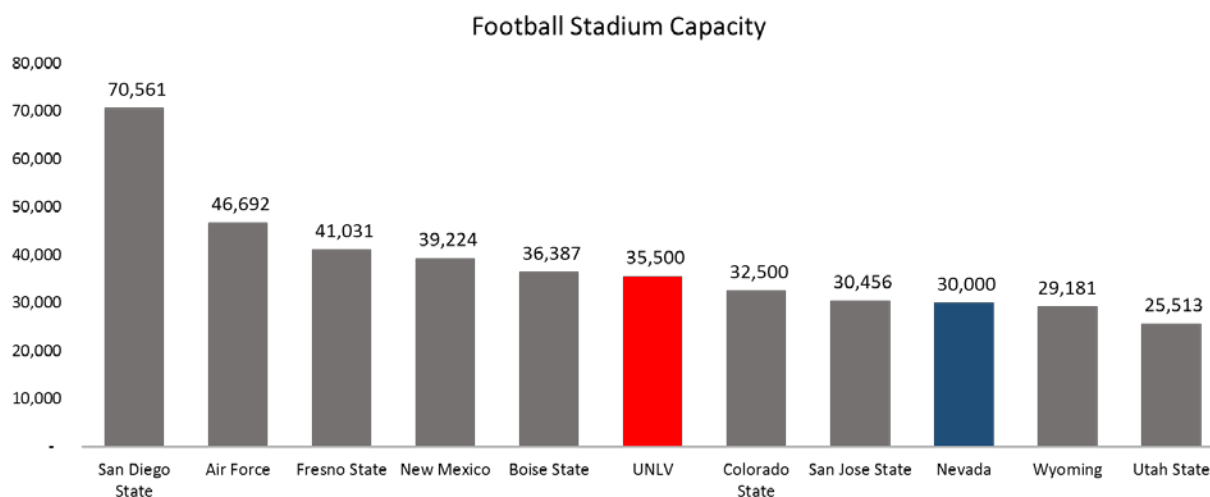
B. Summary

Both administrative and coaching staff numbers appear to be consistent with Mountain West Conference averages. The staffing numbers are also consistent with differences in the number of sports offered. UNLV and Nevada sponsor fewer sports than some Mountain West athletic departments, resulting in smaller staffing numbers in some areas such as sports medicine. There does not appear to be significant competitive disadvantages within the Mountain West Conference related to staffing levels at UNLV and Nevada.

Facilities

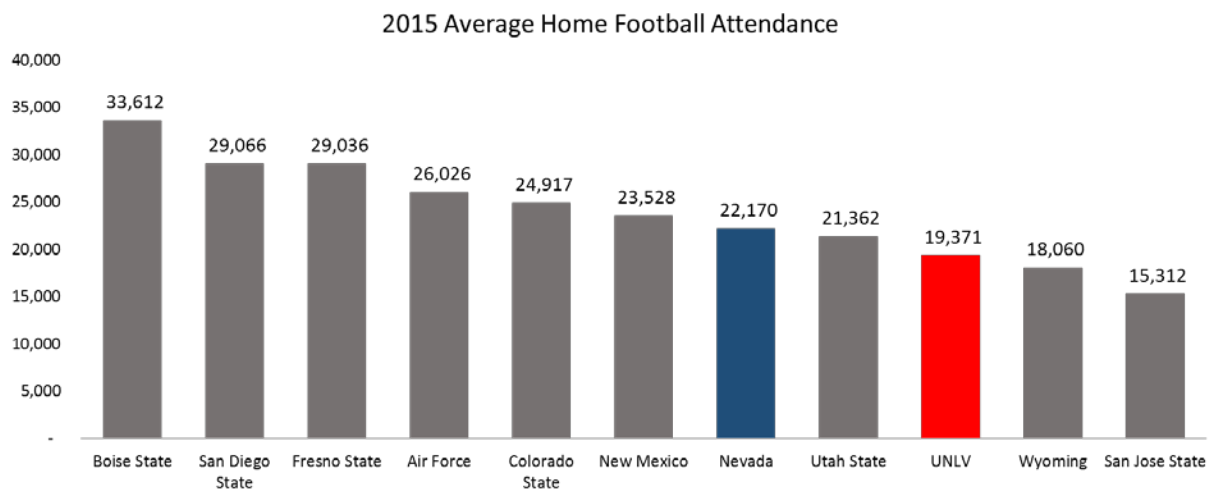
The following is a summary and comparison of common facilities among Mountain West Conference institutions essential to successful intercollegiate athletics operations at the Division I FBS level today. Attendance figures were gleaned from NCAA reports. Facility information was taken from a variety of sources, primarily each institution's athletics website.

C. Football Attendance/Capacity



Source: Each institution athletic department website.

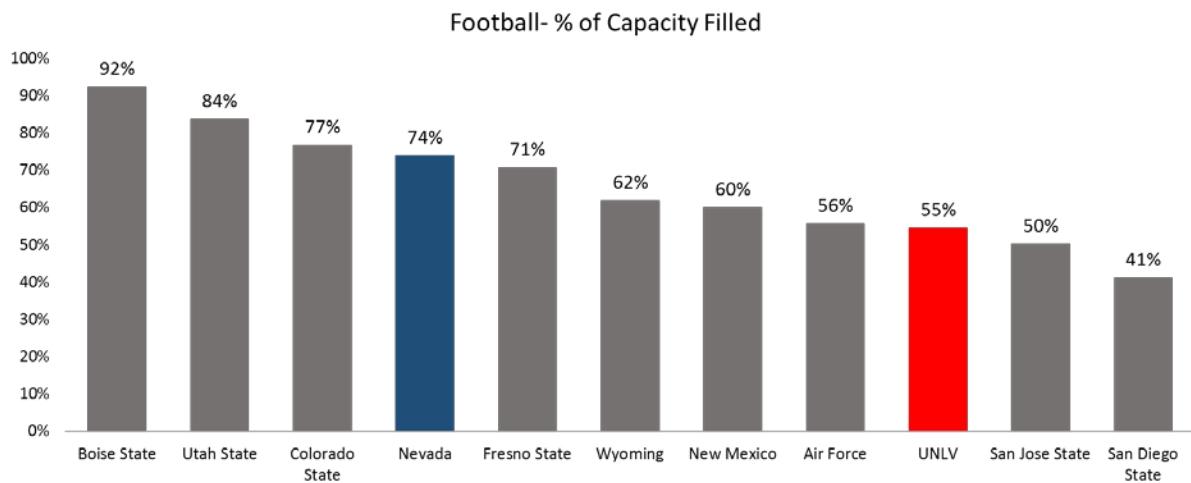
UNLV and Nevada rank in the middle third of the Conference in football stadium capacity. It should be noted that San Diego State plays in an NFL stadium.



Source: NCAA - http://fs.ncaa.org/Docs/stats/football_records/Attendance/2015.pdf

Both Nevada and UNLV rank just below the Conference median in average football attendance for 2015.

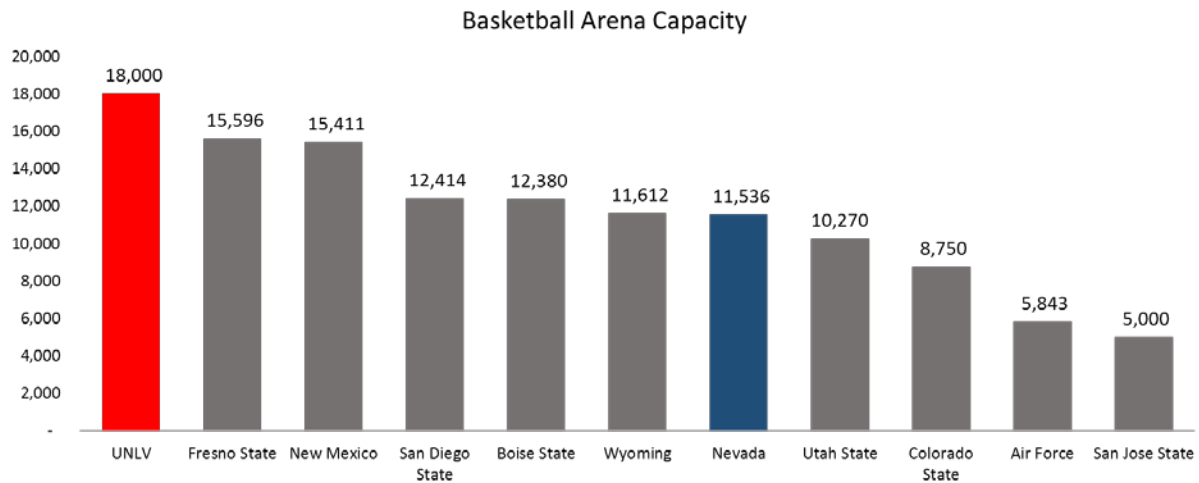
This calculation shows the percentage of football seating capacity that the average attendance numbers show.



Source: Source: Average attendance for 2015/Capacity

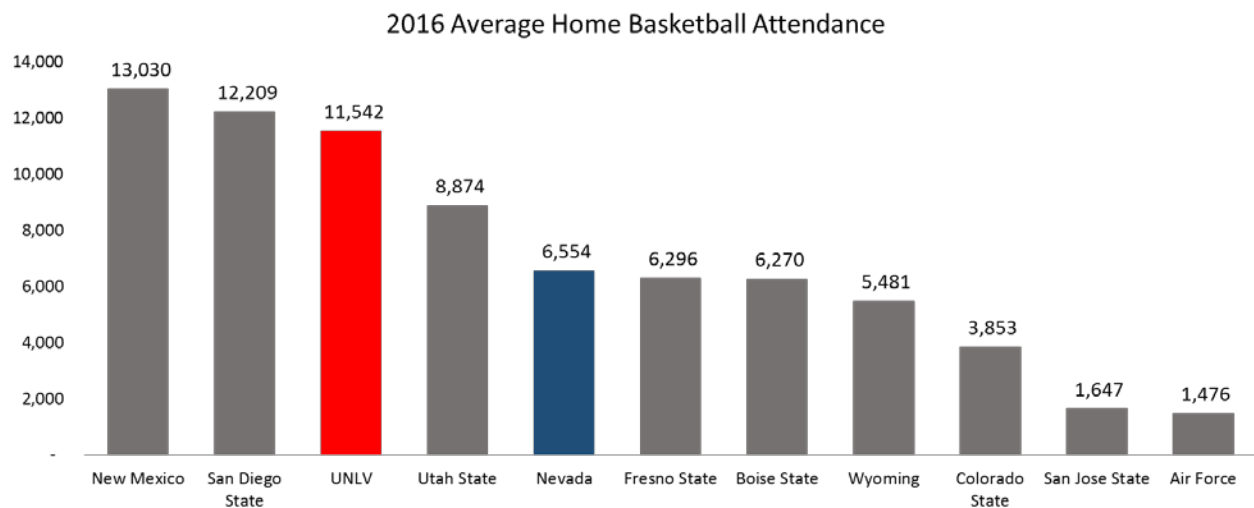
Both Nevada and UNLV show substantial upside here. Again we note that San Diego State plays in an NFL stadium with a capacity of over 70,000. Consequently, its percentage here is the lowest, even though the Aztecs rank second in the Conference in average attendance.

D. Men's Basketball Attendance/Capacity



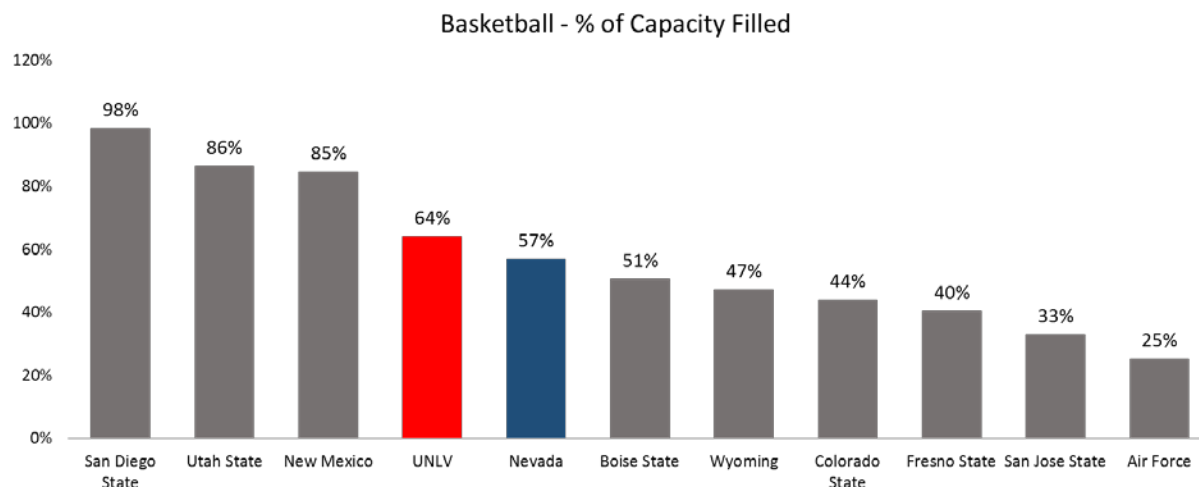
Source: Each institution athletic department website.

UNLV of course plays in the largest arena in the Mountain West Conference. Nevada's arena capacity is competitive and on par with most other schools in the league.



Source: NCAA - http://i.turner.ncaa.com/sites/default/files/images/2016/06/09/2016_release_mens_basketball_attendance_final.pdf

Both UNLV and Nevada rank in the top half of the Conference in Men's Basketball attendance. It should be noted that Nevada had the 22nd largest increase in Division I from the previous year.



Source: Average attendance for 2016/Capacity.

Both Nevada and UNLV rank in the top half of the conference in this category, but both have substantial room to grow attendance.

E. Facilities Overview

Air Force

- **Football**
 - Stadium: Falcon Stadium
 - Location: On-Campus
 - Completed: 1962
 - Capacity: 46,692
 - Recent Upgrades: 2016 added a new scoreboard.
 - Practice Facilities: Holaday Athletic Center opened in 2010. The 92,000 square foot facility includes an indoor football practice field.
- **Basketball**
 - Arena: USAFA Cadet Field House - Clune Arena
 - Location: On-Campus
 - Completed: 1968
 - Capacity: 5,843
- **Support Facilities:**
 - Strength & Conditioning facility is a 23,000 square foot facility featuring 48 platforms, 40 yard run track. In addition, Falcon Fuel stations were added the strength & conditioning facilities including 12 total refrigerated units in the weight rooms stocked with highly nutritional foods. Falcon Fuel costs were estimated to be approximately \$500,000 annually. No information for academic support for student-athletes was found on the athletic department website.

Boise State

- Football
 - Stadium: Albertsons Stadium
 - Location: On-Campus
 - Completed: 1970
 - Capacity: 36,387
 - Premium: 2008 Stueckle Sky Center opened. The four level facility includes loge boxes, club seating, sky suites and game/media operations for Boise State home football games. In addition, there are five individual banquet style or meeting room spaces located in the 131,000 square foot facility.
 - Recent Upgrades: Most recent expansion was completed in 2012 adding 3,500 permanent seats in the North and South endzones.
 - Practice Facilities: The Bleymaier Football Center was completed in 2013. The nearly 700,000 square foot facility includes the team locker room, player lounge, weight room and an athletic training area on the first level, with coaches' offices, position meeting rooms, an academic center/computer lab and a recruiting lounge on the upper level. The facility also includes a multi-story theater and team room.
 - The Caven-Williams Sports Complex is a 78,000 square foot indoor facility with Green Field Turf artificial grass.
- Basketball
 - Arena: Taco Bell Center
 - Location: On-campus
 - Completed: 1982
 - Capacity: 12,380
 - Practice Facility: Arguinchona Basketball Complex opened in 2011. The 10,000-square-foot facility for men's and women's basketball includes two separate floors for the men's team and the women's team - and also includes theater-style film rooms, locker rooms for coaches and athletes, kitchen areas, lounges and study areas.
- Support Facilities:
 - PRECO Learning Center includes academic advisor's offices, a computer lab, a study area, as well as individual and group study rooms.
 - The Simplot Center for Athletic Excellence and Fedrizzi Fitness Center Annex house strength and conditioning on campus.

Colorado State

- Football
 - Stadium: Colorado State Stadium.
 - Location: On-Campus
 - Completed: In progress – scheduled to open in 2017.
 - Capacity: 32,500 present facility. New facility will be 41,000.
 - Premium: 22 suites, seating 16 people each, 40 loge boxes, seating 4–6 people each, 150 indoor club seats, 800 outdoor club seats

-
- Overview: The new stadium is a LEED certified facility. Increased fan amenities including 17 additional ticket stands, more than 70 additional concession stands, 7 additional elevators, and increased restroom availability. Also new to this stadium are 6 retail locations. The new scoreboard is also 4x larger than the current scoreboard at Hughes Stadium.
 - Practice Facilities: The \$13 million Indoor Practice Facility includes a 70-yard synthetic-turf football field.
 - Basketball
 - Arena: Moby Arena
 - Location: On-Campus
 - Completed: 1966
 - Capacity: 8,750
 - Recent Upgrades: 2010-11 added a \$1M videoboard system. Two phases of upgrades were completed (2012 & 2013) which included concourse remodeling, updated ticket windows, restrooms, and concessions stands. The renovations also added a Hall of Fame room. In 2015 a nutrition center was opened in Moby Arena.
 - Practice Facilities: The indoor practice facility also includes a large gymnasium for basketball and volleyball with separate courts for simultaneous practice.
 - Support Facilities:
 - Anderson Academic & Training Center includes academics, strength and conditioning, and nutrition center. The \$7M facility was completed in 2009. The academic portion includes a computer lab with more than 30 workstations, five private tutorial rooms, and large study areas.

Fresno State

- Football
 - Stadium: Bulldog Stadium
 - Location:
 - Completed: 1980
 - Premium: 41,031
 - Recent Upgrades: Planned renovations announced in 2015 included a high definition video and ribbon board installed in the north end zone. Also in the plans are a new south end zone facility, south end zone video board, new press box and suite tower and improved accessibility and amenities all fans. In October, 2016 Fresno State announced planned renovations to their stadium including utility infrastructure and ADA upgrades, new concession and restroom facilities, new premium seating and club lounge areas, and improved spectator access to seating.
 - Practice Facilities: Information on practice facilities was limited on the Fresno State website. From review of a video, football locker rooms, team meeting rooms, and

coaches' offices are all upgraded for football. The Fresno State football team practices at the Valley Growers Practice Field, located immediately southwest of Bulldog Stadium

- Basketball
 - Arena: Save Mart Center
 - Location: On-Campus
 - Completed: 2003
 - Capacity: 15,596
 - Premium: 32 private suites, 1,000 Arena Builder seats (club seats), and a club level concourse.
 - Practice Facilities:
- Support Facilities:
 - Ricchuiti Academic Center is a nearly 6,000 square foot facility providing study tables, tutorial and computer labs with 40 computers.
 - Strength and conditioning facilities are also available for student-athletes but no specific information on square footage was available from review of the athletic department website.

New Mexico

- Football
 - Stadium: University Stadium
 - Location: On-Campus
 - Completed: 1960
 - Capacity: 39,224
 - Recent Upgrades: UNM replaced the grass playing surface with new synthetic artificial turf in 2012. A new video board was installed in 2013.
 - Practice Facilities: L.F. "Tow" Diehm Athletics Facility was renovated in August of 2014, which became the Athletic Performance Center and exclusive strength and conditioning facility for football. Renovations included new lighting and flooring, strength equipment area, and a 40-yard turf sprinting area.
- Basketball
 - Arena: Wise Pies Arena
 - Location: On-Campus
 - Completed: 1966
 - Capacity: 15,411
 - Premium: 40 suites, 365 club seats.
 - Recent Upgrades: \$60M renovation was completed in 2010-11 which included the U.S. Bank club/suites level seating, upgraded lower bowl seating, two end wall video boards, ribbon boards, upgraded concessions area, the new Lobo Den Store, and a remodeled concourse. Locker rooms were added for both the men's and women's teams along with a player's lounge.

-
- Practice Facilities: Rudy Davalos Practice Center was completed in 2006 and is home to both men and women's basketball teams. The facility includes practice floor with six baskets, offices for men's and women's basketball, video viewing room and a media area. The 2010 renovation of the arena allowed integration with the Davalos Center to allow access between the two facilities for practice, games, and camps.
 - Support Facilities:
 - Lobo Center for Student-Athlete Success – Provides support services to student-athletes (in conjunction with the University of New Mexico). The facility includes athletic computer lab, study hall space. Also services are provided to student-athletes including learning disabilities support learning strategist, books on loan, and academic monitoring.

San Diego State

- Football
 - Stadium: Qualcomm Stadium
 - Location: Off-Campus
 - Completed: 1967
 - Capacity: 70,561
 - Premium: 113 Executive Suites, at least 7,600 club seats
 - Practice Facilities: Fowler Athletic Center houses coaches' offices and locker rooms for all sports including football. The second floor includes the coaches' offices for football, recruiting lounge, and 11 meeting rooms.
- Basketball
 - Arena: Viejas Arena at Aztec Bowl
 - Location: On-Campus
 - Completed: 1997
 - Capacity: 12,414
 - Premium: Mezzanine Level houses a VIP Room for banquets, pre and post-game functions, and other events. The 2,200 square foot room can be divided into two separate spaces.
 - Practice Facilities: Jeff Jacobs Jam Center opened in 2015 and includes two full-length courts, eight baskets, locker rooms, film room, team lounges, athletic training room and coaches locker rooms for men's and women's basketball.
- Support Facilities:
 - Fowler Athletic Center: Includes a 13,000 square foot strength & conditioning facility with a running track for indoor timing. The center also houses an academic center including a computer lab, lecture rooms, and private study rooms.

San Jose State

- Football
 - Stadium: CEFCU Stadium
 - Location: Off-campus
 - Completed: 1933
 - Capacity: 30,456

-
- Recent Upgrades: A new video board was installed in 2011. In 2012, the institution painted the lower bowl and west facade. New padded chairs were installed in Spartan Foundation seating sections and two suites renovated. Future plans include renovations of further suites and east bleacher seating.
 - Practice Facilities: Football practice fields are located near CEFCU stadium. The location has room for nearly 2 full sized practice fields, with space for training and drills around the perimeter. There is no indoor practice field.
 - Basketball
 - Arena: Event Center
 - Location: On-Campus
 - Completed: 1989
 - Capacity: 5,000
 - Practice Facilities: Spartan Gym completed renovations in 2014. The renovated facility includes new locker rooms for men's and women's basketball, gymnastics and volleyball. In addition to the locker rooms, coaches' offices, team film rooms, team lounges, weight room and a gymnastics training facility will be included in the renovation.
 - Support Facilities:
 - Strength & Conditioning is located in the Koret Athletic Training Center, the 15,000 square foot facility was completed in 2001.
 - The Scott Gadway Academic Center is located in the Stadium Center.

Utah State

- Football
 - Stadium: Maverik Stadium
 - Location: On-campus
 - Completed: 1968
 - Capacity: 25,513
 - Premium: 24 suites, 20 loge boxes, 700 club seats, and a premium club area
 - Recent Upgrades: In 2015, the institution awarded naming rights to the stadium in support of renovation efforts. New three-story premium seating and press box structure will be built to include media and game operations, 24 suites, 20 loge boxes, over 700 covered club seats and a premium club area. Major concourse work will include an increase number of restrooms, upgraded concessions, and concourse enlargement.
 - Practice Facilities: Football coaches' offices and conference rooms are located on the second floor of the Jim & Carol Laub Athletics-Academics Complex. The Jim & Carol Laub Indoor Training Center, completed in 1998 includes a full-width Sprint Turf football field measuring 95 yards in length.
- Basketball
 - Arena: Dee Glen Smith Spectrum
 - Location: On-campus
 - Completed: 1970
 - Capacity: 10,270

- Practice Facilities: Wayne Estes Center is a 32,000 square foot basketball practice facility and volleyball competition venue. It includes two basketball coaches' offices, two regulation-size basketball courts, along with a training room, and strength and conditioning area.
- Support Facilities:
 - Jim & Carol Laub Athletics-Academics Complex was completed in 2008, the academic center is located on the third floor which includes classrooms, computer labs, and tutoring rooms.
 - The Strength & Conditioning Center is a \$6.4M, 21,000 square foot facility opened in 2013. It features areas for weight training, cardiovascular workout, speed and agility training, and staff offices.

Wyoming

- Football
 - Stadium: War Memorial Stadium
 - Location: On-Campus
 - Completed: 1950
 - Capacity: 29,181
 - Premium: 12 suites, and a stadium club area with 256 indoor seats located in the Wildcatter Stadium Club.
 - Recent Upgrades: In 2010 Wyoming completed the Wildcatter Stadium Club and Suites.
 - Practice Facilities: The indoor practice facility was completed in 2007. The 87,000 square foot, \$11M facility, is home for football and women's soccer. The facility includes a full-size 100-yard by 50-yard football field. Football locker rooms and football offices are located in the Rochelle Athletics Center. Locker room is approximately 5,600 square feet. Coaches' football offices include individual offices and position meeting rooms.
- Basketball
 - Arena: Arena-Auditorium
 - Location: On-campus
 - Completed: 1982
 - Capacity: 11,612
 - Recent Upgrades: Updates were completed in 2014 included an update of the basketball floor and improved seating.
 - Practice Facilities: Arena Auditorium also houses locker room, team room, and video room for men's and women's basketball and a 2,500 square-foot weight room and sports medicine area.
- Support Facilities:
 - Rochelle Athletics Center (RAC): The 46,000 square foot facility includes an 8,600 square-foot strength and conditioning center and a 4,470 square foot academic services area, which includes a computer lab with over 40 computers, study carells, tutoring and meeting rooms, and counselors' offices. Other support services include a 4,800 square foot sports medicine center. In 2015, Wyoming announced plans to expand the RAC by 48,000 square feet which will include new or expanded spaces focused on academic

success, nutrition, strength and conditioning, sports medicine and rehabilitation, and recovery facilities for all of UW's more than 400 student-athletes.

UNLV

- Football
 - Stadium:
 - Location: Off-campus
 - Completed: 1971
 - Capacity: 35,500
 - Premium: 16 suites
 - Recent Upgrades: In 2015, facility renovations included the installation of a SPRINTURF playing surface and widening of the sidelines.
 - Practice Facilities: In the fall of 2016 UNLV announced a \$10M naming gift for the Fertitta Football Complex. The planned 73,000 square foot facility will include an academic center, strength and conditioning, locker rooms, coaches' offices, meeting rooms, players' lounge, team theater, media room, training table, nutrition bar, and sports medicine center. The facility will be located at the north end of the team's practice area.
- Basketball
 - Arena: Thomas and Mack Center
 - Location: On-Campus
 - Completed: 1983
 - Capacity: 18,000
 - Premium: 30 suites
 - Recent Upgrades: Thomas and Mack was renovated in 2015. The \$72.5M renovation included three new escalators, updated concession stands and a 36,000-square-foot addition that includes a 2,500-square-foot observation deck overlooking the Las Vegas Strip.
 - Cox Pavilion is the home to UNLV women's basketball. The pavilion is a two-level structure. The ground floor features new men's and women's locker facilities, player lounges and practice courts for basketball and volleyball. The top level is a multi-purpose venue with a seating capacity of 3,100, and 2,500 for sporting events.
 - Practice Facilities: The Mendenhall Center opened during the 2011-12 season for men's basketball. It features three levels with two basketball courts, academic area, film room, locker room, athletic training, equipment, and strength & conditioning.
- Support Facilities:
 - Student-Athlete Academic Services offices are located in the UNLV Academic Success Center and available to all students on campus.
 - The Renie Becker St. Strength and Conditioning Center is an 8,500 square foot facility which includes a 1,200 square foot balcony level for stretching and cardio. It also includes a newly installed kitchen. There is a 3,000 square foot turf covered agility area outdoors adjacent to the facility.

Nevada

- Football
 - Stadium: Mackay Stadium
 - Location: On-Campus
 - Completed: 1965
 - Capacity: 30,000
 - Premium: New stadium club, loge, and chair back seating as part of recent renovations.
 - Recent Upgrades: Recent renovations include new stadium club and loge seating, the addition of chair back seating in seven sections. ADA accessible seating areas and a 2,800-square foot restroom facility were added.
 - Practice Facilities: Cashell Fieldhouse houses football staff, and includes conference and media rooms. It has expanded team locker rooms, equipment and fitting areas for the athletes on the lower level.
- Basketball
 - Arena: Lawlor Events Center
 - Location: On-Campus
 - Completed: 1983
 - Capacity: 11,536
 - Practice Facilities: A \$1M lead gift was announced in October 2016 for the Ramon Sessions Basketball Performance Center, which will be housed at what is currently Lombardi Recreation Center. Construction is expected to begin in late winter with the projected completion by August of 2017. The renovated facility will include dedicated space for basketball featuring two courts and eight baskets. The project will also include moving the strength and conditioning program into a much larger footprint within the building. Additionally, locker room space will be developed within for other Wolf Pack teams.
- Support Facilities:
 - Cashell Field House complex includes the 5,000 square foot Nevada weight room. The facility includes 24 workout stations -- eight Olympic lifting platforms, eight squat racks, and eight bench press stations. Two grass practice fields are available for football.
 - The E.L. Cord Foundation Academic and Athletic Performance Complex is a 46,000-plus-square-foot facility. The facility is home to the Marguerite Wattis Petersen Academic Center provides academic services to student athletes. The facility includes 38 computers, laser printers, seven individual tutor rooms, advisor offices and a large atrium for group study and meetings.

F. Summary

With planned improvements at both UNLV and UNR, key facilities will be comparable to those in the Mountain West Conference and a potential new football stadium in Las Vegas could be a significant improvement for UNLV. Both UNLV and UNR have some deficiencies including support facilities for

student-athletes and a few primary competition venues. Generally, however, this is also the case at several MWC institutions.

IV. Big 12 & Pac-12

The following charts provide a snapshot of how the University of Nevada and UNLV would currently compare to a sample group of members from the Big 12 and Pac-12 conferences. In order to achieve the most meaningful comparisons the sample group chosen did not include certain members of each of those Conferences. The reasoning behind the exclusion was that these institutions are so different than the other members of their respective conferences that comparisons to Nevada and UNLV would not be particularly informative or meaningful for purposes of this report. The institutions (Oklahoma and Texas from the Big 12; UCLA, USC, Oregon and Stanford from the Pac-12) have unique attributes related to revenue streams, expense budgets, and/or market size that differentiate them substantially from their fellow conference members, and, in the case of the two private schools (USC and Stanford), information relative to revenue and expense is not available in the same manner as the public schools. For example, overall annual athletics budget numbers for Big 12 schools compared herein are at \$90 million or less. The Texas athletic budget is over \$170 million and Oklahoma exceeds \$125 million. In the Pac-12, budgets of the four schools excluded from the sample group are among the largest, exceeding \$100 million. UCLA, USC and Stanford are also unique because of the large metropolitan areas in which they reside as well as USC and Stanford's status as two of the country's most prestigious private universities. Like UCLA, USC and Stanford, Oregon has also experienced unique revenue gains from large private gifts to athletics.

At the end of each chart or narrative description is a brief summary that provides an analysis of the impact of each area on athletics competitiveness when compared to the sample group. In some cases the summaries provide a context that is inclusive of the omitted institutions. The data used in each chart is from the most recent year where data is available and comes from a number of different sources that are identified in each chart.

We identified the following eight institutions for comparison within the Big 12 Conference.

Big 12 Conference

Baylor University	Oklahoma State University
Iowa State University	Texas Christian University
University of Kansas	Texas Tech University
Kansas State University	West Virginia University

Within the Pac-12 Conference we identified the following institutions for measurement.

Pac-12 Conference

University of Arizona	Oregon State University
Arizona State University	University of Utah
University of California, Berkeley	University of Washington
University of Colorado	Washington State University

Institutional Profile

A. Carnegie Classification

Big 12	
Institution	Carnegie Classification
Nevada	Doctoral Universities: Higher Research Activity
UNLV	Doctoral Universities: Higher Research Activity
Baylor	Doctoral Universities: Higher Research Activity
Iowa State	Doctoral Universities: Highest Research Activity
Kansas	Doctoral Universities: Highest Research Activity
Kansas State	Doctoral Universities: Highest Research Activity
Oklahoma State	Doctoral Universities: Higher Research Activity
TCU	Doctoral Universities: Higher Research Activity
Texas Tech	Doctoral Universities: Highest Research Activity
West Virginia	Doctoral Universities: Highest Research Activity
Institution Count	Classification
5	Doctoral Universities: Highest Research Activity
3	Doctoral Universities: Higher Research Activity

Source: National Center for Education Statistics - College Navigator

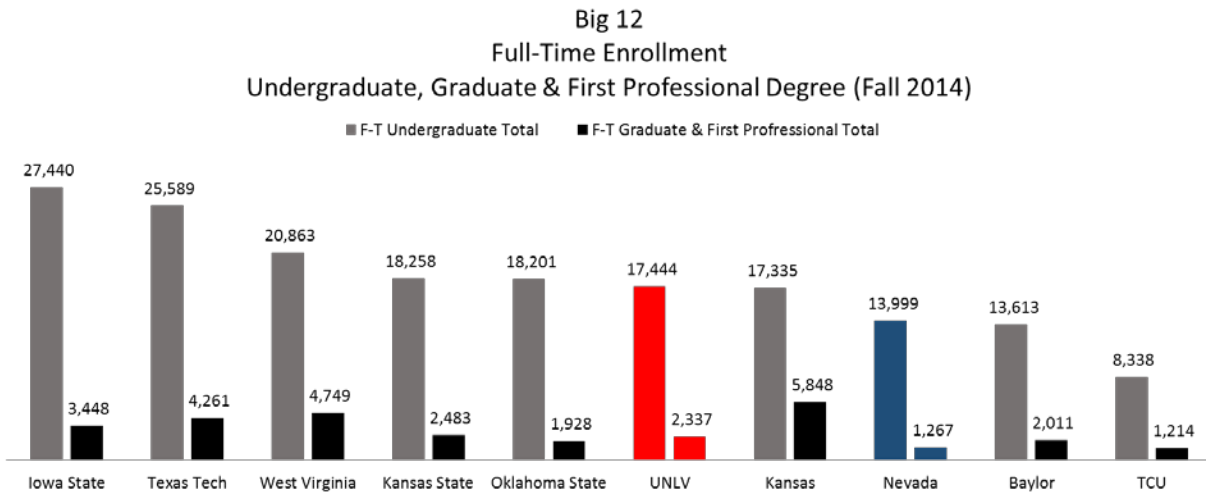
Five Big 12 institutions are classified as “Doctoral Universities: Highest Research Activity (R1) a classification higher than that of UNLV and Nevada. Three institutions in the conference have the same classification as Nevada and UNLV.

Pac-12	
Institution	Carnegie Classification
Nevada	Doctoral Universities: Higher Research Activity
UNLV	Doctoral Universities: Higher Research Activity
Arizona	Doctoral Universities: Highest Research Activity
Arizona State	Doctoral Universities: Highest Research Activity
California	Doctoral Universities: Highest Research Activity
Colorado	Doctoral Universities: Highest Research Activity
Oregon State	Doctoral Universities: Highest Research Activity
Utah	Doctoral Universities: Highest Research Activity
Washington	Doctoral Universities: Highest Research Activity
Washington State	Doctoral Universities: Highest Research Activity
Institution Count	Classification
8	Doctoral Universities: Highest Research Activity

Source: National Center for Education Statistics - College Navigator

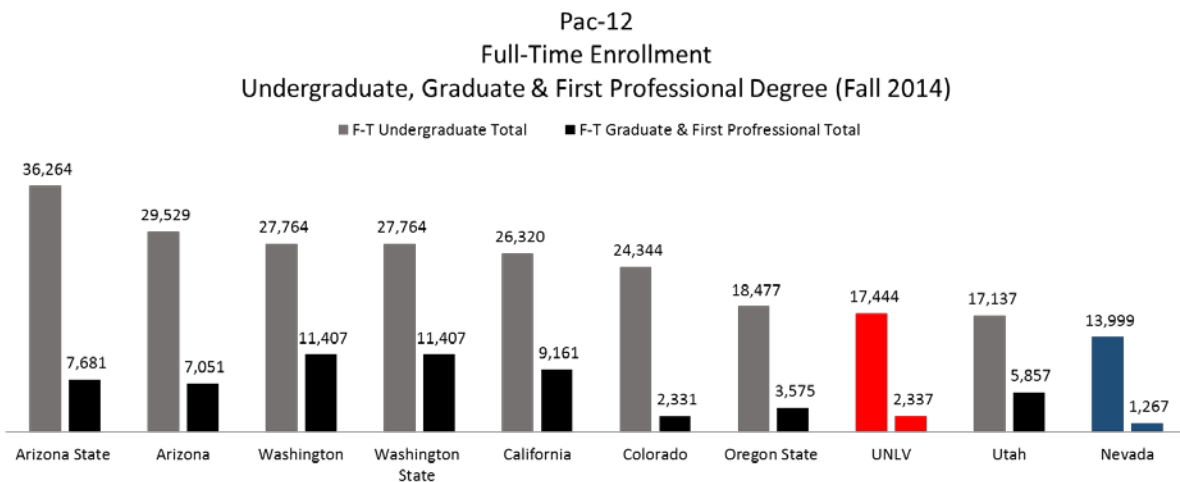
All members of the Pac-12 researched had a Carnegie Classification rating of Doctoral University: Highest Research Activity, a rating higher than Nevada and UNLV.

B. Student Enrollment



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

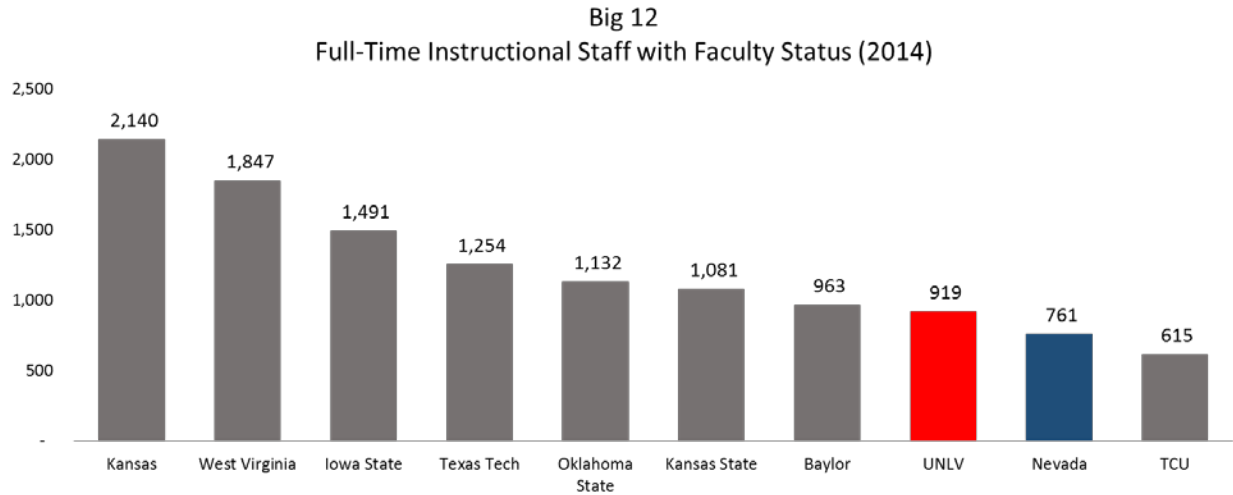
Both Nevada and UNLV would currently be in the middle third of the Big 12 conference in enrollment.



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

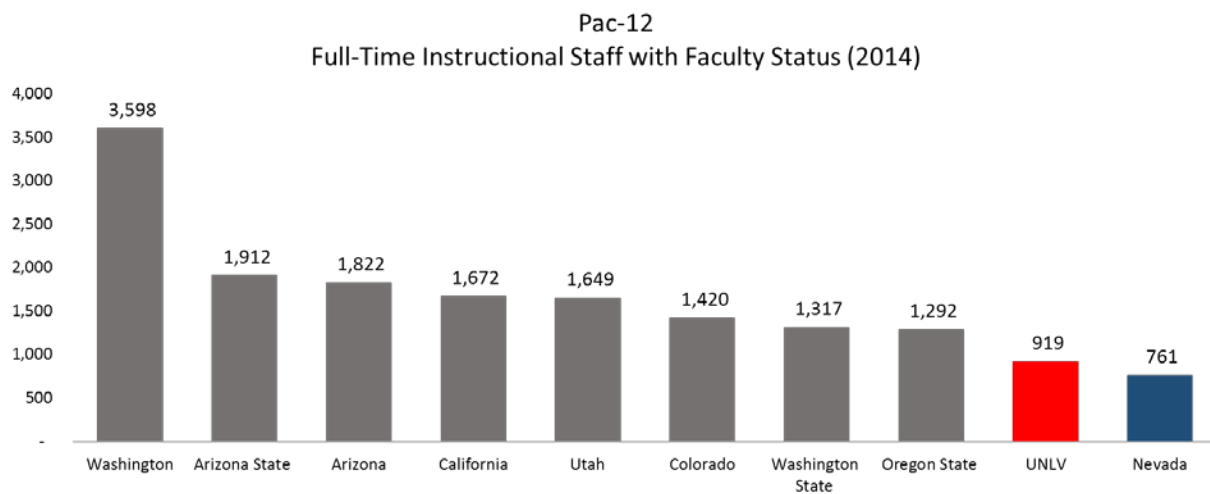
As shown, both UNLV and Nevada would rank in the bottom third of these comparable public Pac-12 institutions in enrollment.

C. Full-Time Instructional Staff with Faculty Status



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

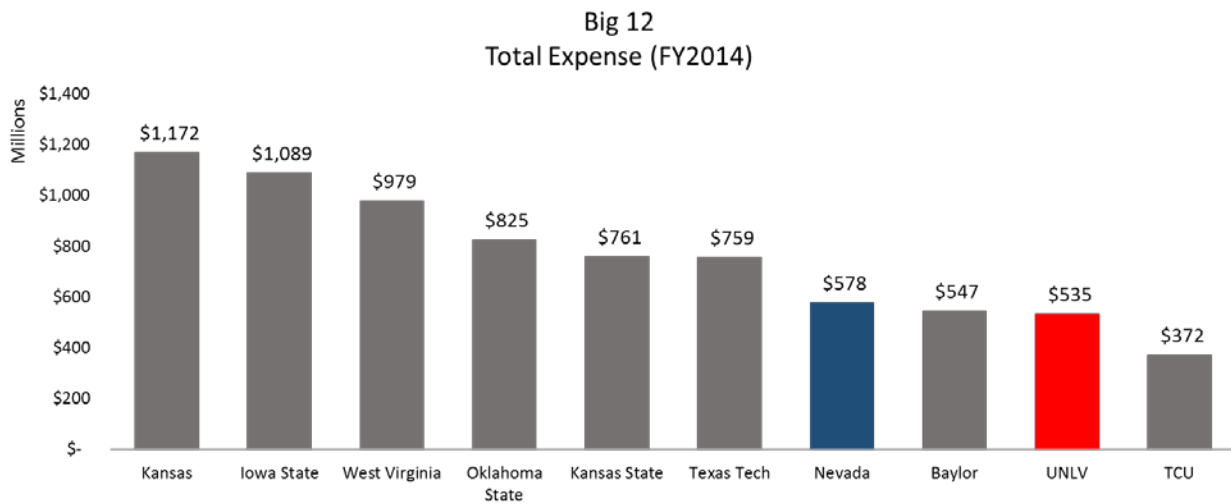
UNLV and Nevada would rank in the lower third of this category. It should be noted that TCU's full-time faculty numbers are the lowest in this comparison as well.



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

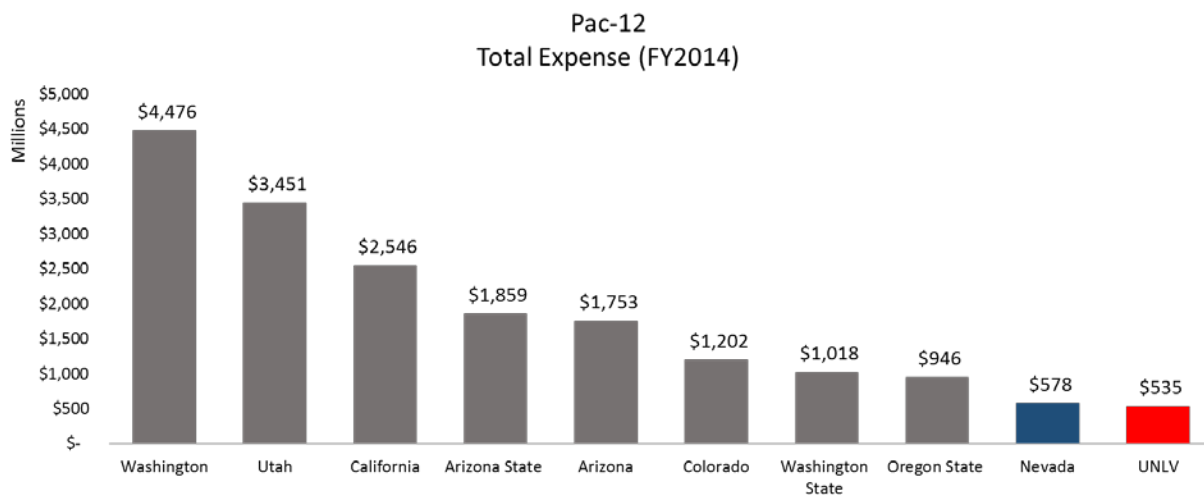
Both Nevada and UNLV would currently rank at the bottom of the Pac-12 in full-time faculty.

D. Total Institutional Expenses



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

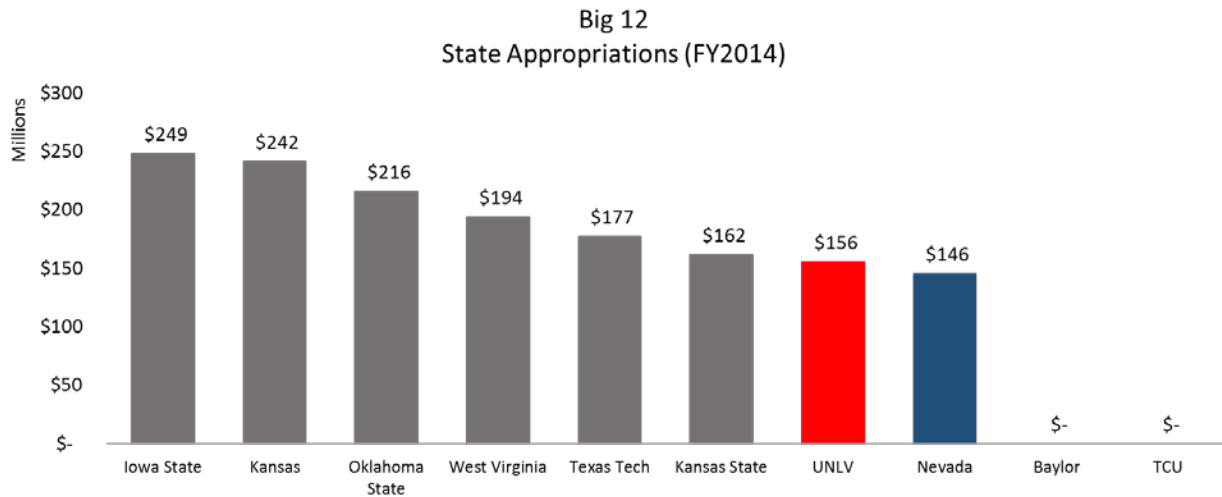
Both Nevada and UNLV would currently rank in the lower third of the Big 12 Conference for total institutional expense. For this metrics for private institutions (Baylor and TCU), IPEDs reporting is for Total Expenses using the FASB reporting.



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

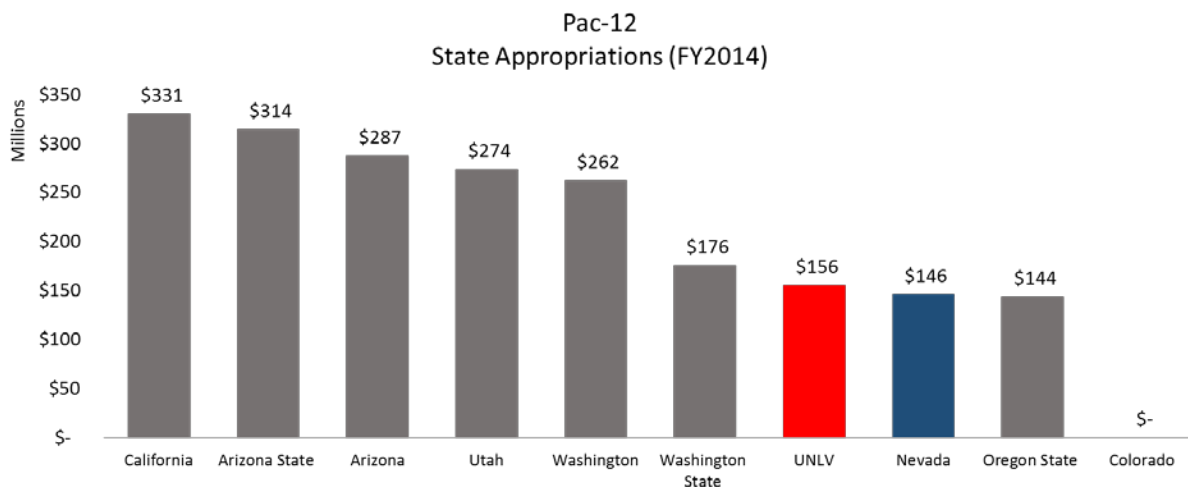
Again, both institutions would rank at the bottom of the Pac-12 in Institutional expense budgets.

E. State Appropriations



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

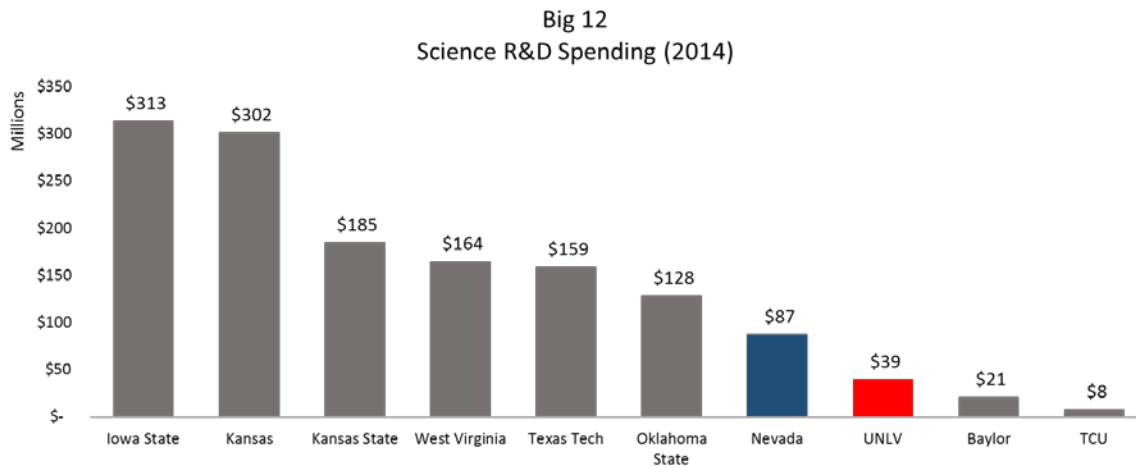
As shown here, both UNLV and Nevada would rank in the lower third. It should be noted however that both Baylor and TCU are private schools that operate without any substantive state funding. Data for Baylor and TCU is based on FASB reporting.



Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>

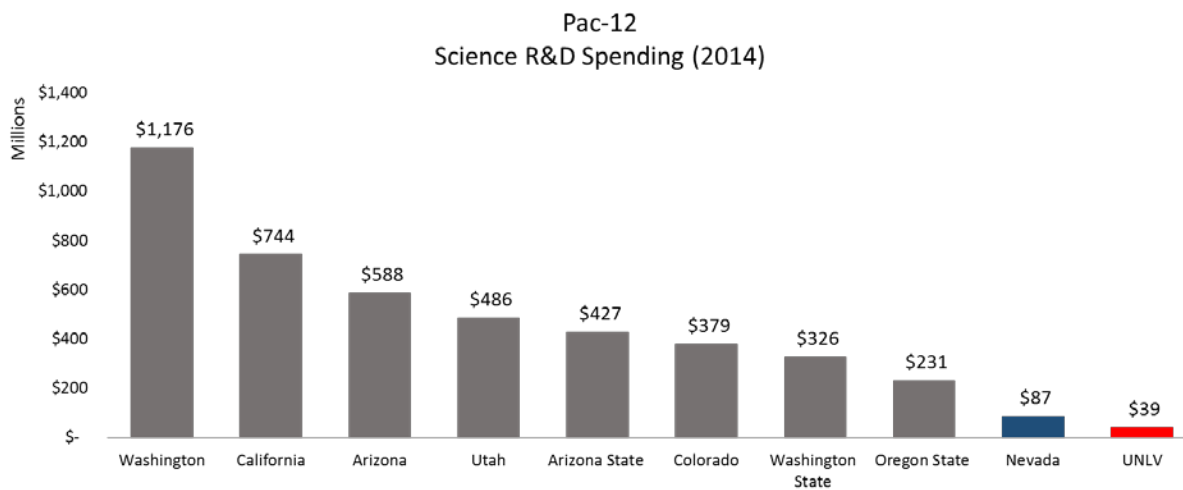
Both institutions would rank at the bottom of the Pac-12 in state appropriations.

F. Research & Development



Source: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education R&D Survey

R & D spending would rank at the bottom of all Big 12 public institutions, and ahead of the two private institutions.



Source: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education R&D Survey

UNLV and Nevada rank last within this measurement category.

G. Summary

With the exception of student enrollment, the institutional profiles of Nevada and UNLV are generally smaller than the Big 12 sample group. From an athletics competitive perspective this is not a significant issue. Baylor and TCU, both private institutions with institutional profiles different from the majority of Big 12 institutions, have done well in athletics competition in the conference. It should be noted, however, that institutional similarities can be an important consideration when conferences evaluate members for possible future conference expansion.

Member institutions of the Pac-12 Conference have a substantially different institutional profile from that of UNLV and Nevada, as demonstrated by these charts. These differences in profile do not necessarily result in competitive advantages/disadvantages for intercollegiate athletics. A possible exception is the ability of an athletic department to maximize revenues from students and alumni, which are usually greater at larger enrollment institutions. It should be noted that institutional profile can be an important consideration when conferences evaluate institutions for possible membership expansion.

Athletic Competitiveness

A. Competitiveness

Big 12 Conference Athletic Competitiveness			
2015-16 Learfield Directors' Cup		2015-16 CBS Sports Rankings	
Institution	Rank	Institution	Point Total
Oklahoma State	13	Oklahoma State	335.5
TCU	39	Baylor	330.5
Texas Tech	47	TCU	298
Baylor	56	West Virginia	282
West Virginia	60	Iowa State	242.5
Iowa State	64	Texas Tech	240.5
Kansas	65	Kansas	229
Kansas State	69	Kansas State	137.5
UNLV	121	Nevada	82.5
Nevada	161	UNLV	0

Sources:

Learfield Directors' Cup -

http://grfx.cstv.com/photos/schools/nacda/sports/directorscup/auto_pdf/2015-16/misc_non_event/D1StandJune30.pdf

CBS Sports -<http://www.cbssports.com/college-football/news/best-in-college-sports-oklahoma-beats-out-north-carolina-notre-dame-in-2015-16/>

Both Nevada and UNLV would currently rank as the last two schools in this competitiveness category in the Big 12 Conference.

The current competitive gap is a substantial one for both UNLV and Nevada. While select individual teams might be able to compete well immediately, it would likely take some time and a greater investment in salaries, facilities and recruiting budgets before broad-based competitive success could be expected in the Big 12.

Pac-12 Conference Athletic Competitiveness			
2015-16 Learfield Directors' Cup		2015-16 CBS Sports Rankings	
Institution	Rank	Institution	Point Total
California	11	Utah	388.5
Washington	14	Washington	302.5
Arizona	25	Arizona	266.5
Arizona State	37	Oregon State	245.25
Colorado	46	California	230.75
Utah	51	Arizona State	212.5
Oregon State	84	Washington State	87.5
Washington State	102	Nevada	82.5
UNLV	121	Colorado	50
Nevada	161	UNLV	0

Sources:

Learfield Directors' Cup -

http://grfx.cstv.com/photos/schools/nacda/sports/directorscup/auto_pdf/2015-16/misc_non_event/D1StandJune30.pdf

CBS Sports -<http://www.cbssports.com/college-football/news/best-in-college-sports-oklahoma-beats-out-north-carolina-notre-dame-in-2015-16/>

As was the case in comparison to Big 12 institutions, both Nevada and UNLV would currently be at the bottom of the Director's Cup rankings, with Nevada ahead of Colorado and UNLV in the CBS Sports Rankings.

B. Summary

The competitive gap, especially with top half of the selected Pac-12 institutions, is significant. This gap would be even more significant if UCLA, USC, Stanford and Oregon were included in the sample group. The Pac-12 places a good deal of emphasis on broad-based competitive success and leads the conferences in all-time NCAA championships. The conference also produces a number of Olympians and has historically excelled in women's sports competition. UNLV and Nevada might compete well in selected sports if they were regularly competing with Pac-12 member teams, but it would likely take time and a significant financial investment to achieve broad-based competitive success.

Academic Performance

A. Academic Progress Rate (APR)

Big 12								
Multi-Year Academic Progress Rate								
Institution	Men's Sports							Co-Ed
	Baseball	Basketball	Football	Golf	Soccer	Swimming	Tennis	Rifle
Nevada	950	957	949	986	N/A	N/A	985	990
UNLV	945	958	936	993	955	985	943	N/A
Baylor	988	975	969	993	N/A	N/A	957	N/A
Iowa State	N/A	979	958	985	N/A	N/A	N/A	N/A
Kansas	965	990	936	993	N/A	N/A	N/A	N/A
Kansas State	944	975	975	1000	N/A	N/A	N/A	N/A
Oklahoma State	967	965	947	992	N/A	N/A	960	N/A
TCU	962	938	935	974	N/A	986	978	1000
Texas Tech	954	948	941	963	N/A	N/A	954	N/A
West Virginia	948	1000	945	N/A	972	983	N/A	980
Nevada Rank	6	8	4	6	N/A	N/A	1	2
UNLV Rank	8	7	8	2	2	2	6	N/A

Source: NCAA - <https://web1.ncaa.org/maps/aprRelease.jsp>

For men's sports, Nevada would rank in the top-half of the conference for men's tennis and football when compared to the Big 12. UNLV would rank second for golf.. Rifle, swimming and soccer for men have less than four institutions in the Big 12 with data for comparison.

Big 12									
Multi-Year Academic Progress Rate									
Institution	Women's Sports								
	Basketball	CC	Golf	Soccer	Softball	Swimming	Tennis	Track	Volleyball
Nevada	987	982	992	990	988	981	983	975	1000
UNLV	972	957	1000	990	N/A	995	1000	966	976
Baylor	972	986	993	998	997	N/A	976	991	985
Iowa State	972	993	1000	993	981	990	979	996	985
Kansas	973	993	981	965	976	971	968	956	990
Kansas State	991	1000	993	N/A	N/A	N/A	969	966	995
Oklahoma State	976	990	976	988	974	N/A	973	993	N/A
TCU	964	979	991	983	N/A	982	985	976	979
Texas Tech	977	965	982	998	971	N/A	1000	974	995
West Virginia	995	993	N/A	997	N/A	994	962	985	949
Nevada Rank	3	7	5	5	2	5	4	6	1
UNLV Rank	7	10	1	5	N/A	1	1	8	8

Source: NCAA - <https://web1.ncaa.org/maps/aprRelease.jsp>

Both Nevada and UNLV compare favorably with comparable Big 12 institutions for women's sports. Nevada has two sports with a ranking of two or higher, while UNLV has three sports that would rank #1 in the Big 12.

Pac-12								
Multi-Year Academic Progress Rate								
Institution	Men's Sports							Co-Ed
	Baseball	Basketball	Football	Golf	Soccer	Swimming	Tennis	Rifle
Nevada	950	957	949	986	N/A	N/A	985	990
UNLV	945	958	936	993	955	985	943	N/A
Arizona	955	979	955	987	N/A	980	977	N/A
Arizona State	1000	990	960	1000	N/A	971	N/A	N/A
California	982	960	960	974	965	961	1000	N/A
Colorado	N/A	970	968	950	N/A	N/A	N/A	N/A
Oregon State	965	951	949	987	964	N/A	N/A	N/A
Utah	986	1000	983	1000	N/A	968	992	N/A
Washington	997	971	974	976	982	N/A	991	N/A
Washington State	971	949	965	974	N/A	N/A	N/A	N/A
Nevada Rank	8	8	8	6	N/A	N/A	4	1
UNLV Rank	9	7	10	3	4	1	6	N/A

Source: NCAA - <https://web1.ncaa.org/maps/aprRelease.jsp>

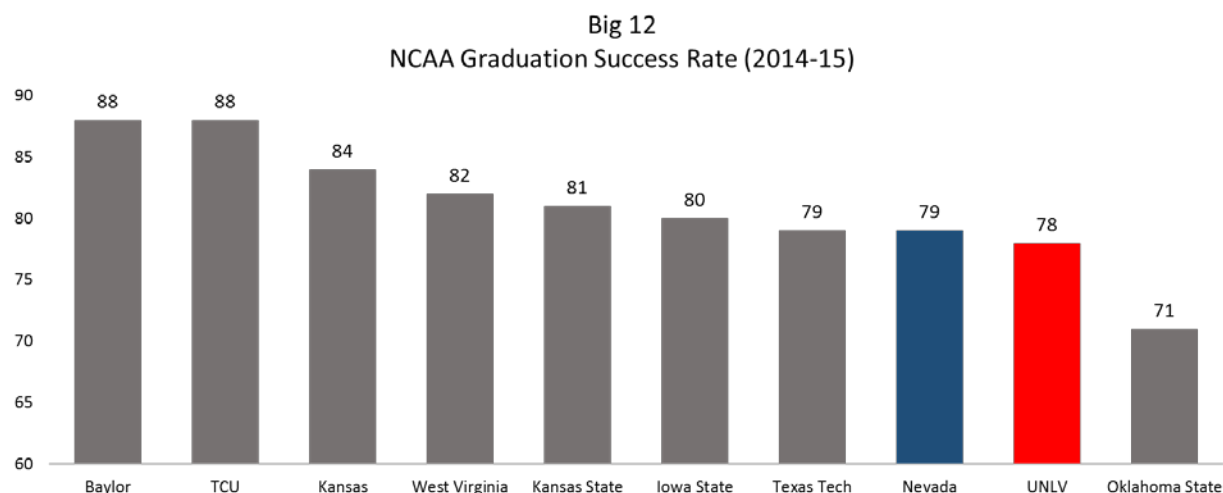
In the Pac-12, Nevada would rank in the middle to bottom half of the conference for most sports, while UNLV has a similar ranking for team sports. It should be noted that UNLV men's swimming, and golf would rank highly.

Pac-12									
Multi-Year Academic Progress Rate									
Institution	Women's Sports								
	Basketball	CC	Golf	Soccer	Softball	Swimming	Tennis	Track	Volleyball
Nevada	987	982	992	990	988	981	983	975	1000
UNLV	972	957	1000	990	975	995	1000	966	976
Arizona	947	985	992	985	989	993	993	975	974
Arizona State	986	988	984	978	997	994	1000	994	1000
California	973	979	986	981	954	993	1000	961	1000
Colorado	1000	991	991	997	N/A	N/A	983	982	995
Oregon State	1000	974	993	981	979	988	N/A	983	979
Utah	967	1000	N/A	980	977	983	993	992	995
Washington	981	1000	1000	997	996	N/A	992	992	989
Washington State	986	1000	982	984	N/A	989	984	986	973
Nevada Rank	3	7	4	3	4	8	8	7	1
UNLV Rank	8	10	1	3	N/A	1	1	9	8

Source: NCAA - <https://web1.ncaa.org/maps/aprRelease.jsp>

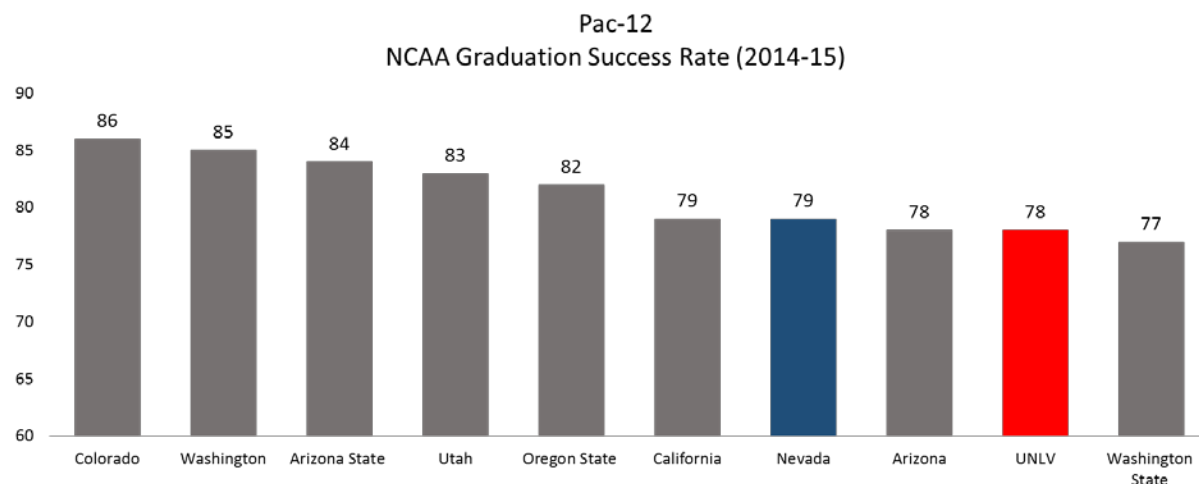
APR scores for the Pac-12 appear to be superior to the Big 12 in general, and both Nevada and UNLV have select sports that rank highly for women.

B. Graduation Success Rate (GSR)



Source: NCAA - <http://web1.ncaa.org/GSRSearch/exec/homePage>

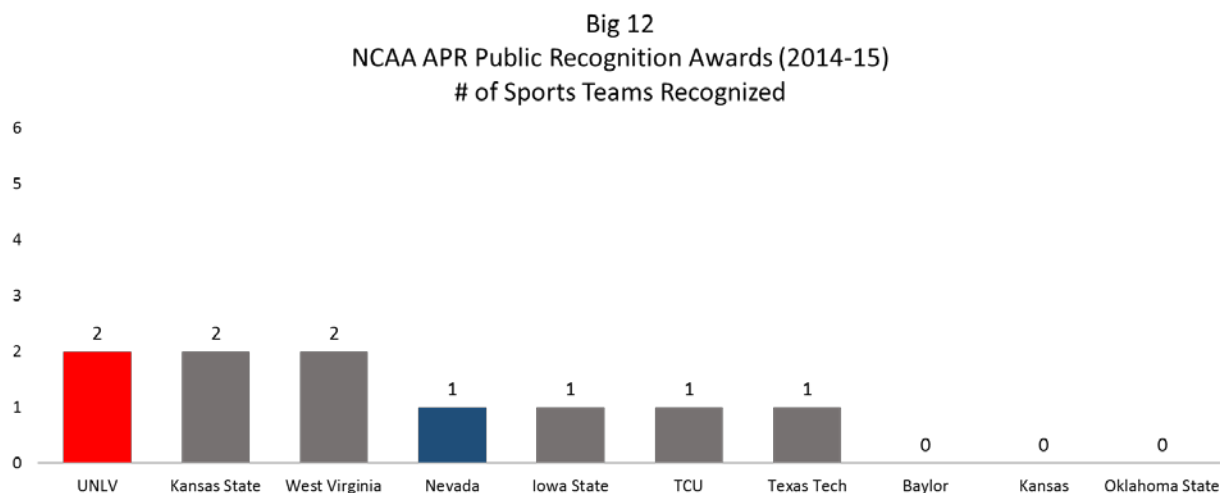
As shown, only one Big 12 school would rank lower than UNLV and Nevada, although both schools are not far removed from even the 3rd position in the league.



Source: NCAA - <http://web1.ncaa.org/GSRSearch/exec/homePage>

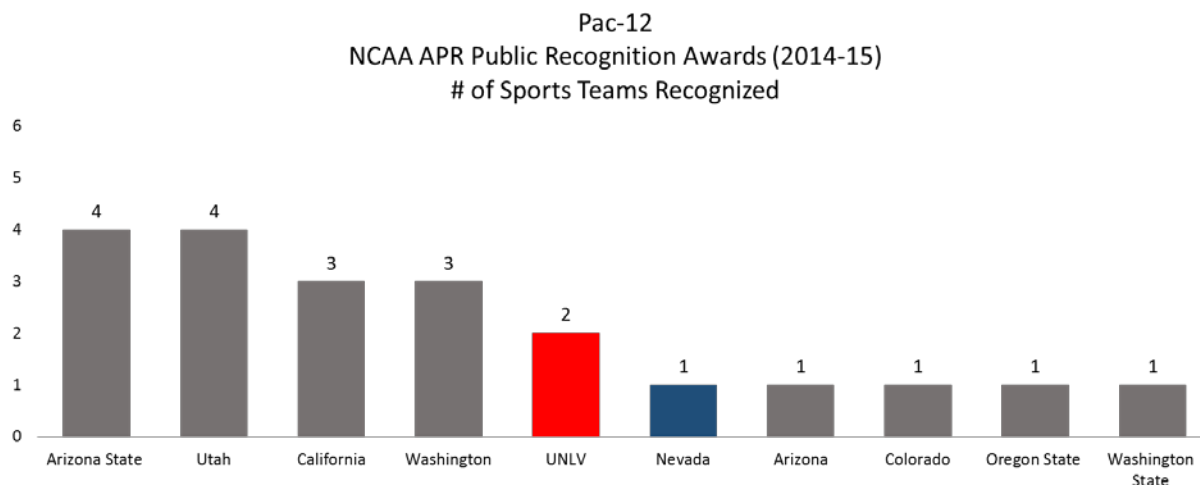
Both UNLV and Nevada would currently be in the lower half of the Pac-12 in GSR, but again, just outside the upper half and not substantially far from the upper half of the Conference.

C. NCAA APR Public Recognition Award



Source: NCAA - <http://www.ncaa.org/about/resources/research/public-recognition-awards-search>

Both Nevada and UNLV are quite competitive in this category, again with their strength in the women's sports.



Source: NCAA - <http://www.ncaa.org/about/resources/research/public-recognition-awards-search>

As shown, both Nevada and UNLV would rank at the median of the Pac-12 in this category. We again note UNLV women's golf and tennis, and Nevada women's volleyball.

D. Summary

There is no competitive disadvantage for UNLV and Nevada related to academic performance when compared to selected Big 12 members.

When compared to the Pac-12 sample group, Nevada and UNLV have room for improvement in academic performance of student-athletes. This seems most noticeable in baseball, football and men's

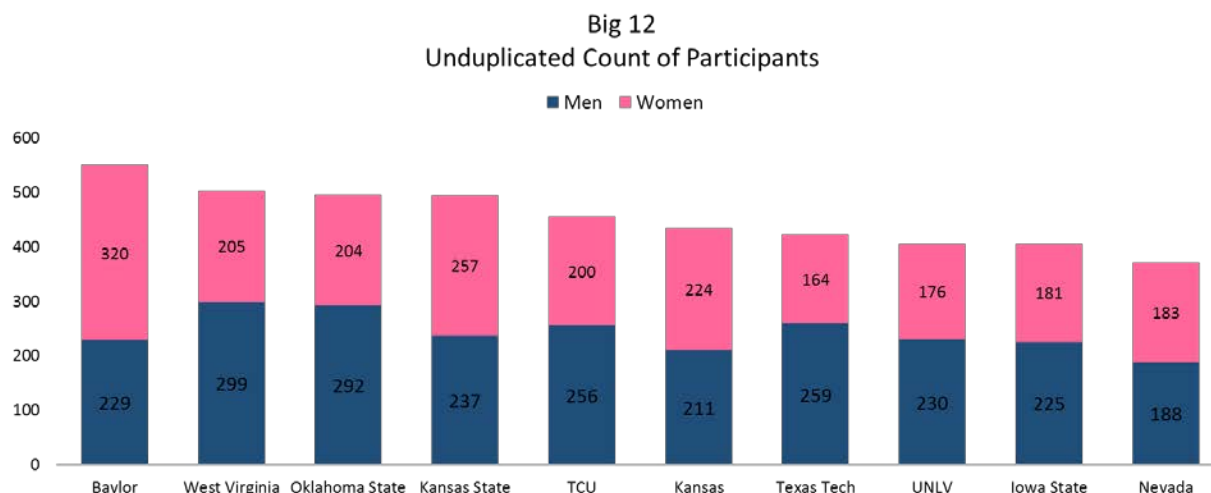
basketball. The current academic performance of Nevada and UNLV student-athletes does not create any barriers to competitive success.

It should be noted that academic performance of student-athletes can be an important aspect of expansion considerations when conferences decide to seek new members.

Athletic Census

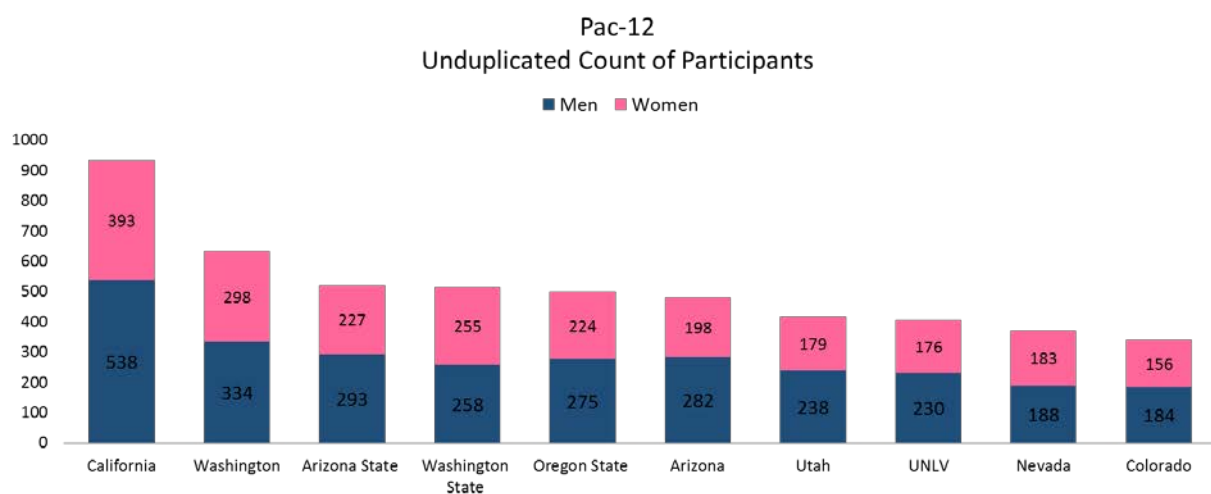
The following chart compares the student-athlete participant numbers and sports sponsorship numbers.

A. Number of Student Athletes



Source: U.S. Department of Education – Equity in Athletics Data Analysis cutting tool.

Nevada and UNLV would rank in the bottom third of the Big 12, but not far from the upper half. Again, these numbers are directly related to the number of sports sponsored at each institution.

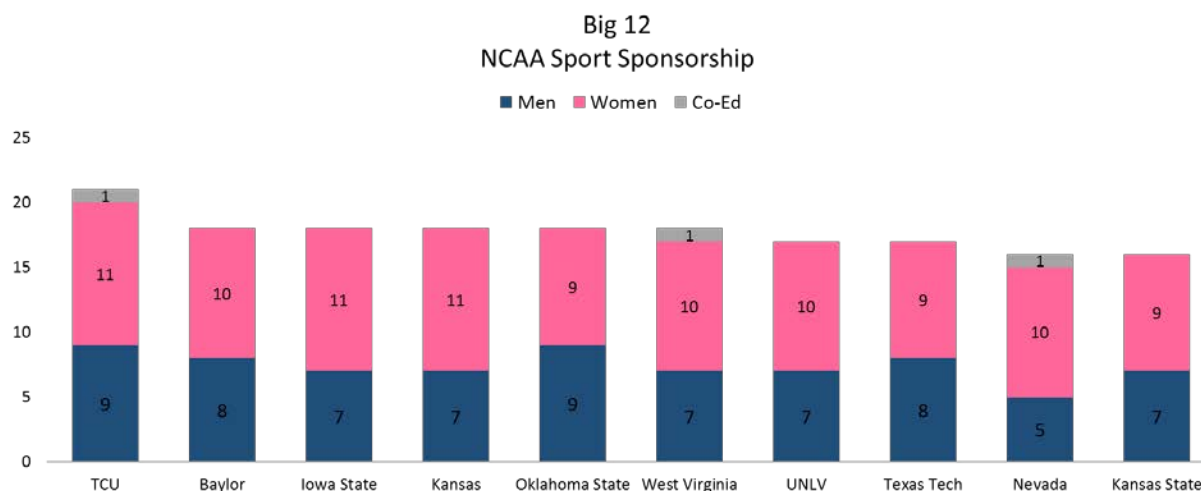


Source: U.S. Department of Education – Equity in Athletics Data Analysis cutting tool.

As was the case with the Big 12 comparisons, Nevada and UNLV would rank in the bottom third, but not far from the median, and again these numbers reflect student-athletes from the major sports necessary

for inclusion in the Conference. As can be seen, California has considerably larger numbers than any other Pac-12 school, as they sponsor 28 sports.

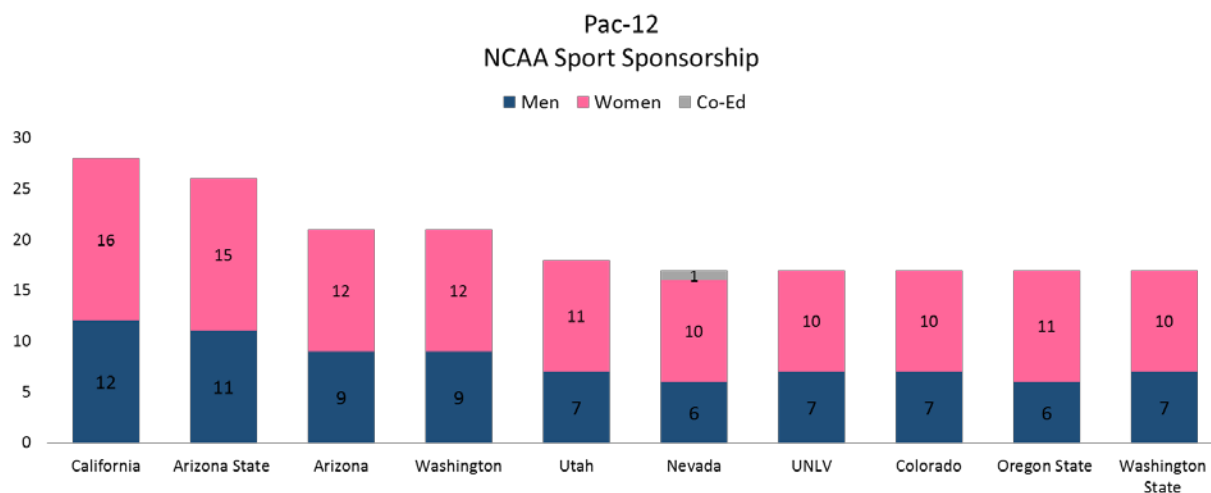
B. Sport Sponsorship



Source: NCAA – Athletic Website for each institution.

Note: Rifle is considered a Co-Ed sport. Track and Field is counted as two sports if the institution sponsors both an Indoor and Outdoor team.

Both UNLV and Nevada rank favorably with other Big 12 schools in this category of sports sponsorship.



Source: NCAA – Athletic Website for each institution.

Note: Rifle is considered a Co-Ed sport. Track and Field is counted as two sports if the institution sponsors both an Indoor and Outdoor team.

Both UNLV and Nevada rank favorably with other Pac-12 schools as well in this category of sports sponsorship.

C. Summary

Comparisons here show that both Nevada and UNLV would fit relatively well with the Big 12 schools as to the number of sports that are sponsored and the number of current student-athletes. Of note however, is that the sports that are not sponsored by the Big 12 would need to find other conference homes. Those are rifle at Nevada, and men's soccer at UNLV. There are no competitive disadvantages associated with sports sponsorship or number of athletic participation opportunities.

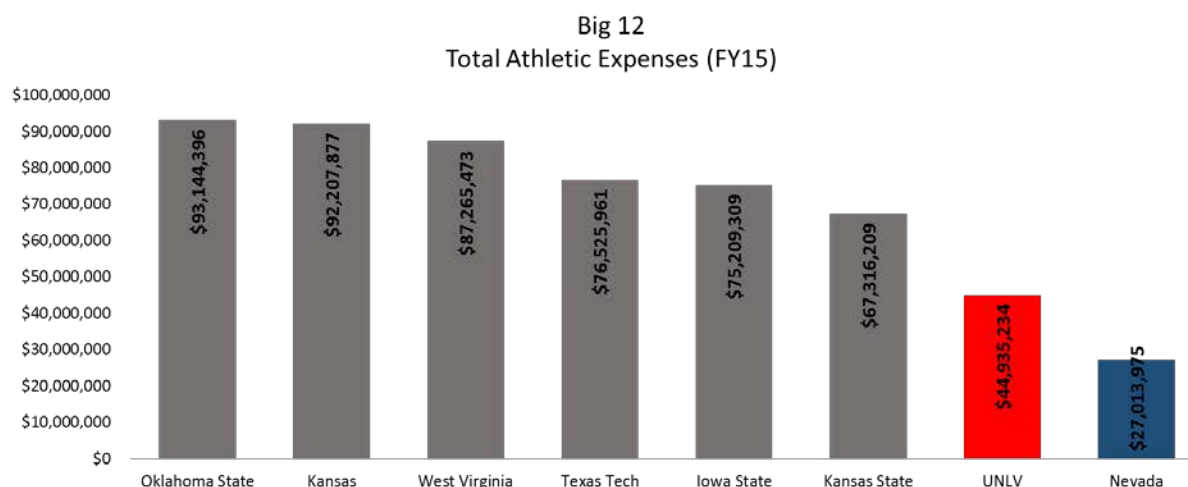
While both Nevada and UNLV are in the lower half of the Pac-12 comparison group in terms of sports sponsorship and participation opportunities, there is no competitive disadvantage associated with it. All sports offered at both Nevada and UNLV, excluding Rifle (Nevada), are conference sports within the Pac-12. It is also worth noting that the Pac-12 has a long history of national championship success across multiple sports. It is part of the Pac-12 brand identity to fully fund participation opportunities with an expectation of competing for national championships.

Given resource limitations, it is arguably a competitive advantage to maintain sports sponsorship numbers at the low end of the range in order to maximize funding for the sports sponsored and related participation opportunities.

Athletic Expense

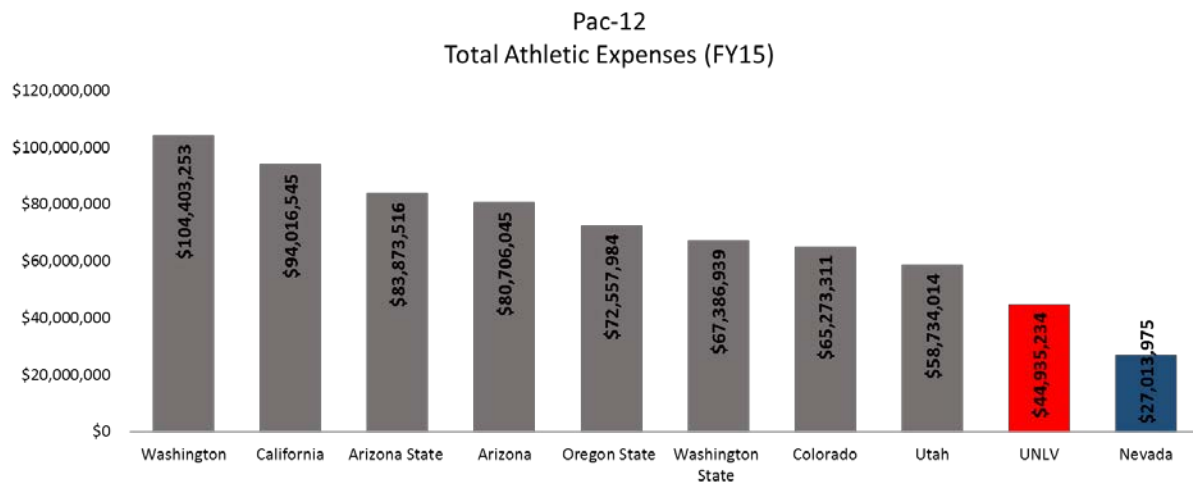
As previously noted within the Mountain West portion of this report, data for these financial measures is sourced from the USA Today NCAA Finances Database. TCU and Baylor did not provide reports to the USA Today and are therefore excluded. For football and men's basketball total expense, information was sourced using the 2014-15 EADA report.

A. Total Athletic Expenses



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

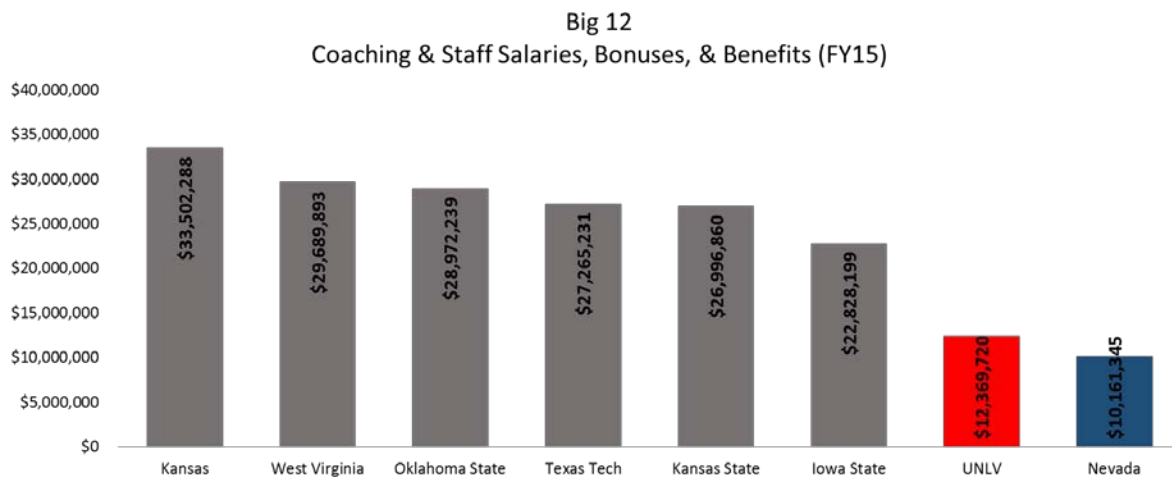
This graphic shows that UNLV and Nevada would currently be at the bottom of the Big 12 Conference in overall expenditures. However, it should be noted that a full share payment from the Big 12 Conference to its member institutions was in excess of \$30M in FY15. Revenue distribution for NCAA/Mountain West Distributions to UNLV and Nevada were \$3.7M and \$3.5M, respectively.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Again, not surprisingly, both Nevada and UNLV would rank at the bottom of this list of Pac-12 schools. Again, however, it should be noted that Pac-12 Conference distribution to these schools is substantial, with the average distribution at around \$25M.

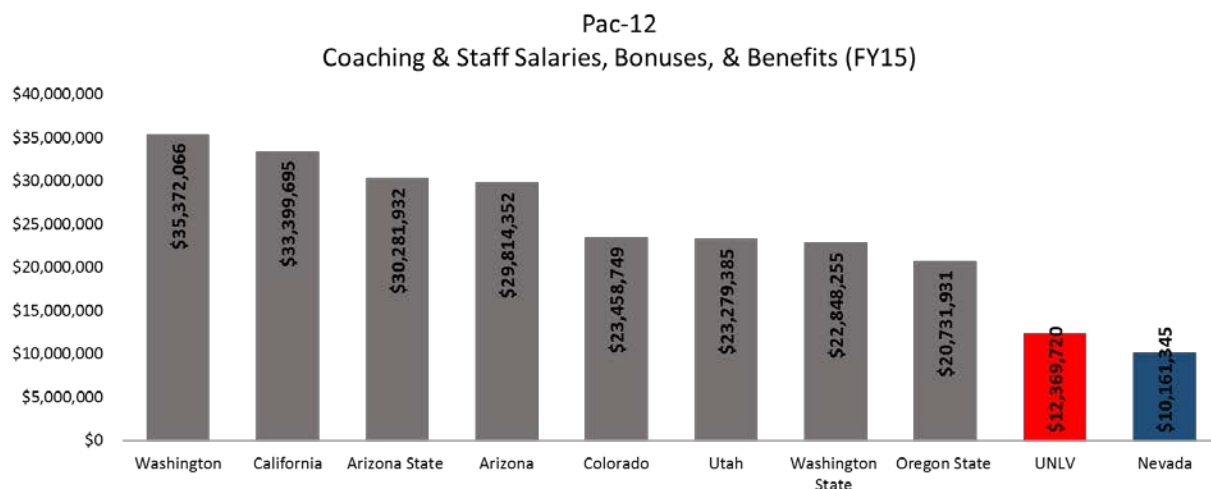
B. Major Expense Categories



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

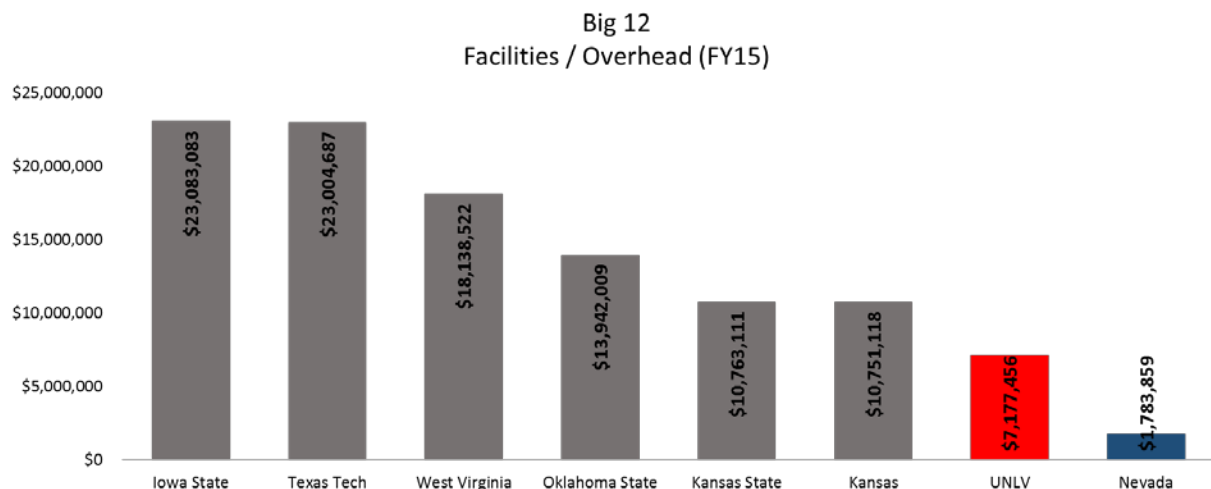
Coaches/Staff: All salaries, bonuses, and benefits reported on the University's tax forms for coaches and staff, as well as amounts to coaches and staff from third parties that are guaranteed by the institution

This graphic shows a large gap in funding for coaches and staff between these Big 12 Conference schools and both Nevada and UNLV. As stated earlier, this is an important factor if there are aspirations relative to this Power 5 Conference.



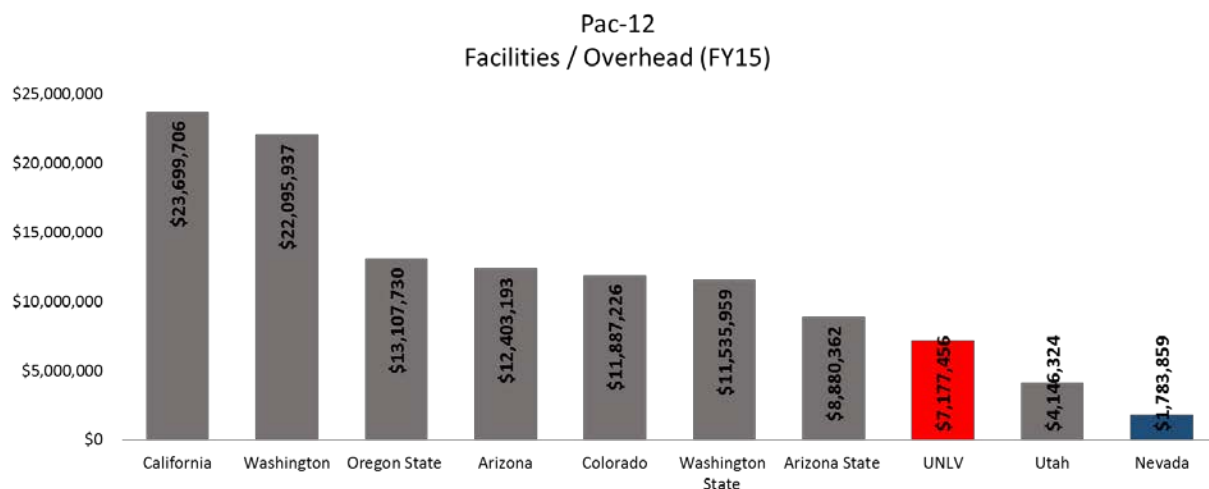
Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>
Coaches/Staff: All salaries, bonuses, and benefits reported on the University's tax forms for coaches and staff, as well as amounts to coaches and staff from third parties that are guaranteed by the institution.

This graphic shows a large gap in funding for coaches and staff between these Pac 12 Conference schools and both Nevada and UNLV. As stated earlier, this is an important factor if there are Power 5 aspirations.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>
Facilities/Overhead: Debt service payments, including internal loan program; other facilities costs charged to the athletics program, including maintenance, utilities, and rental fees; overhead/administrative fees charge by the school to athletics.

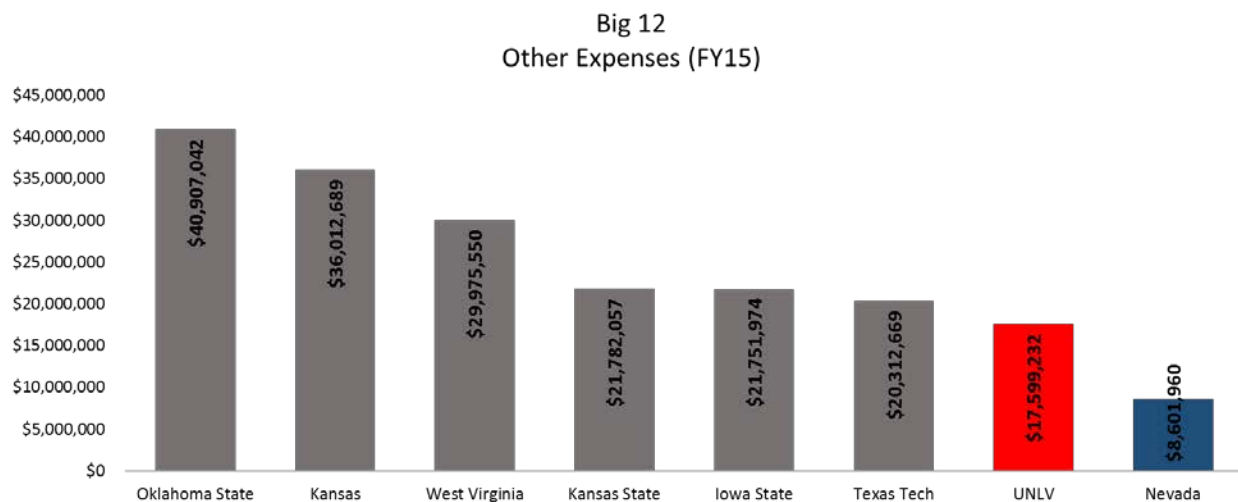
As above, there is a meaningful difference in facility expenses between these Big 12 schools and both UNLV and Nevada. The difference between Nevada and all Big 12 peers is even more significant. Please note, however, that this does include debt service on facilities, and those schools that built facilities with less borrowed funds will have considerably less overhead. That does not mean that their facilities are any less impressive or functional.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Facilities/Overhead: Debt service payments, including internal loan program; other facilities costs charged to the athletics program, including maintenance, utilities, and rental fees; overhead/administrative fees charge by the school to athletics.

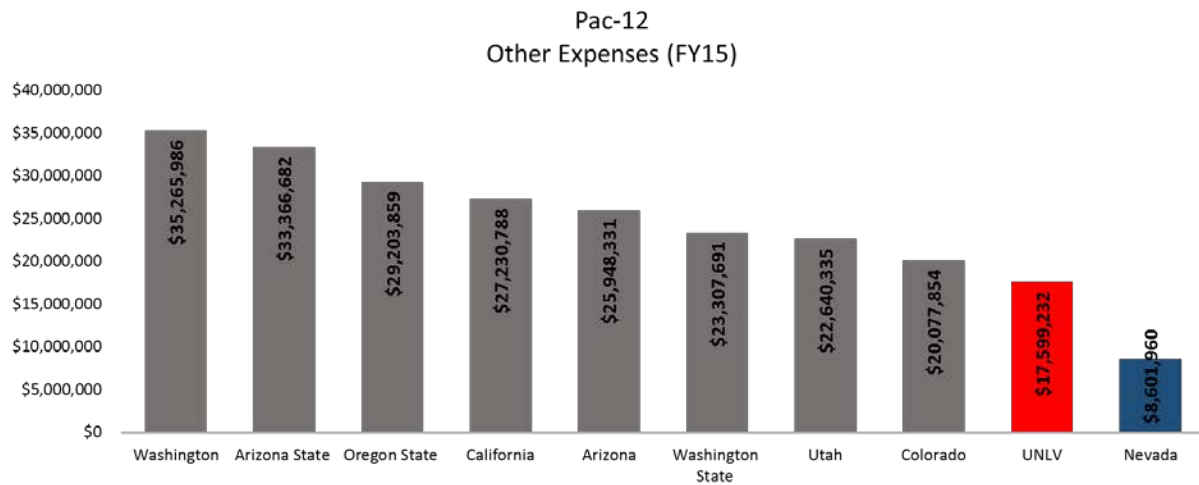
Like the Big 12, there is a meaningful difference in facility expenses between the Pac-12 and both UNLV and Nevada. The difference between Nevada and all Pac-12 peers is even more significant. Please note again that this does include debt service on facilities.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Other Expenses: Includes guarantees paid to other schools, severance payments to past coaches and staff; recruiting; team travel; equipment and uniforms; game day and camp expenses; fundraising and marketing costs; spirit group support; medical expense/insurance; conference dues; the value of university-provided support such as administrative services, facilities, and grounds maintenance, security, risk management, utilities, depreciation and debt service that is not charged to the athletics department.

Consistent with the information above, both Nevada and UNLV would be at the bottom of the Big 12 relative to these “other” expenditures.



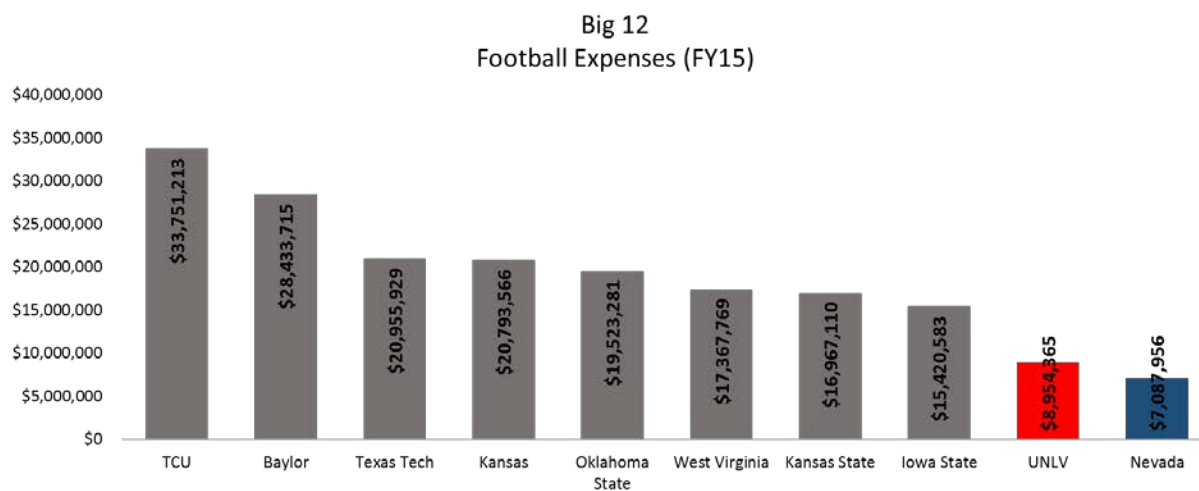
Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Other Expenses: Includes guarantees paid to other schools; severance payments to past coaches and staff; recruiting; team travel; equipment and uniforms; game day and camp expenses; fundraising and marketing costs; spirit group support; medical expense/insurance; conference dues; the value of university-provided support such as administrative services, facilities, and grounds maintenance, security, risk management, utilities, depreciation and debt service that is not charged to the athletics department.

Similarly, Nevada and UNLV would be at the bottom of the Pac-12 relative to these “other” expenditures.

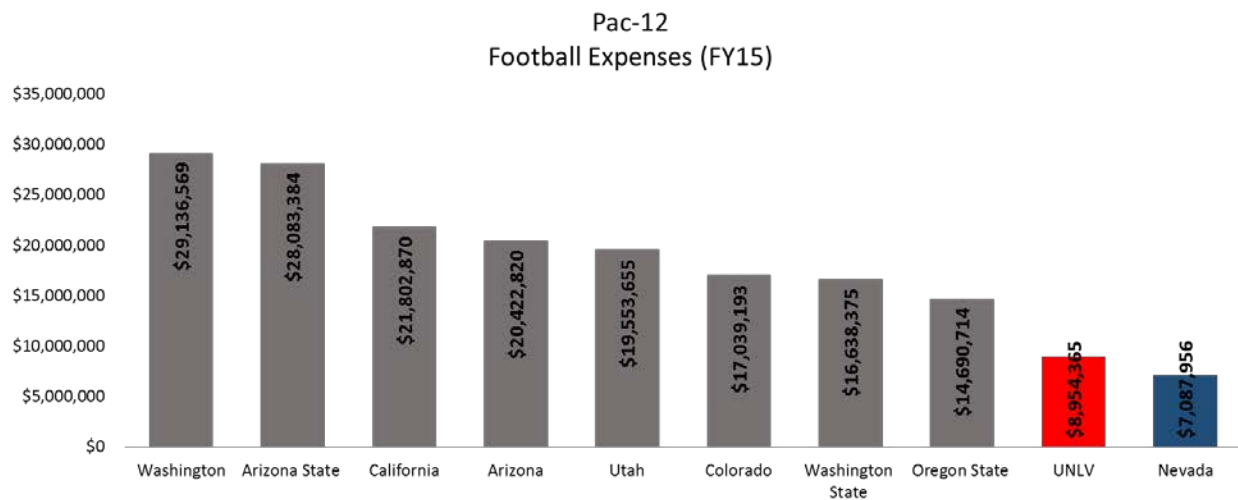
C. Football & Men’s Basketball Expense

Information for football and men’s basketball expense is sources from the 2014-15 EADA report for each institution.



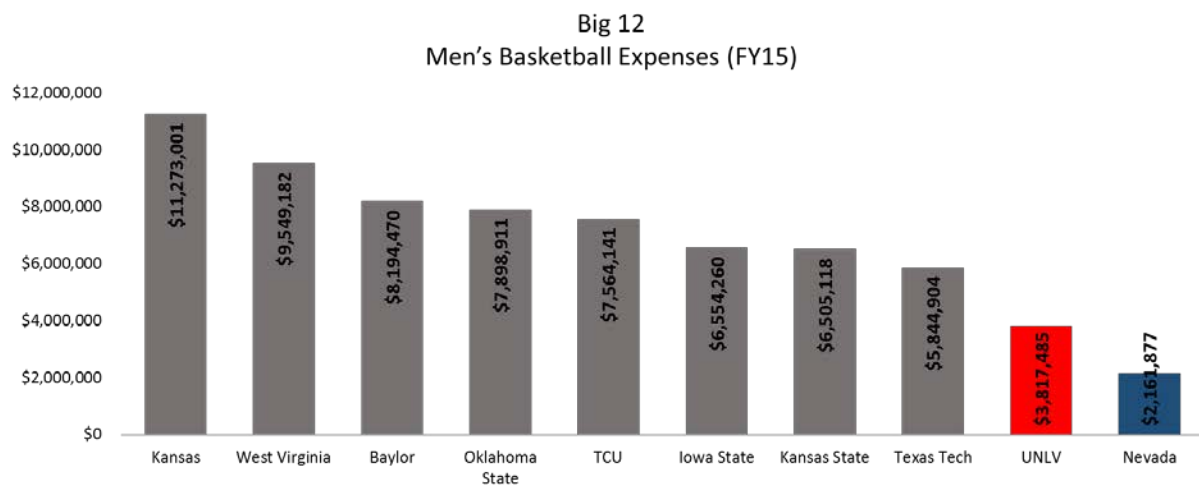
Source: 2014-15 EADA Report

In the Big 12, UNLV is significantly below the members reviewed. This is to be expected as spending reflective of salaries alone can significantly increase sport expense.



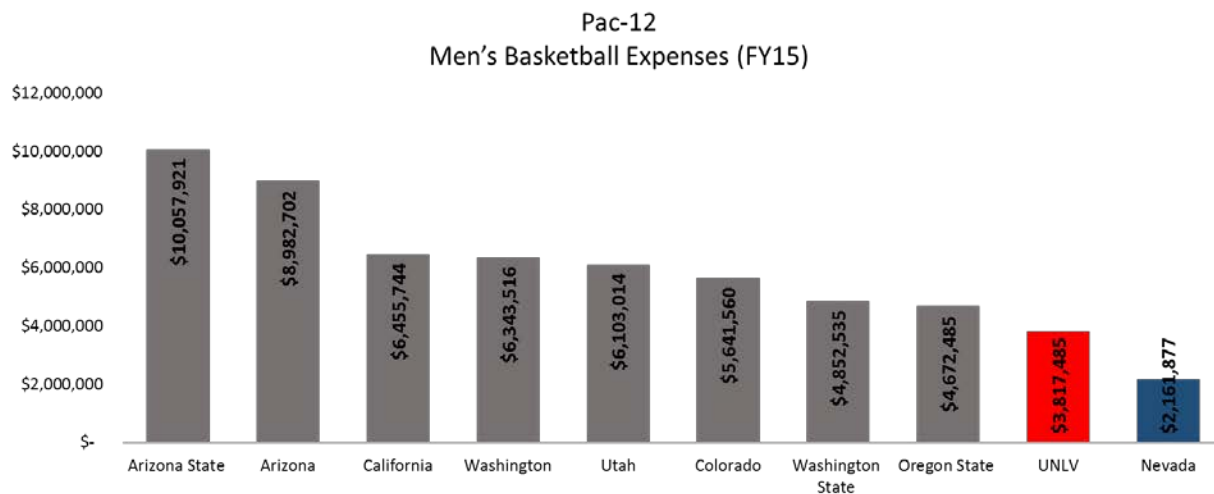
Source: 2014-15 EADA Report

In the Pac-12, UNLV and Nevada rank at the bottom of the conference.



Source: 2014-15 EADA Report

Similar to football, men's basketball expenses at both Nevada and UNLV would rank at the bottom of the conference.



Source: 2014-15 EADA Report

Similarly with men's basketball spending by UNLV and Nevada is significantly below the members of the Pac-12.

D. Summary

Not surprisingly, given the smaller revenue base at UNLV and Nevada, both athletic departments lag far behind the Big 12 sample group in athletics spending. The budget differences are noticeable in areas like coaching and staff salaries, a key factor in overall competitiveness. While participation in a conference like the Big 12 would bring an improved revenue base it will also bring a need to significantly increase spending in key areas over time.

As with the Big 12 comparison, UNLV and Nevada lag behind the Pac-12 sample group in athletics spending. Generally, the spending base of the bottom half of the Pac-12 is at a lower level than comparable Power Five conferences. It should be noted, however, that when UCLA, USC, Oregon and Stanford are included, the overall Pac-12 spending averages jump considerably. If UNLV and Nevada were regularly competing with Pac-12 members, athletic budgets would need to be increased significantly. This would likely be particularly true in areas related to the recruitment and retention of coaches and student-athletes, including support facilities.

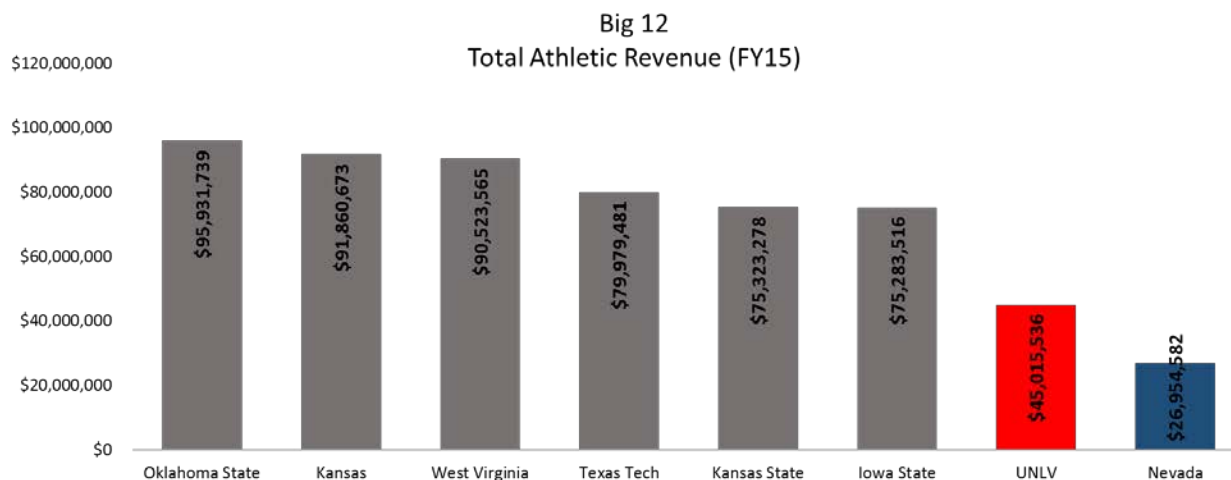
It would likely take time for both institutions to close the funding gap if the schools were competing in the Big 12 or the Pac-12

Athletic Revenue

Revenues were also sourced from the USA Today NCAA Finances Database.

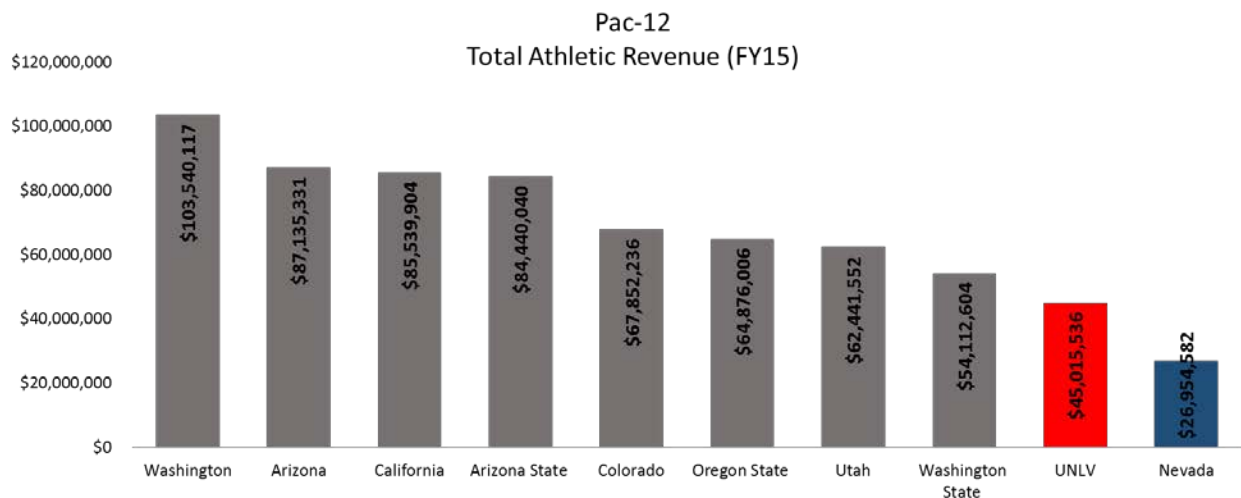
A. Total Athletic Revenues

The following provides the sum total of all sources of athletics revenue.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

As is clearly shown, revenues for both UNLV and Nevada currently lag far behind those of Big 12 institutions shown here. Two things of continued note here. First, UNLV's number of \$45M in revenue is inclusive of the non-cash allocations attributed to athletics by the University. That is typically not the case with the Big 12 institutional numbers shown here. Taking away those non-cash allocations from UNLV would put them even further behind these Big 12 institutions. Second, we remind again of the conference payouts to their member institutions. The Big 12 institutions shown here each received in the neighborhood of \$30M from the Conference in this year. As previously noted, Nevada and UNLV received approximately \$3.5-\$3.7M in NCAA/Conference distribution. The additional \$27M of a full conference share would obviously have great impact on both schools.

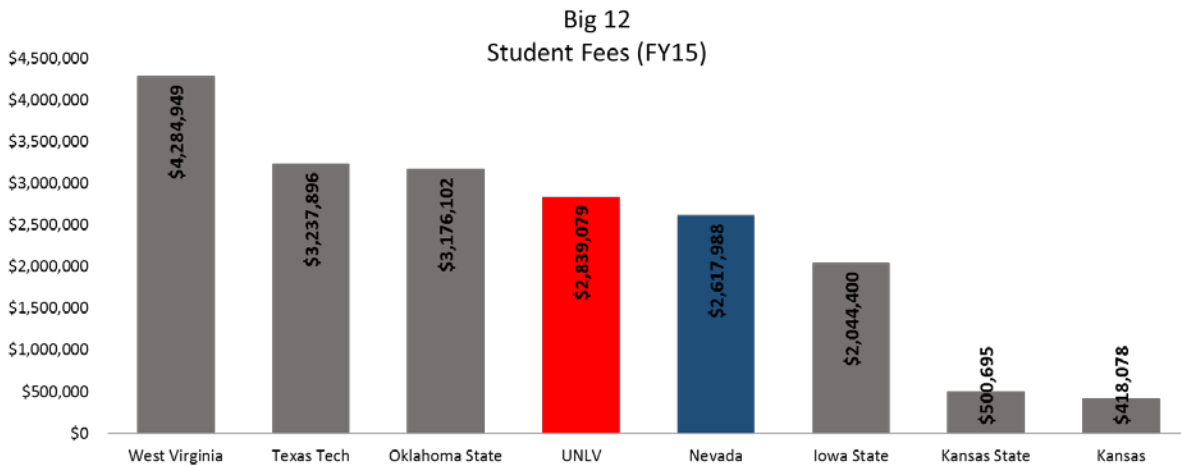


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Total revenues for both Nevada and UNLV would be substantially less than those of the Pac-12 institutions shown here. As with the Big 12, it should be noted that each of these Pac-12 institutions received a net Conference full share payout of approximately \$25M. If either or both of our institutions were members of the Pac-12, they would eventually be recipients of a similar payout. Also, again note that UNLV's revenue number of \$45M includes substantial non-cash allocations from the university.

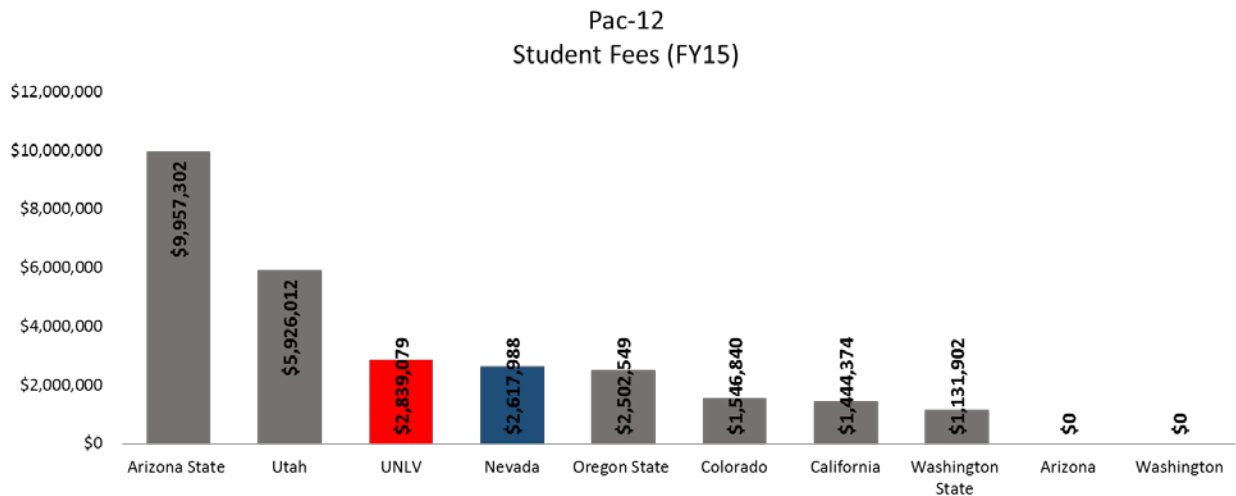
B. Allocated Revenues

Student Fees.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

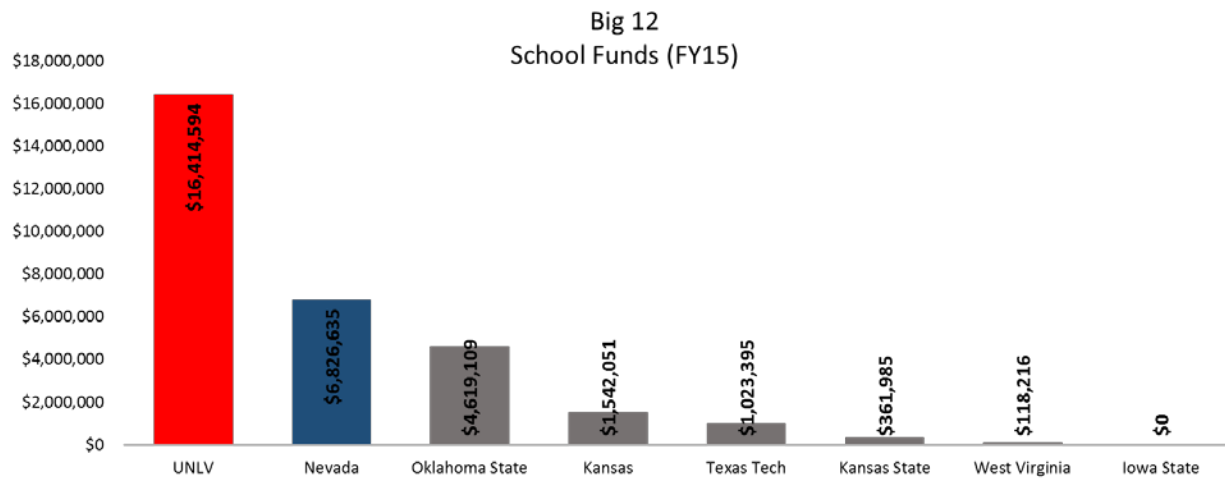
Both Nevada and UNLV would currently be near the median of these Big 12 institutions relative to student fees.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

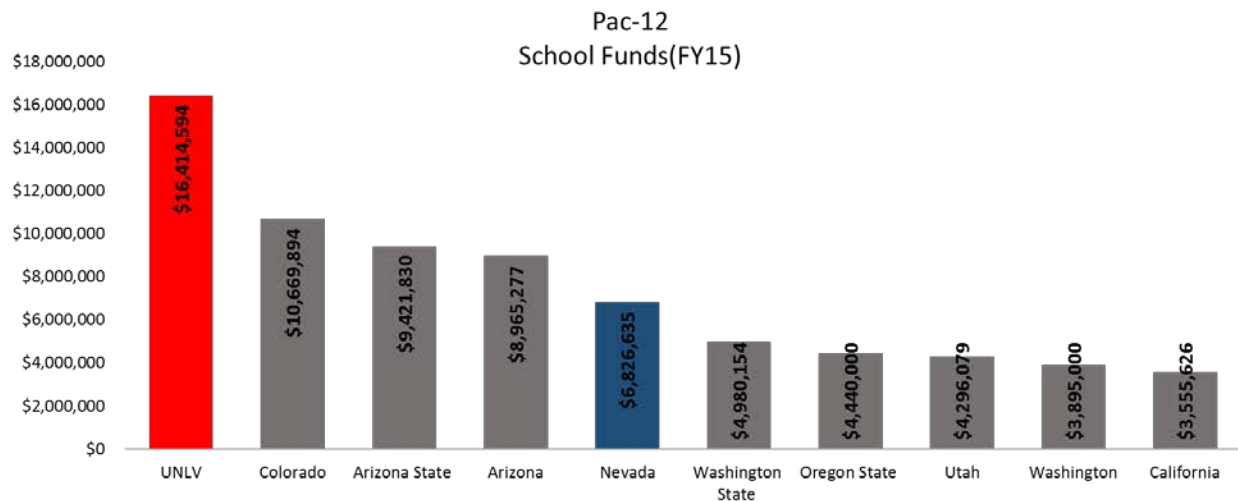
UNLV and Nevada would currently be in the top third of the Pac-12 institutions shown here relative to student fees.

School Funds.



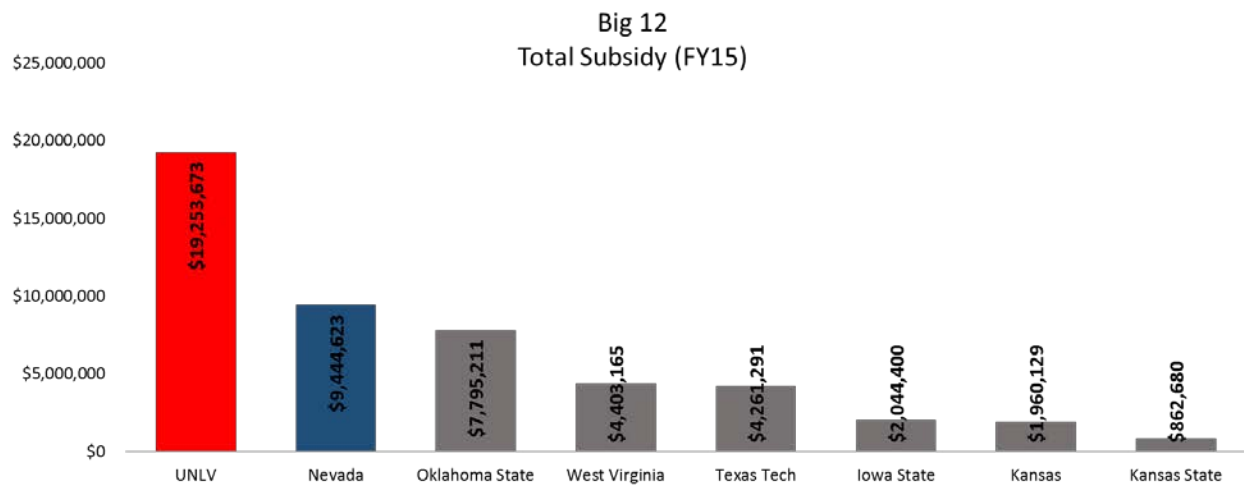
Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Both UNLV and Nevada would rank at the top of the Big 12 in this category. As stated previously, UNLV takes a very aggressive approach to the non-cash calculations. Therefore, we again caution that these numbers may not reflect the same applications or include the same non-cash items and implement the formulas for calculation.



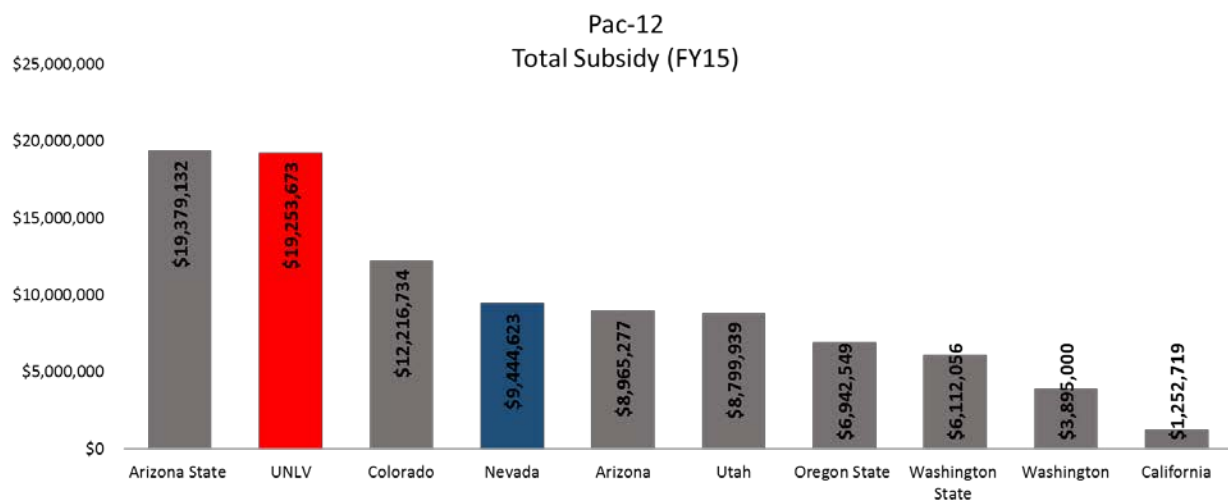
Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

As shown here, UNLV would rank at the top of these Pac-12 institutions, and Nevada would rank near the median. Again, we note the UNLV non-cash allocations.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

When the total subsidy is calculated, UNLV and Nevada rank at the top of the Big 12.

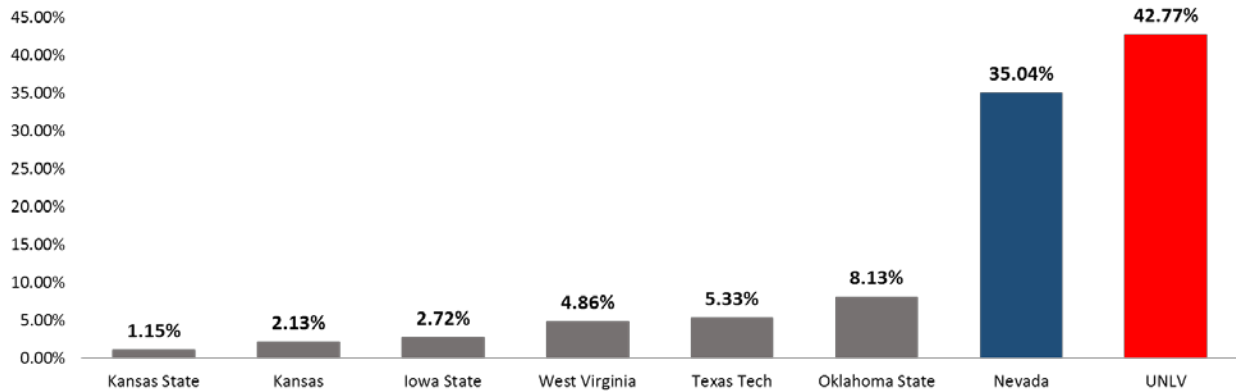


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Note: Utah and California totals take into account monies that were transferred from athletics back to the institution.

Within the Pac-12, Nevada ranks fourth while UNLV is second for the total subsidy amount.

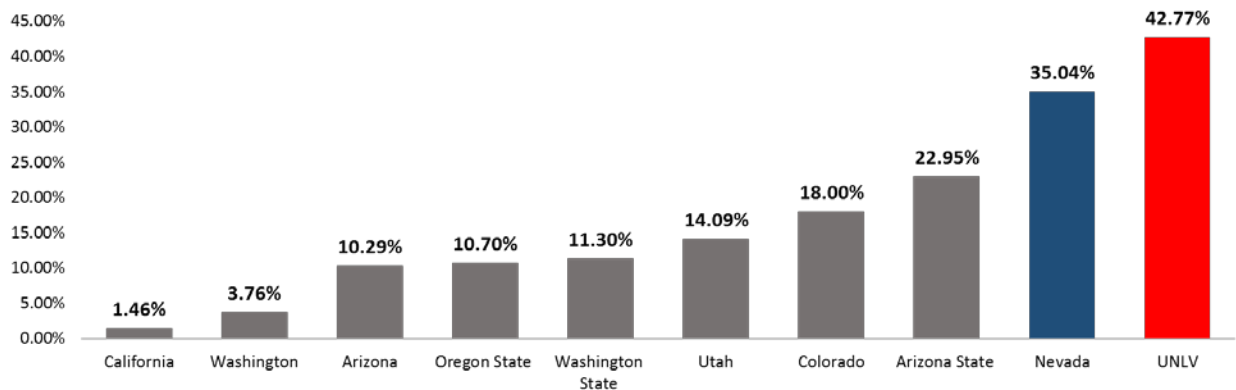
Big 12
Percent of Athletic Department Revenues from Allocated Sources
(FY15)



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

The percentage of athletic department revenues coming from the subsidized sources is much greater for both UNLV and Nevada than the rest of the Big 12. Again we note the different methodology used by different schools to compute non-cash support, and that the Conference payouts to the Big 12 institutions significantly affect this calculation, and would clearly do so with both Nevada and UNLV if they were members of that Conference.

Pac-12
Percent of Athletic Department Revenues from Allocated Sources
(FY15)

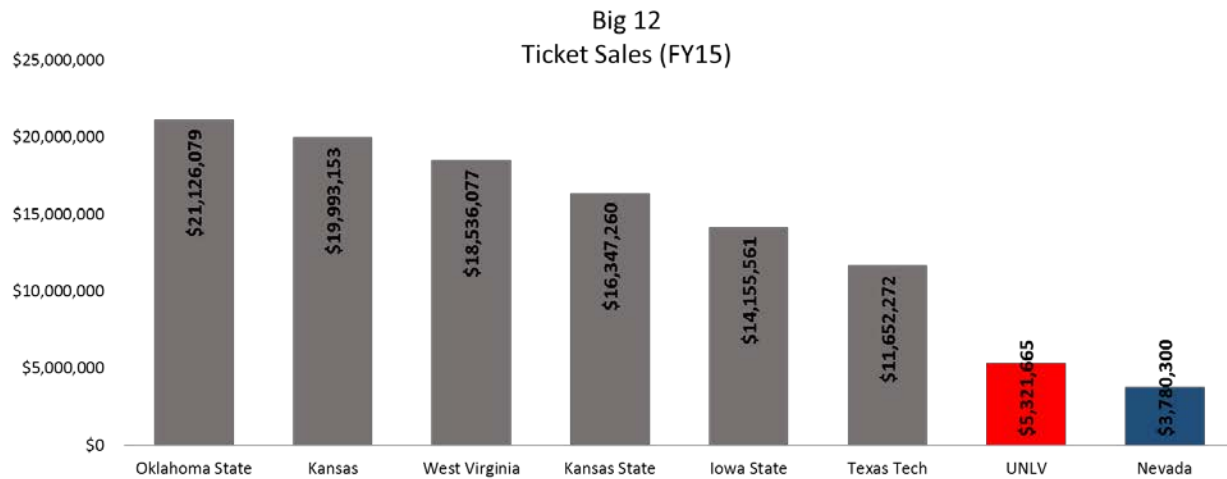


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

The percentages here are again greatest for both Nevada and UNLV in this category. We note again that Conference payouts would likely affect these percentages to a substantial degree, and that the different methodologies used.

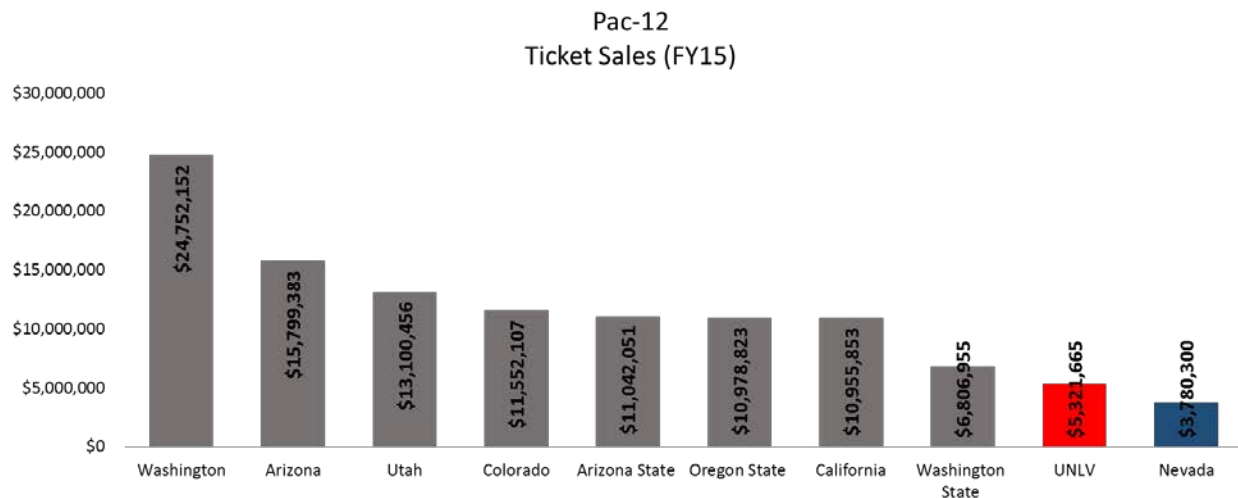
C. Generated Revenues

Ticket Sales.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

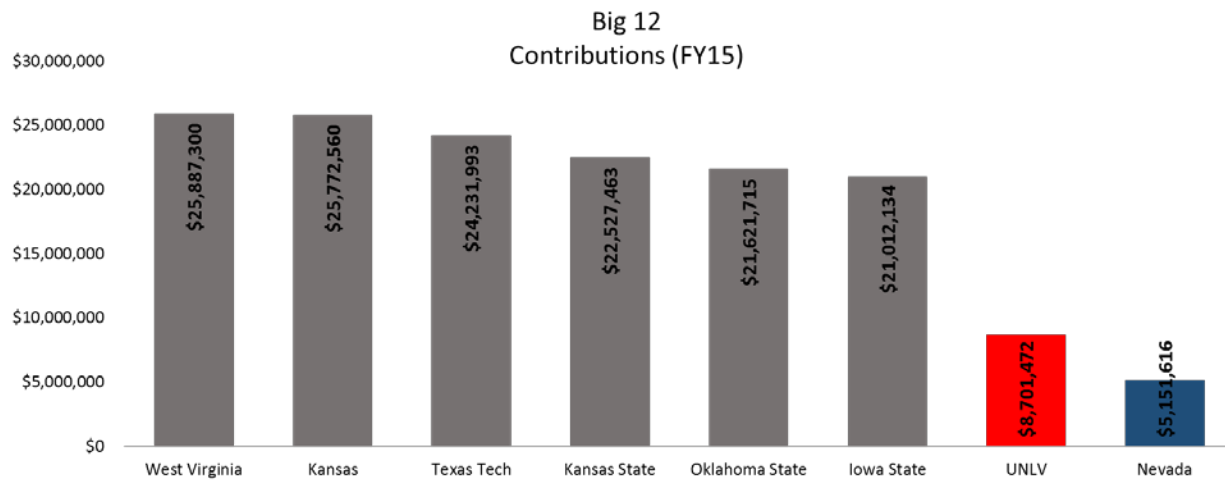
Clearly, both Nevada and UNLV lag substantially behind these Big 12 schools in ticket sales. Of course we would anticipate that ticket sales would improve substantially if either or both schools were members of the Big 12.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

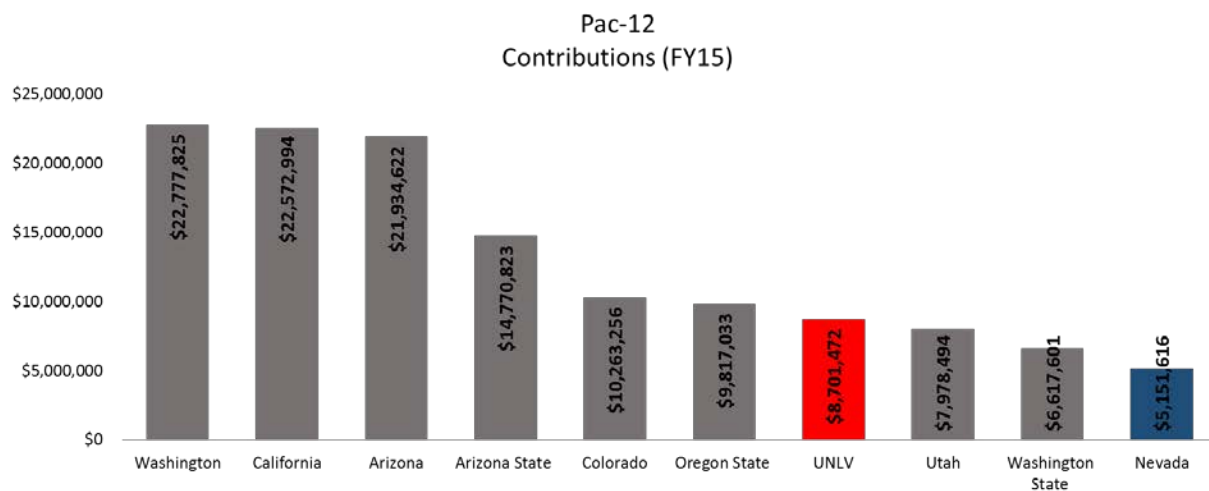
Although both UNLV and Nevada would currently lag behind all of these Pac-12 institutions, the gap is significantly less from the numbers of the median group of schools. Again, we would anticipate that a move to the Pac-12 would have a substantial positive impact on these numbers for both schools.

Contributions.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

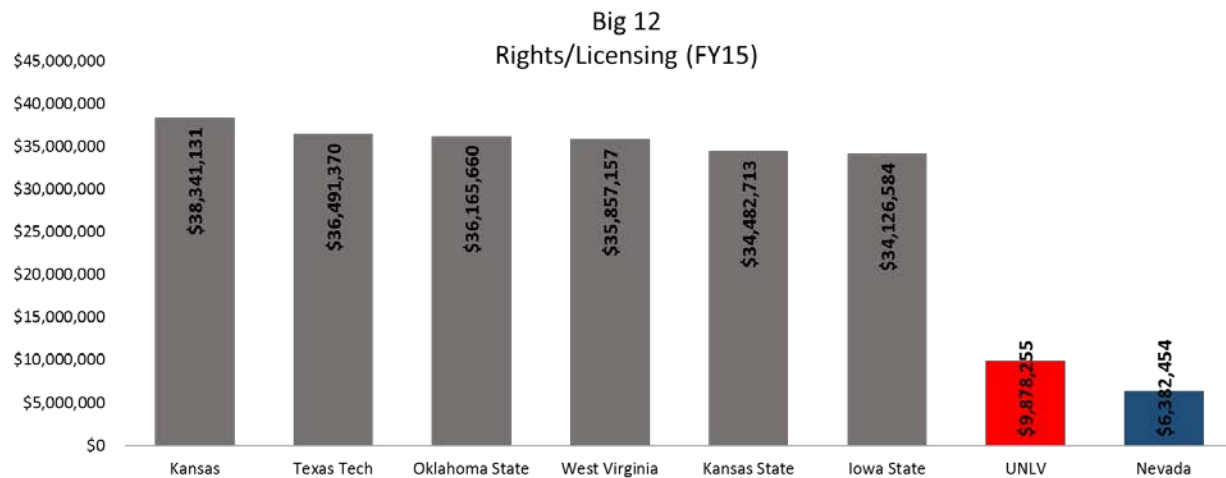
Both Nevada and UNLV lag substantially behind these Big 12 peers.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

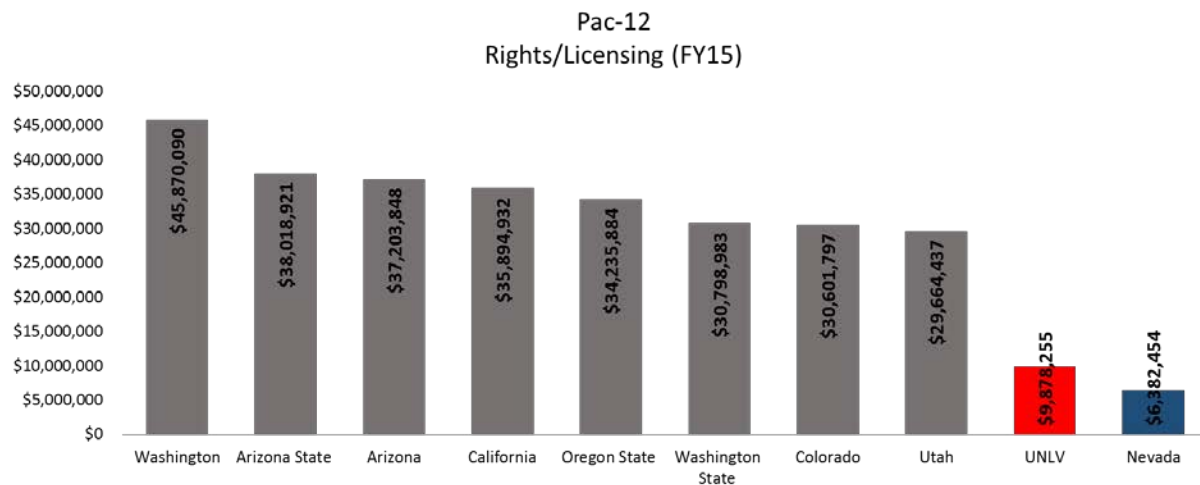
As shown here, UNLV's numbers are ahead of both Utah and Washington State, while Nevada lags behind all schools in the Pac-12.

Rights/Licensing.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

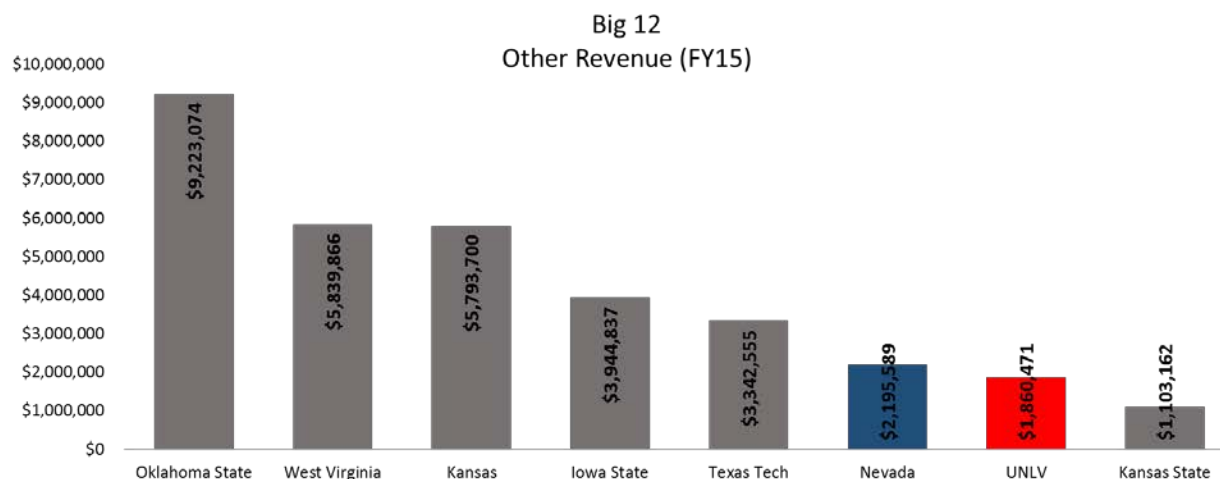
Consistent with the previous graphics, both UNLV and Nevada would currently rank well behind all these comparable Big 12 institutions.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

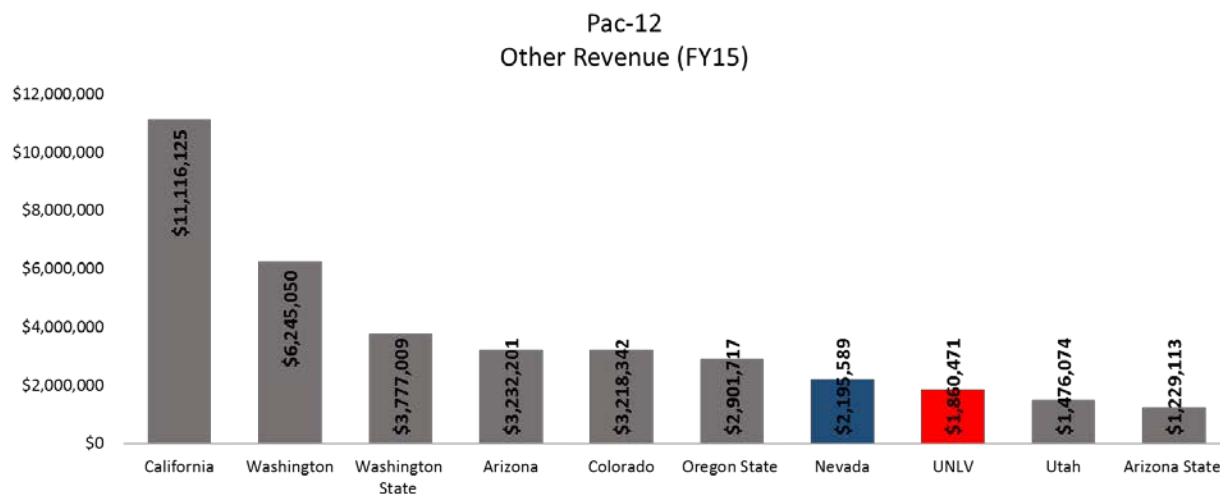
As shown, both UNLV and Nevada would rank well below all Pac-12 peers compared here.

Other Revenue.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

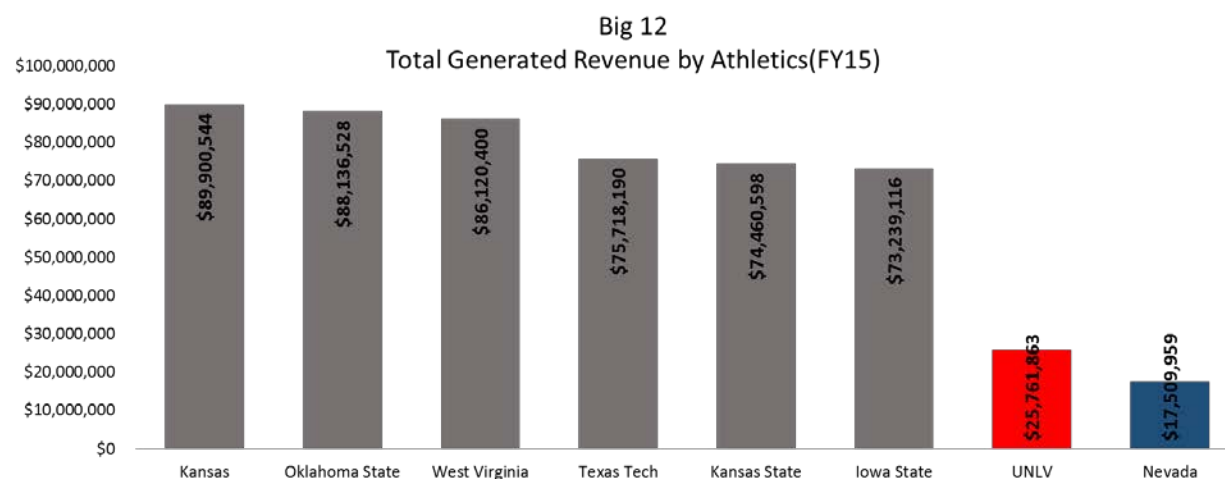
With the exception of Kansas State, the Nevada and UNLV numbers would again rank substantially below those of these Big 12 schools in this catch-all category. We do caution that these numbers are inconsistent from year to year, depending on things such as guarantee games, third party television opportunities, and one-time major gifts.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

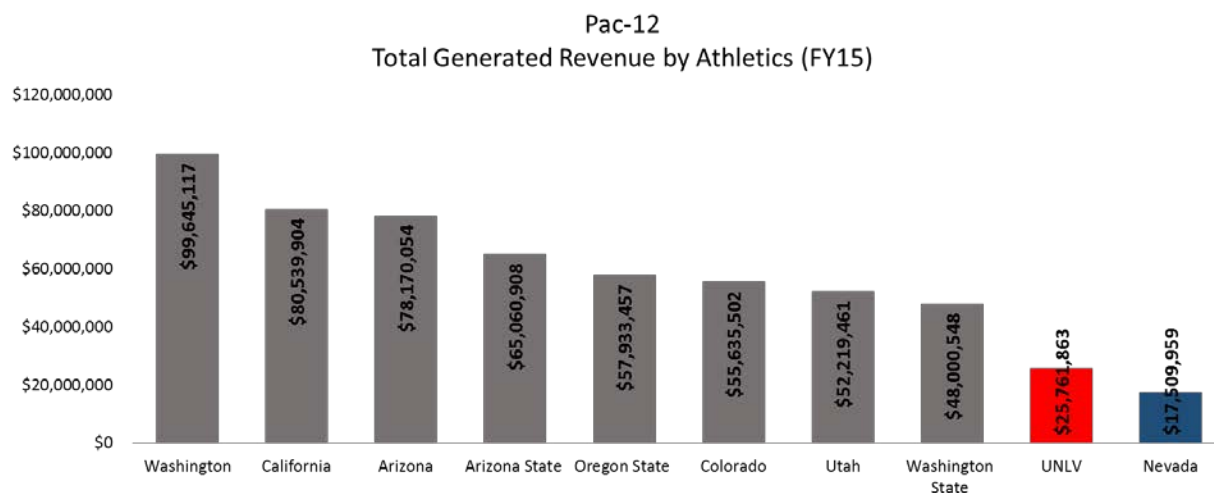
With the exception of California and Washington, it would appear that both Nevada and UNLV would be competitive in this area. Please again note that these numbers can fluctuate greatly from year to year as discussed above.

Total Generated Revenue.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

As is consistent throughout these measures, Nevada and UNLV consistently rank below these Big 12 peers in this category of total generated revenue.



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

Similar to the Big 12, both UNLV and Nevada would rank below all of these Pac-12 institutions in this category.

D. Summary

These charts clearly demonstrate the significant revenue gap that exists between UNLV and Nevada and the selected Big 12 athletic departments. There is no doubt that membership in a conference like the Big 12 would lift athletic department revenues at UNLV and Nevada substantially, but it would likely take time to close the gap and move toward the Big 12 median. It should also be noted that not all Big

12 members are included in this sample. Those not included, the University of Texas for example, have a significantly higher revenue base than most current Big 12 members.

There is a substantial revenue gap between UNLV and Nevada and the selected Pac-12 members. While the gap is somewhat less substantial than it is with the selected Big 12 members, it would likely still take a significant period of time to move toward the Pac-12 median in these areas. It is also worth noting that Pac-12 members UCLA, USC, Oregon and Stanford are not included in this analysis and the respective revenue base of those institutions is significant and among the top half of the Pac-12. Being part of a “Power Five” conference like the Pac-12 would provide substantial additional revenue from media agreements. But it would likely take several years for new members to receive a full share of such benefits.

A common misconception is that membership in a “Power Five” conference will allow universities like UNLV and Nevada to reduce the amount of institutional subsidy provided to intercollegiate athletics. This may prove to be true over time, but it is likely that it could take as much as a decade to see the full benefits from revenue sharing and overall athletic department revenue gains.

Scholarship Awards

The information following is designed to highlight and compare the number and cost of scholarships offered at each of these Big 12 institutions.

A. Funding

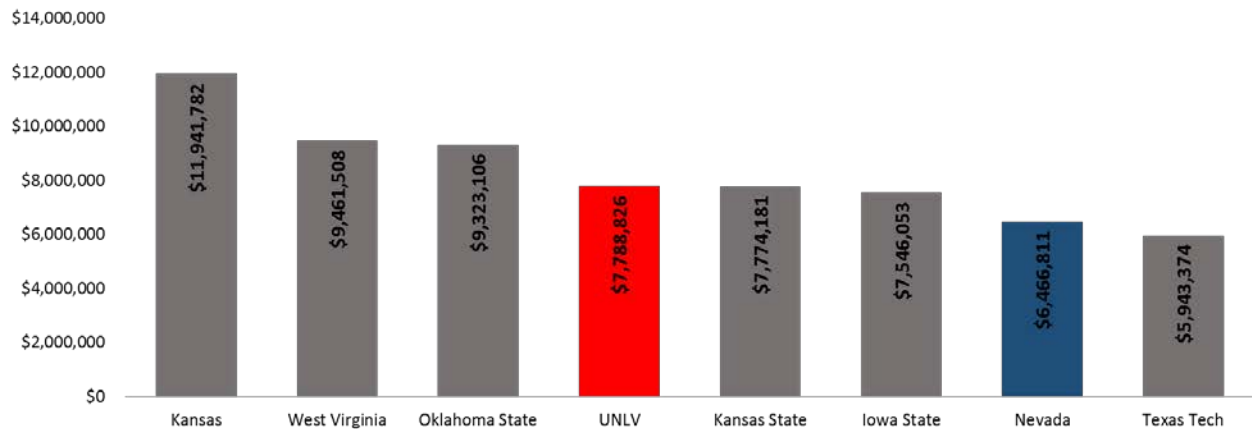
It is our understanding that all sports sponsored at all Big 12 and Pac-12 institutions are offering the maximum number of scholarships allowed by the NCAA. The costs of those scholarships, as well as the numbers for cost of attendance, vary from institution to institution.

B. Total Scholarship Expense

Athletic scholarship expenses were determined using the USA Today NCAA Finances database for FY15. Athletic scholarships are defined as *“Athletically related student aid, including summer school and tuition discounts and waivers (including aid given to student-athletes who have exhausted their eligibility or who are inactive due to medical reasons), and aid for non-athletes such as student managers.”*

Note: Baylor and TCU data was not available within the NCAA Finances database. As private institutions they are not required to release information.

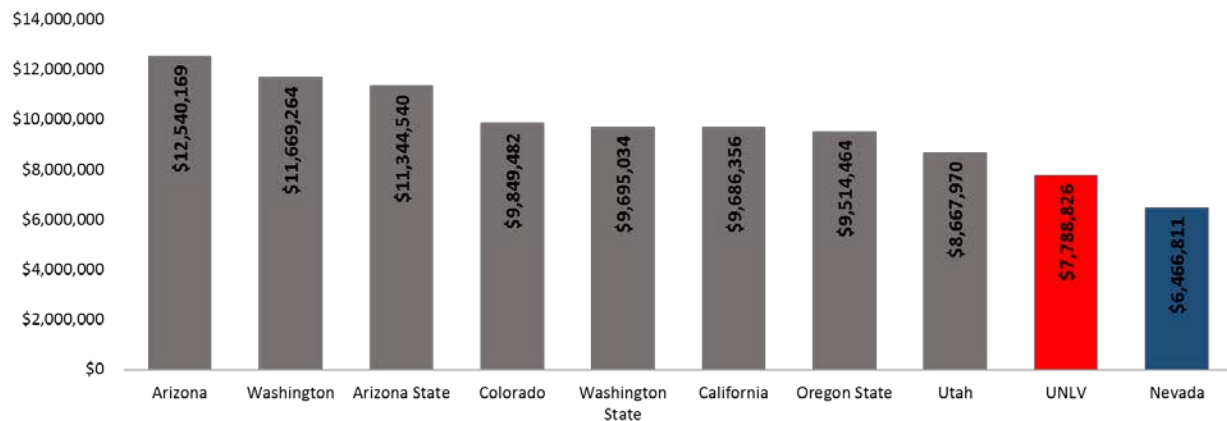
Big 12
Total Athletic Scholarship Spending (FY15)



Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>
Athletically related student aid, including summer school and tuition discounts and waivers (including aid given to student-athletes who have exhausted their eligibility or who are inactive due to medical reasons), and aid for non-athletes such as student managers.

Both Nevada and UNLV compare favorably to most Big 12 institutions shown here. The differences are typically reflected in the actual cost of an athletics scholarship from institution to institution, and the number and type of sports offered.

Pac-12
Total Athletic Scholarship Spending (FY15)

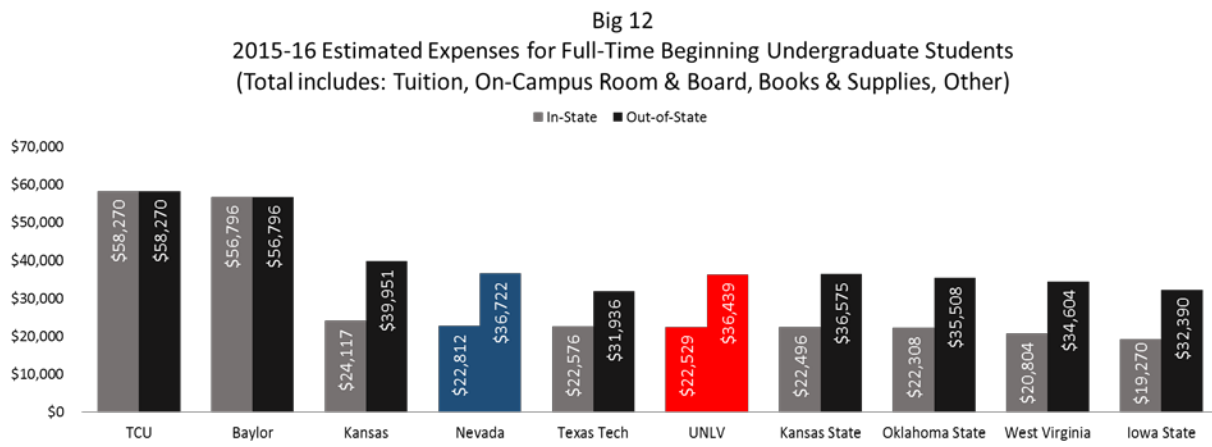


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>
Athletically related student aid, including summer school and tuition discounts and waivers (including aid given to student-athletes who have exhausted their eligibility or who are inactive due to medical reasons), and aid for non-athletes such as student managers.

Even though both UNLV and Nevada rank in the bottom third of the Pac-12, the gap is not a large one, and again is more reflective of the differences in the actual cost, particularly tuition, fees, and room and board. In addition the difference in the number and type of sports offered at respective institutions would impact an institution's spending.

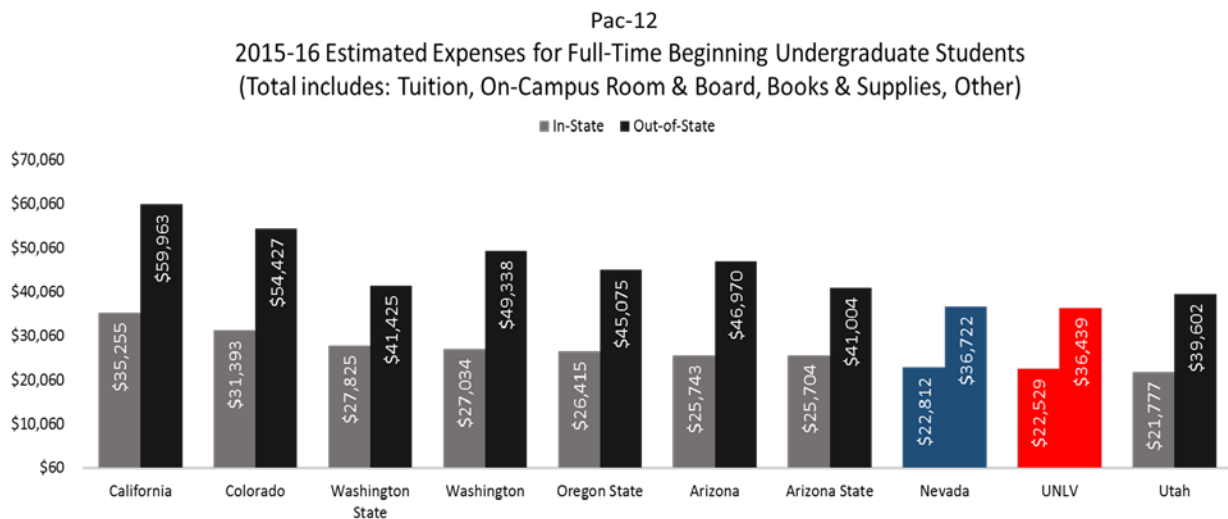
C. Estimated Expenses for Academic Year

This total cost is represented in the following chart. Institutions are sorted based on the cost for an in-state student.



Source: National Center for Education Statistics – College Navigator

Both Nevada and UNLV rank favorably with these Big 12 schools.



Source: National Center for Education Statistics – College Navigator

Both Nevada and UNLV would rank in the bottom half of the Conference, but again, the numbers are fairly competitive and are reflective of differences in the costs associated primarily with tuition and fees and room and board at the respective institutions.

D. Cost of Attendance Estimates

In August, 2015 CBS Sports reported cost of attendance research conducted on all institutions that play in the Football Bowl Subdivision (FBS). The following chart provides comparisons to these same Big 12 schools.

CBS Sports Survey		
Big 12 2015-16 Cost of Attendance		
Institution	Highest Average New Cost/Scholarship	Estimated New Cost
Texas Tech	\$4,820	\$1,000,000
Nevada	\$4,800	Not offering until 2016
TCU	\$4,700	Declined to provide
Oklahoma State	\$4,640	\$1,100,000
Kansas State*	\$4,216	\$925,000
UNLV*	\$3,800	\$123,000
Kansas	\$2,908	\$697,000
West Virginia*	\$2,700	\$570,000
Iowa State	\$2,430	\$575,000
Baylor	Declined to provide	Declined to provide

Source: <http://www.cbssports.com/college-football/news/2015-16-cbs-sports-fbs-college-football-cost-of-attendance-database/>

Big 12 Footnotes:

* Kansas State's COA is \$4,216 out of state and \$3,916 in state.

* Oklahoma's COA is \$4,605 on campus and \$2,497 off campus.

* West Virginia's COA is \$2,700 out of state and \$2,400 in state.

It is our belief that the \$123,000 is reflective of cost of attendance estimate at the time of the CBS survey for UNLV. It is our understanding that both UNLV and Nevada are formulating plans for full implementation of cost of attendance in all sports. Therefore these numbers will increase substantially.

CBS Sports Survey		
Pac-12 2015-16 Cost of Attendance		
Institution	Highest Average New Cost/Scholarship	Estimated New Cost
Nevada	\$4,800	Not offering until 2016
Colorado*	\$3,970	\$460,000
UNLV*	\$3,800	\$123,000
Utah	\$3,574	\$857,760
Washington State	\$3,542	\$818,202
Arizona State*	\$3,499	\$700,000^
Washington	\$3,085	\$830,000
California	\$2,800	\$800,000
Oregon State	\$2,484	\$621,000
Arizona	\$1,602	\$400,000

Source: <http://www.cbssports.com/college-football/news/2015-16-cbs-sports-fbs-college-football-cost-of-attendance-database/>

Pac-12 Footnotes:

* Arizona State's COA is \$3,499 on campus and \$1,941 off campus.

^ Arizona State's estimated new costs range from \$500,000 to a maximum of \$700,000.

* Colorado's COA is \$3,970 out of state and \$3,294 in state.

Again Nevada and UNLV have high average new cost/scholarship in comparison to other members of the Pac-12. However estimated new cost is lower when compared to the conference. Summary

E. Summary

Athletic scholarship spending at Nevada and UNLV is comparable with the Big 12 sample group, with the exception of funding of the cost of attendance stipend. Big 12 athletic department are funding this relatively new area across all sports while Nevada and UNLV have taken a more conservative approach, at least initially. This is undoubtedly related to the smaller budget base and significantly lower overall revenues. To be competitive in the Big 12 Conference members must fully fund permissible student-athlete benefit areas.

Athletic scholarship spending at UNLV and Nevada is somewhat lower than the overall Pac-12 sample group. This difference seems to mostly be reflected in the lower cost of an athletic scholarship at both institutions. This lower cost base could be helpful in competing against institutions in a conference like the Pac-12 in that it might allow for resources to be utilized in other areas. It should be noted, however, that cost of attendance stipends will need to be fully funded in the Pac-12. The Pac-12 has mandated that cost of attendance scholarships be offered to all student-athletes at the NCAA maximum. The Pac-12 also mandates some additional student-athlete provisions in areas like multi-year scholarships, exhausted eligibility degree completion financial assistance and exhausted eligibility medical expense assistance for athletic injuries. These areas may result in increased overall student-athlete expense.

Power Five conference members also have increased spending in areas related to food and nutrition available to student-athletes as well as related support personnel. To compete successfully at this level it is necessary to fully fund benefits for student-athletes.

Staffing

Comparisons to Big 12 and Pac-12 schools relative to staffing numbers follow herein. This data was mined primarily from the staff directories of each institution. As previously noted, for counting purposes, graduate assistants, volunteers, and interns are excluded.

A. Administrative Staffing

The following charts provide staffing counts for various administrative support areas.

Big 12						
Institution	Academic Services	Sports Medicine	Strength & Conditioning	Nutrition	Sport Psychology	Equipment
Nevada	8	6	5			4
UNLV	10	6	4			3
Baylor	12	12	10	2		3
Iowa State	10	11	8	1	1	5
Kansas	13	14	9	1		3
Kansas State	10	8	9	1	1	3
Oklahoma State	15	12	9	1		4
TCU	10	9	5	2		3
Texas Tech	14	12	9	2	1	4
West Virginia	12	13	10	1	2	6
Nevada Rank	10	9	8	N/A	N/A	3
UNLV Rank	6	9	10	N/A	N/A	6

In these areas of direct service to the student-athletes, current rankings of both Nevada and UNLV would be in the bottom half of every category. Nutrition is an area where all members of the conference presently have a dietitian/nutritionist on staff. Some institutions note a Sport Psychologist as well.

Pac-12						
Institution	Academic Services	Sports Medicine	Strength & Conditioning	Nutrition	Sport Psychology	Equipment
Nevada	8	6	5			4
UNLV	10	6	4			3
Arizona	12	22	9	1	1	7
Arizona State	13	16	9	1		6
California	18	25	12	2		7
Colorado	14	18	7	1	1	5
Oregon State	8	20	9	1		5
Utah	8	12	9	2	1	4
Washington	14	17	11	2	1	8
Washington State	11	20	9	2	1	4
Nevada Rank	8	9	9	N/A	N/A	7
UNLV Rank	7	9	10	N/A	N/A	10

As is clearly shown, there would be a considerable current gap between Nevada and UNLV and the rest of the Pac-12 institutions. This is of course consistent with the resources available to these Pac-12

schools, as has been shown previously in this report. Like the Big-12, nutrition is an area where all members presently have staff. Some institutions also note a Sport Psychologist.

Big 12						
Institution	Compliance	Communications /Media Relations	Marketing/ Promotions	Ticket-Operations/ Sales	Development	Sports Properties
Nevada	2	6	3	7	6	4
UNLV	3	6	5	6	7	5
Baylor	6	8	12	6	10	5
Iowa State	5	5	6	4	9	6
Kansas	7	13	8	17	11	7
Kansas State	5	9	4	4	11	Not Listed
Oklahoma State	5	12	4	21	8	5
TCU	4	7	7	7	9	4
Texas Tech	6	10	5	9	13	5
West Virginia	5	14	4	10	10	Not Listed
Nevada Rank	10	8	10	5	10	7
UNLV Rank	9	8	5	7	9	3

With few exceptions, both Nevada and UNLV would typically rank in the bottom third in each of these staffing categories. We again note the number of staff in those areas that produce revenue directly, such as Ticket Operations/Sales and Development.

Pac-12						
Institution	Compliance	Communications /Media Relations	Marketing/ Promotions	Ticket-Operations/ Sales	Development	Sports Properties
Nevada	2	6	3	7	6	4
UNLV	3	6	5	6	7	5
Arizona	5	8	5	11	19	8
Arizona State	7	8	2	17	12	Not Listed
California	7	11	6	22	17	4
Colorado	5	8	10	7	15	5
Oregon State	4	7	3	10	13	6
Utah	7	7	5	8	12	6
Washington	5	12	12	21	13	6
Washington State	4	5	4		14	4
Nevada Rank	10	8	8	7	10	7

As is relatively consistent throughout this report, the Pac-12 schools compared here show considerably more staffing numbers in each of these areas. We make particular note of those areas that produce revenue directly, such as Ticket Operations/Sales and Development, where investments in effective staff typically create a tangible return on investment.

B. Sport Coaches

For purposes of this report, it is generally conceded that all Big 12 and Pac-12 institutions employ the maximum number of coaches allowed by NCAA rule. As the charts demonstrate with few exceptions, the Pac-12 offers the full complement of coaches allowed. It is also conceded that in general, and with few exceptions, the compensation for those coaches is higher in the both conferences than in the Mountain West.

Big 12							
Institution	Men's Sports Coaches						
	Baseball	Basketball	Football	Golf	Soccer	Swim/Dive	Tennis
NCAA Limit	3	4	10	2	3	3	2
Nevada	3	4	9	1			1
UNLV	3	4	10	2	2	2.5	2
Baylor	3	4	10	2			2
Iowa State		4	10	2			
Kansas	3	4	10	2			
Kansas State	3	4	10	2			
Oklahoma State	3	4	10	2			2
TCU	3	4	10	1		2	2
Texas Tech	3	4	10	2			2
West Virginia	3	4	10	1	3	2.5	

Source: Each institution's athletic website.

Pac-12								
Institution	Women's Sports Coaches							
	Basketball	CC/Track & Field	Golf	Soccer	Softball	Swim/Dive	Tennis	Volleyball
NCAA Limit	4	3	2	3	3	3	2	3
Nevada	4	3	1	2	3	3	1	3
UNLV	4	3	2	3	3	2.5	2	3
Baylor	4	3	2	3	3		2	3
Iowa State	4	3	2	3		3	2	3
Kansas	4	3	2	3	3	3	2	3
Kansas State	4	3	2	3			2	3
Oklahoma State	4	3	2	3	3		2	
TCU	4	3	2	3		2	2	3
Texas Tech	4	3	2	3	3		2	3
West Virginia	4	3		3	3	2.5	2	3

Source: Each institution's athletic website.

Pac-12							
Institution	Men's Sports Coaches						
	Baseball	Basketball	Football	Golf	Soccer	Swim/Dive	Tennis
NCAA Limit	3	4	10	2	3	3	2
Nevada	3	4	9	1			1
UNLV	3	4	10	2	2	2.5	2
Arizona	3	4	10	2		2.5	2
Arizona State	3	4	10	2		3	1
California	3	4	10	2	3	2	2
Colorado		4	10	2			
Oregon State	3	4	10	2	3		
Utah	3	4	10	2		3	2
Washington	3	4	10	2	3		2
Washington State	3	4	10	2			

Source: Each institution's athletic website.

Pac-12								
Institution	Women's Sports Coaches							
	Basketball	CC/Track & Field	Golf	Soccer	Softball	Swim/Dive	Tennis	Volleyball
NCAA Limit	4	3	2	3	3	3	2	3
Nevada	4	3	1	2	3	3	1	3
UNLV	4	3	2	3	3	2.5	2	3
Arizona	4	3	2	3	3	2.5	2	3
Arizona State	4	3	1	3	3	3	2	3
California	4	3	2	3	3	2	2	3
Colorado	4	3	2	3			2	3
Oregon State	3	3	2	3	3	2		3
Utah	4	3		3	3	3	2	3
Washington	4	3	2	3	3		2	3
Washington State	4	3	2	3		2	2	3

Source: Each institution's athletic website.

C. Summary

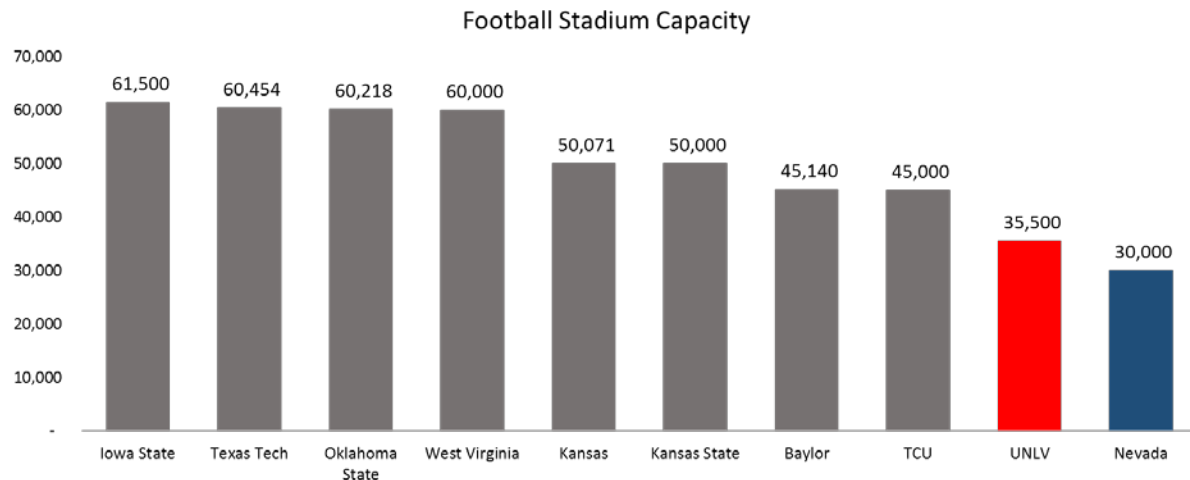
In several areas, UNLV and Nevada rank at or near the bottom in staffing when compared to the Big 12 sample group. This is likely driven by the higher revenue base of Big 12 members which allows for higher spending levels. In areas like staffing of marketing, development and ticket sales functions, it also shows the significant emphasis placed on revenue generation by these Big 12 institutions..

When compared to the Pac-12 sample group, UNLV and Nevada lag behind in a number of areas related to staffing. This is partly related to the larger sports sponsorship numbers at Pac-12 schools and the emphasis placed on broadbased competitive success and student-athlete welfare. Pac-12 members have significantly increased staffing for ticket sales and development activities in recent years as there is a significant effort to grow revenue and increase attendance at games involving the primary revenue sports. To compete successfully in a conference like the Pac-12, staffing levels would likely need to be increased at UNLV and Nevada as well as the salaries needed to retain the best people.

Facilities

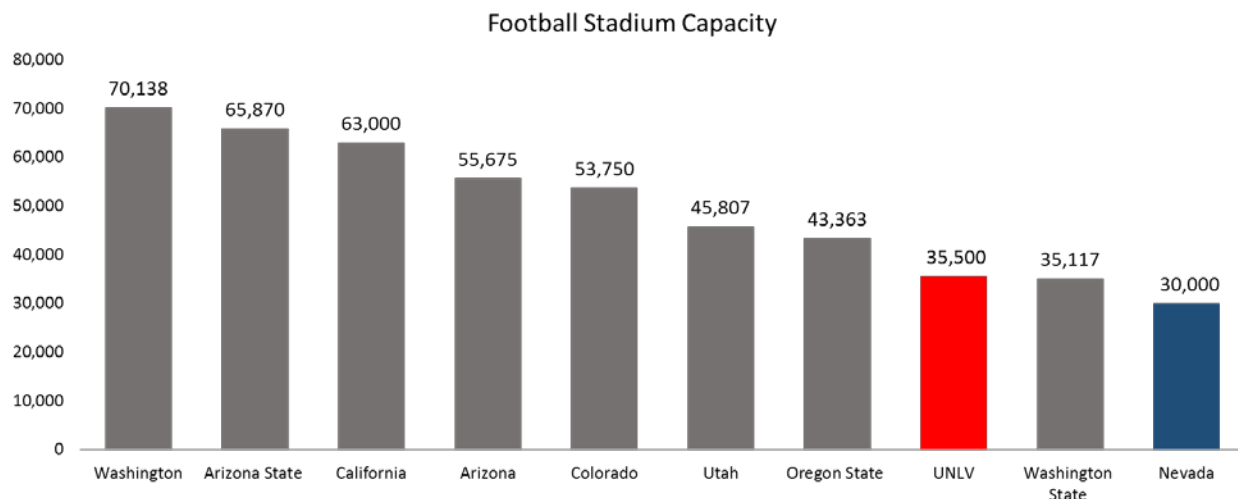
The following is a summary and comparison of common facilities in the Big 12 Conference essential to successful intercollegiate athletics operations at the Division I FBS level today. Attendance figures were gleaned from NCAA reports. Facility information was taken from a variety of sources, primarily each institution's athletics

A. Football Attendance/Capacity



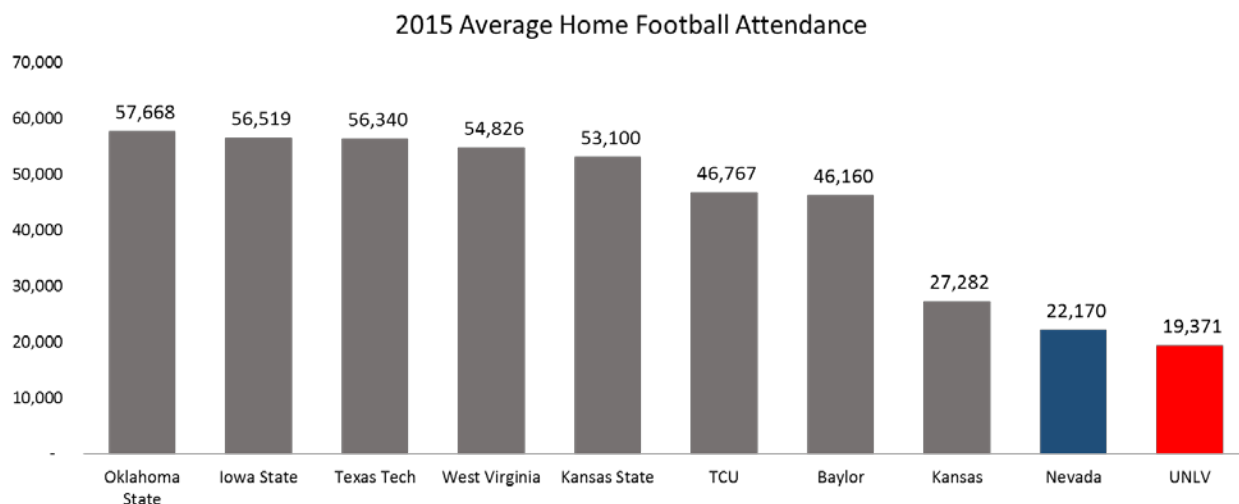
Source: NCAA - Each institution athletic department website

Both UNLV and Nevada would rank at the bottom of the Big 12 Conference in stadium capacity.



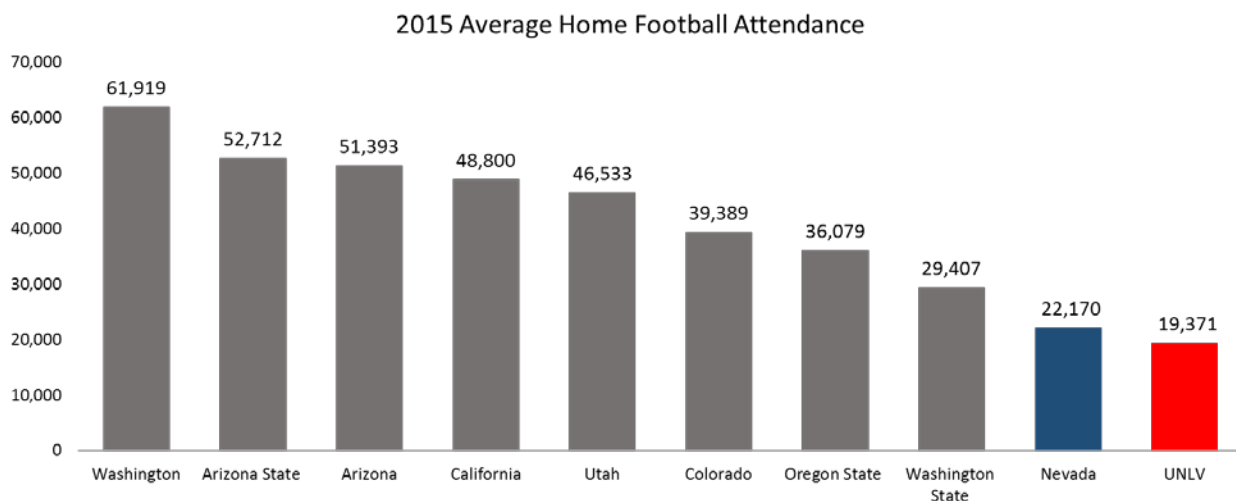
Source: NCAA - http://fs.ncaa.org/Docs/stats/football_records/Attendance/2015.pdf

Although both UNLV and Nevada would be in the bottom third in capacity, there is not a major difference in the bottom half.



Source: NCAA - http://fs.ncaa.org/Docs/stats/football_records/Attendance/2015.pdf

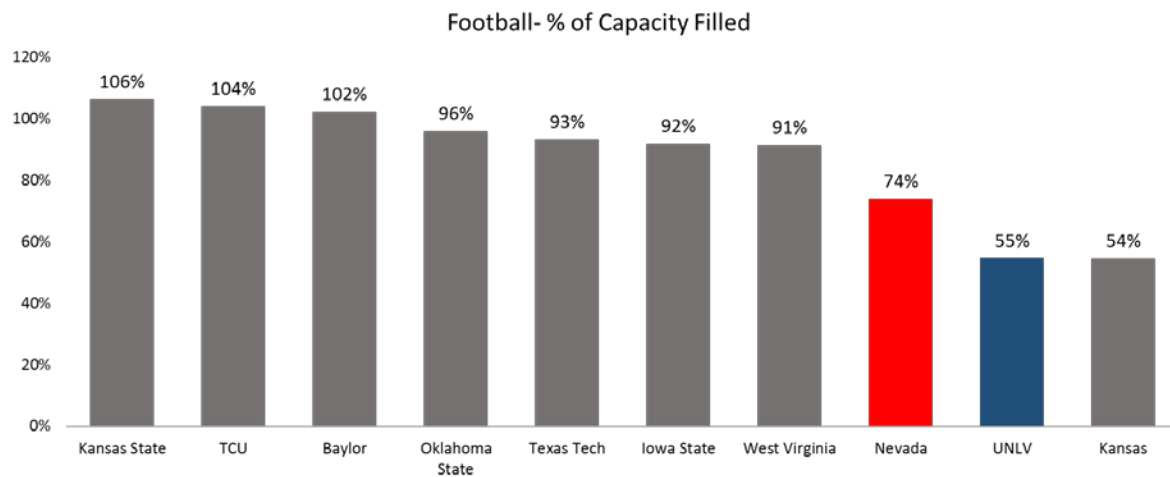
Recognizing that the Big 12 is one of the nation's leaders in football attendance, it is not surprising that both Nevada and UNLV would rank as shown here.



Source: NCAA - http://fs.ncaa.org/Docs/stats/football_records/Attendance/2015.pdf

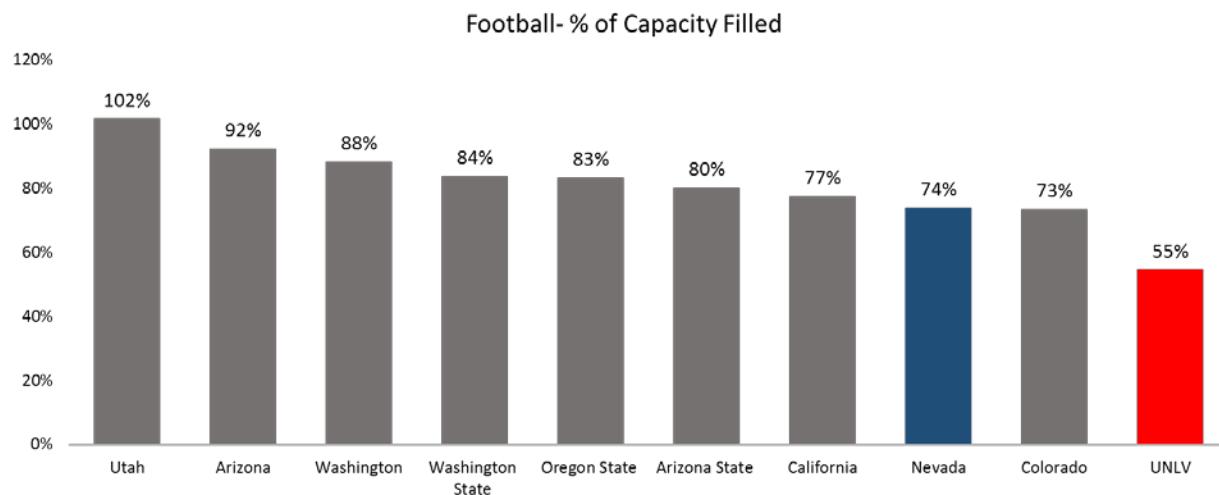
Nevada and UNLV would rank at the bottom of the Pac-12, but with capacities, there would be opportunity to move up in those rankings.

This calculation shows the percentage of football seating capacity that the average attendance numbers show.



Source: Source: Average attendance for 2015/Capacity.

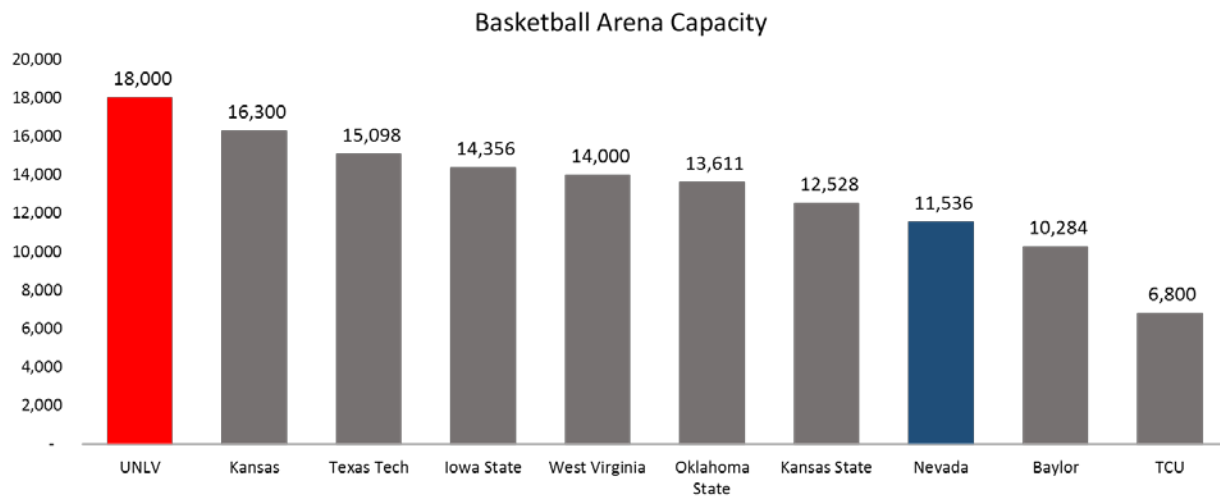
As expected, Big 12 Conference numbers are strong here. Again, there is substantial potential here for both UNLV and Nevada.



Source: Source: Average attendance for 2015/Capacity.

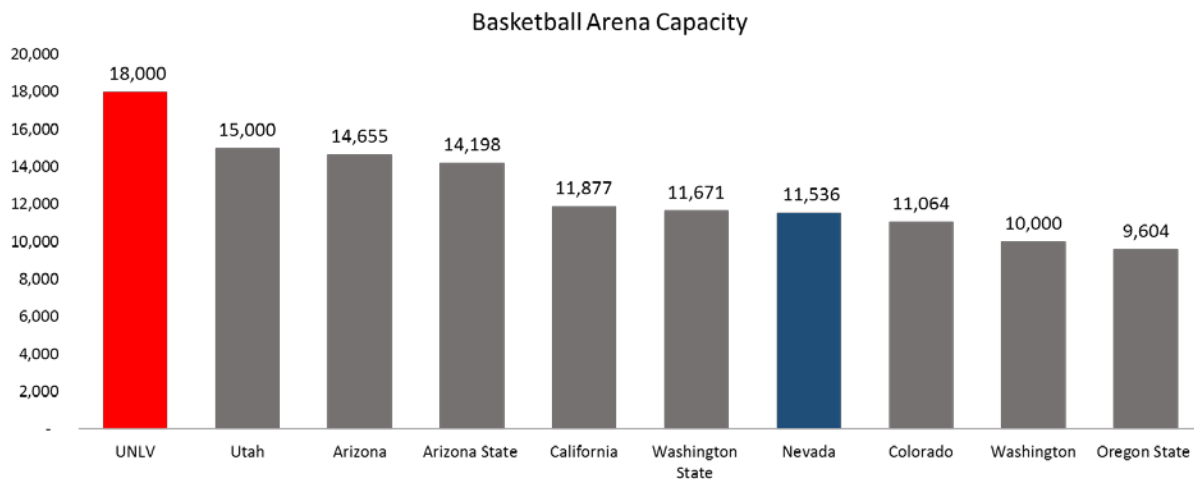
Again, although both institutions rank in the bottom third, there is substantial opportunity.

B. Men's Basketball Attendance/Capacity



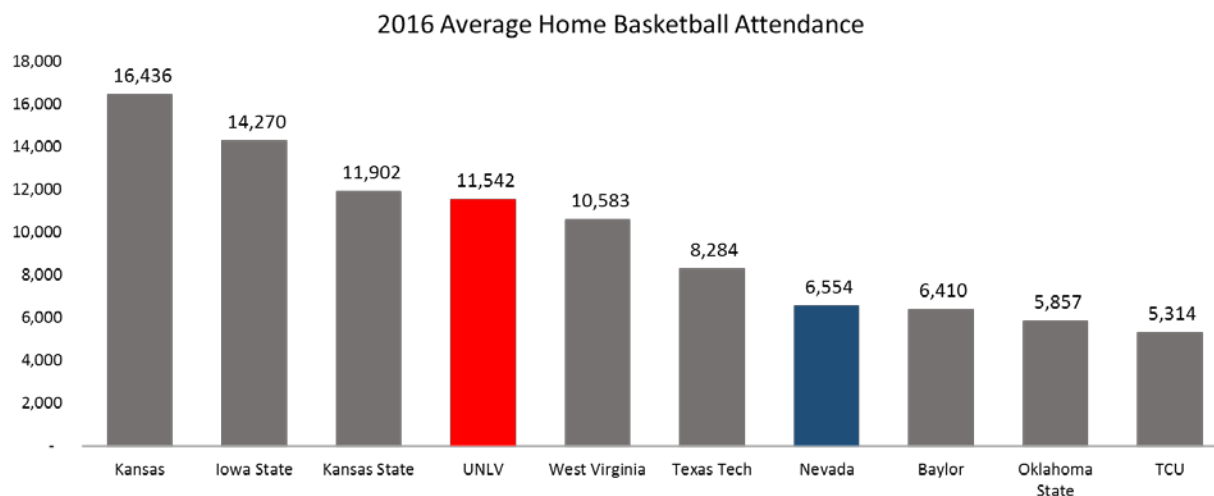
Source: NCAA - Each institution athletic department website.

UNLV would have the largest capacity of any arena in the Big 12 Conference, while Nevada's would be in the lower third. However, we believe Nevada's capacity to be competitive.



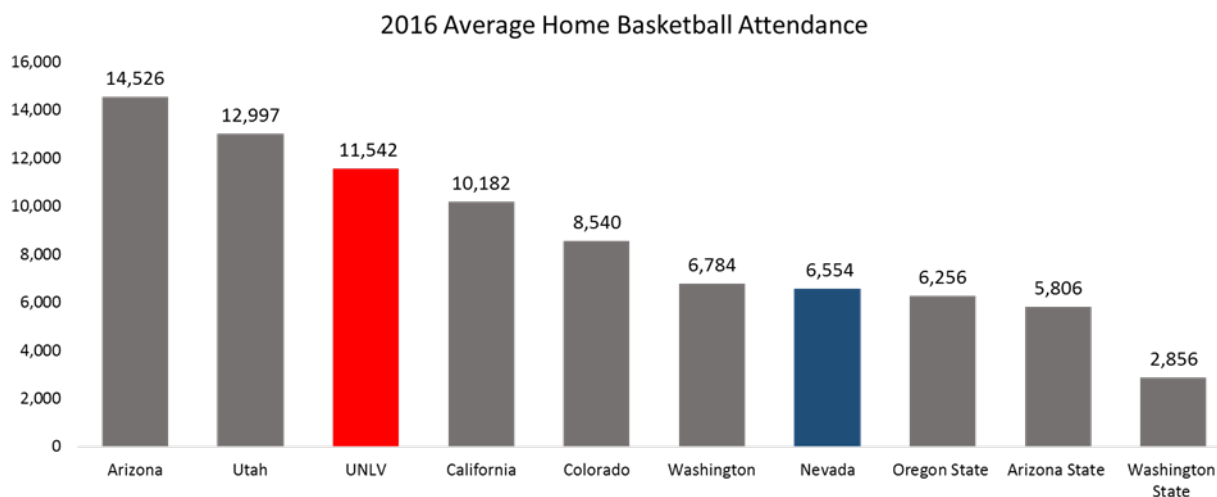
Source: NCAA - http://i.turner.ncaa.com/sites/default/files/images/2016/06/09/2016_release_mens_basketball_attendance_final.pdf

UNLV and Nevada both rank favorably in the capacities of their basketball arenas.



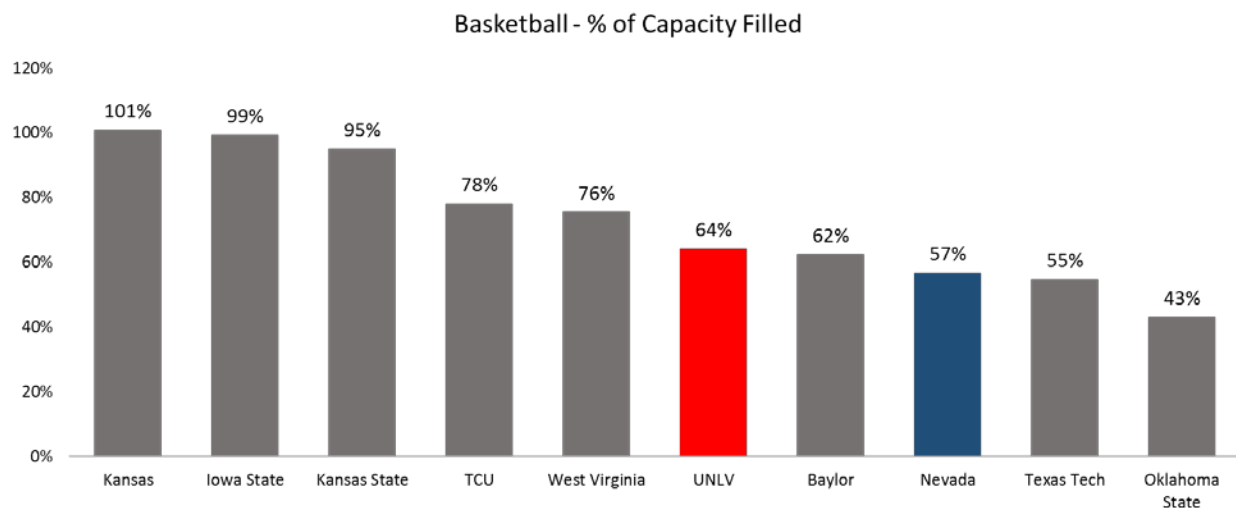
Source: NCAA - http://i.turner.ncaa.com/sites/default/files/images/2016/06/09/2016_release_mens_basketball_attendance_final.pdf

As shown, UNLV would be competitive in this category, and Nevada would rank in the middle third as compared to these Big 12 schools. It should also be noted that UNLV would rank 34th nationally in Division I Men's basketball attendance.



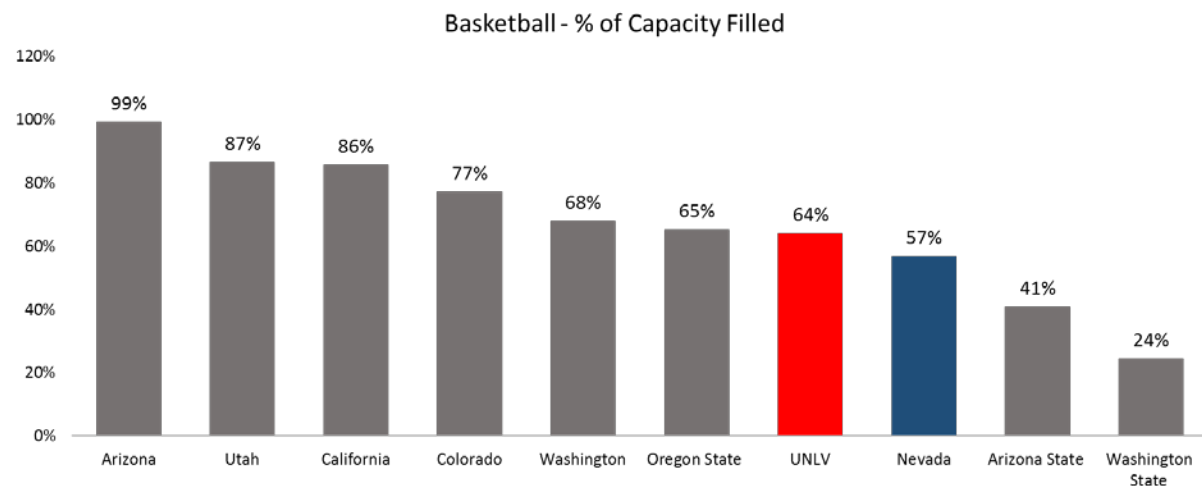
Source: NCAA - http://i.turner.ncaa.com/sites/default/files/images/2016/06/09/2016_release_mens_basketball_attendance_final.pdf

Again with the Pac-12 UNLV has competitive attendance figures for men's basketball. Nevada ranks in the middle third.



Source: Average attendance for 2016/Capacity.

UNLV is near the median with Nevada in the bottom third in the Big 12. Both again have strong upside here.



Source: Average attendance for 2015/Capacity

Both UNLV and Nevada rank in the bottom half of the Pac-12 for percentage of capacity filled.

C. Big 12 Facilities Overview

Baylor University

- Football
 - Stadium: McLane Stadium
 - Location: On-Campus
 - Completed: 2014
 - Capacity: 45,140
 - Premium: 39 suites, 79 loge boxes
 - Fan Amenities: With the addition of the new stadium, Baylor added more elevator/escalator access, 500 more club seats, over 200 additional concession points of sale (fixed and portable concessions), restroom fixtures, and on-site tailgating spaces. Overall capacity is slightly smaller.
 - Practice Facilities: The Allison Indoor Practice Facility opened in 2009, IT features a 100-yard synthetic playing surface and is located next to two natural grass practice fields. The Simpson Center houses the football team locker room.
- Basketball
 - Arena: Ferrell Center
 - Location: On-Campus
 - Completed: 1988
 - Capacity: 10,284
 - Recent Upgrades: A new hardwood floor was installed prior to the 2014-15 season.
 - Practice Facilities: The Lt. Jack Whetsel Jr. Practice Facility is a 42,990 square-foot addition to the Ferrell Center. It includes practice courts, office suites for the coaching staffs, and Gray's Gym. The facility also houses a 5,500 square foot weight room for men's and women's basketball.
- Support Facilities:
 - The Simpson Athletics and Academic Center is a 96,300-square-foot space to house athletic training equipment, academic programs, and staff members. The academic portion of the center includes 22 individual tutoring rooms, a computer lab, learning center, and two classrooms.
 - The weight room in the Simpson Center is 13,500 square feet.
 - The Beauchamp Athletics Nutrition Center is a 12,100 square foot facility completed in 2015. The facility features a "fuel station" for healthy grab-and-go food options.

Iowa State University

- Football
 - Stadium: Jack Trice Stadium
 - Location: On-campus
 - Completed: 1975
 - Capacity: 61,500
 - Premium: 45 suites, 3,000 seat Sukup End Zone Club, 542 seats in Jack Trice Club

- Recent Upgrades: In 2014 the South End Zone Project enclosed the facility with permanent seating in the upper and lower bowls, a two-story club space and another video board. The renovation also connected the previously disconnected east and west concourses.
 - Practice Facilities: Bergstrom Football Complex opened in 2012. The 152,000 square foot facility includes playing surface, strength and conditioning facility, office complex with coach and position meeting rooms, an auditorium, and locker rooms. The facility also includes the Johnny Majors Practice Complex that includes outdoor natural grass fields.
- Basketball
 - Arena: Hilton Coliseum
 - Location: On-campus
 - Completed: 1971
 - Capacity: 14,356
 - Recent Upgrades: Most recent upgrades in 2006.
 - Practice Facilities: Sukup Basketball Complex (practice facility for men's and women's basketball) is located three miles from campus. The 29,000 square foot facility provides each team its own regulation size court, team/lounge area with a 65-inch HD television, computer workstations, pool table, and kitchenette. Adjacent to the team lounges, both programs share a training center with four taping stations, two self-contained whirlpools, two televisions and five treatment tables. The facility includes a weight room, locker rooms, coaches' offices, two video editing rooms, and a theater room.
- Support Facilities: The Rod and Connie French Athletic Academic Center is located on the second floor of the Hixson Lied Student Success center. The 35,000 square foot facility includes a 52 cubicle computer lab, reading area, two 60-seat classrooms, a group learning lab, conference rooms, and academic services offices.

Kansas

- Football
 - Stadium: Memorial Stadium
 - Location: On-campus
 - Completed: 1921
 - Capacity: 50,071
 - Premium: Cadillac Touchdown Club includes Lounge seating, cocktail tables, wait service, private restrooms, and HD televisions, complimentary buffet and beverages. The stadium also has the Ward Scholarship Suites.
 - Recent Upgrades: Added Field Turf in 2009.
 - Practice Facilities: There are two, full-length turf practice fields adjacent to Memorial Stadium. The Anderson Family Football Complex opened in 2008. The 80,000 square foot facility includes offices, academic areas, a weight room, locker rooms, an audio-visual room, meeting rooms, a cardio room, a hydro-therapy room, a nutrition area and a display area.
 - If weather forces the Jayhawks inside, they practice indoors at Anchutz Pavilion. The facility is primarily use for track & field. The facility includes an 80-yard turf field.

-
- Basketball
 - Arena: Allen Field House
 - Location: On-campus
 - Completed: 1955
 - Capacity: 16,300
 - Recent Upgrades: Recently completed a \$3.5 million renovation which included new/larger restrooms and concession stands, an elevator, and larger more accessible entryways.
 - Practice Facilities: The Horejsi Family Athletic Center, a 16,500 square foot building, is the home for volleyball and a practice facility for both basketball teams.
 - Administrative and coaching offices for the athletic department are located in Allen Fieldhouse.
 - Support Facilities:
 - The Wagnon Student-Athlete Center houses athletic training, academic support, and administration offices.
 - The Anderson Strength Center is 42,000 square feet including weight training equipment, a cardiovascular workout area, meeting rooms and lockers.

Kansas State

- Football
 - Stadium: Bill Snyder Family Stadium
 - Location: On-campus
 - Completed: 1968
 - Capacity: 50,000
 - Premium: A deck and suites were added following the 1998 season. The 2nd, 3rd and 4th levels of the West Stadium Center have outdoor Suite, Club and Loge seating. The Tailgate Terrace is also located at the West Stadium Center.
 - Recent Upgrades: Prior to the 2011 season, AstroTurf GameDay Grass 3D60H was installed.
 - In 2013 West Stadium Center opened. The West Stadium Center includes new concessions, restrooms and ticket offices, a new Fan Store, and Hall of Honor.
 - The new 132,000 square foot Vanier Family Football Complex opened prior to the 2015 season. The complex, attached to the stadium, includes the Student Athlete Enhancement Center, Strength & Conditioning Center, sports medicine and hydrotherapy equipment. New football spaces include a team theater, located locker room, multiple student-athlete lounge spaces, and meeting rooms. The entire top floor, dedicated to the football program, includes offices, meeting rooms, with a private balcony outside of the coaches' offices.
 - Practice Facilities:
 - The Indoor Practice Facility is 94,000 square foot facility, which recently received a complete upgrade with the installation of new FieldTurf.
 - There are three regulation sized outdoor grass practice fields.
- Basketball
 - Arena: Bramlage Coliseum

- Location: On-campus, K-State also plays regular home games at Kansas City's Sprint Center and Wichita's INTRUST Bank Arena.
 - Completed: 1988
 - Capacity: 12,528
 - Recent Upgrades: New videoboard and LED displays were installed in 2014.
- Practice Facilities:
 - Ice Family Basketball Center opened in 2012 as the home for men's and women's basketball. The facility, approximately 50,000 square foot, includes two practice courts, coaches' offices, locker rooms for both teams and coaches, player lounges, a theatre-style team film room, 2,500-square foot weight room, sports medicine center with a hydrotherapy facility, and an atrium lobby with viewing deck.
- Support Facilities:
 - The Vanier Family Football Complex includes a Student Athlete Enhancement Center providing services to all student-athletes. The terrace level of the West Stadium Center includes the Ahearn Fund Student-Athlete Performance Table to serve the daily dietary needs of all K-State student-athletes.

Oklahoma State

- Football
 - Stadium: Boone Pickens Stadium
 - Location: On-campus
 - Completed: 1919
 - Capacity: 60,218
 - Premium: 111 suites, 3,500 club seats.
 - Recent Upgrades: AstroTurf 3D Decade was added in 2014.
 - Practice Facilities:
 - Football operations are housed in the West End Zone of Boone Pickens Stadium. It includes a 14,000 square foot locker room, 20,000 square foot strength and conditioning center, sports medicine center, equipment room, dining area, football offices, meeting rooms.
 - The Sherman E. Smith Training Center is an indoor facility surrounded by three practice fields (two grass and one artificial).
- Basketball
 - Arena: Gallagher-Iba Arena
 - Location: On-campus
 - Completed: 1938
 - Capacity: 13,611
 - Premium: 14 suites
 - Renovations: The arena received a \$56M renovation in 2001 doubling the size of the facility.
 - Practice Facilities:

-
- The Oklahoma State Athletic Center is housed entirely inside Gallagher-Iba Arena and Boone Pickens Stadium.
 - The basketball offices, practice facility, strength and conditioning complex are also in close proximity to the Joe & Connie Mitchell Academic Enhancement Center.
 - Support Facilities:
 - The Joe & Connie Academic Enhancement Center contains study rooms, teaching labs and computer centers.

TCU

- Football
 - Stadium: Amon G. Carter Stadium
 - Location: On-campus
 - Completed: 1930
 - Capacity: 45,000
 - Premium: The club level for fans includes food service, flat-screen TVs, and seating with a Skybridge connecting the club level to club seating.
 - Recent Upgrades: A \$164M renovation was completed in 2012. The renovation included upgraded and new concession stands, elevators and escalators, a new, raised seating bowl on the west and north end, upgraded and additional men's and women's restrooms, suites, club seating and lounges on the west side of the stadium, and a new press box.
 - Practice Facilities:
 - John Justin Athletic Center is located outside of the south end zone of Amon G. Carter Stadium houses the football offices.
 - The Sammy Baugh Indoor Practice Facility is an 80,000 square foot facility with an 80-yard field.
- Basketball
 - Arena: Ed & Rae Schollmaier Arena
 - Location: On-campus
 - Completed: 2015- \$72M renovation
 - Capacity: 6,800
 - Premium: Courtside club lounge
 - Overview: Previously known as the Daniel-Meyer Coliseum. The facility underwent \$72M renovation completed in 2016. The facility now includes wider concourses and multiple public entries, new concession stands, a food court and restrooms as well as increased points of sale. A new courtside club lounge is also located on floor level. The facility also includes offices for the athletics administrative staff as well as coaches in various sports. Men's and women's basketball programs received new locker rooms and team meeting rooms. Also added was an expanded sports medicine center.
 - Practice Facilities: Ed & Rae Schollmaier Basketball Complex is a 20,000 square foot facility including two basketball courts, offices men's and women's basketball coaching staffs, meeting rooms, coaches' locker rooms, a lobby area as well as a weight room.

-
- Support Facilities:
 - Abe Martin Academic Enhancement Center is located in the Dutch Meyer Athletic Complex and includes team meeting space, tutor rooms, a computer lab, and players' lounge.
 - The Davis Academic Center is a 6,000 square foot facility located on the first floor of the John S. Justin Athletic Center. The center features 10 tutor rooms, a computer lab, large open study room, writing lab, and academic service offices.
 - The Bob Lilly Performance Center is an 18,000 square foot facility completed in 2011 housing strength & conditioning.

Texas Tech

- Football
 - Stadium: Jones A&T Stadium
 - Location: On-campus
 - Completed: 1947
 - Capacity: 60,454
 - Premium: The east side stadium building includes 29 luxury suites and 544 club seats. The west side stadium building includes 7 suites, 1,070 club seats, and a club level.
 - Recent Upgrades: In 2013 a high-definition video board was added.
 - Practice Facilities:
 - The Football Training Facility includes weight room, locker room, turf outdoor practice fields.
 - The Sports Performance Center is currently under construction includes indoor practice facilities for football and track & field.
- Basketball
 - Arena: United Supermarkets Arena
 - Location: On-campus
 - Completed: 1999
 - Capacity: 15,098
 - Premium: 24 suites
 - Practice Facilities: The arena includes coaches' offices, practice gym, a 5,000 square foot strength and conditioning center.
- Support Facilities:
 - The Marsha Sharp Center for Student-Athletes provides study space, computer lab, instructional classrooms, and private conference area for tutoring and mentoring.

West Virginia

- Football
 - Stadium: Milan Puskar Stadium
 - Location: On-campus
 - Completed: 1980

-
- Capacity: 60,000
 - Premium: Suites located on the west, north, and south side of the stadium.
 - Recent Upgrades: Renovations are presently underway. This includes widening of concourses, new entrance gates, concession venues, and restroom facilities. In addition new field turf was added in 2016. East side upgrades are in use for the 2016 season, west side renovations will be completed for the 2017 season.
 - Practice Facilities:
 - The Steve Antoline Family Football Practice Field received new turf in 2016. The Caperton Indoor Practice Facility is a 75,000 square foot facility includes a 90-yard FieldTurf playing surface.
 - The Puskar Center houses football locker rooms, athletic training center, weight training facility, team and position meeting rooms, conference rooms, academic performance center, full sized dining area, and the Erma Hartley Club Level.
 - Basketball
 - Arena: WVU Coliseum
 - Location: On-campus
 - Completed: 1970
 - Capacity: 14,000
 - Recent Upgrades: Upcoming renovations include the addition of a Coliseum Marquee. Plans are also in progress as part of a master facility plan. Coliseum renovations include improvements for restrooms and concessions, as well as the potential expansion of the concourses.
 - Practice Facilities:
 - The WVU Basketball Practice Facility opened in 2012. The 64,000 square foot facility is home to both the men's and women's teams. Shared spaces include the Hall of Traditions, conference room, weight room, equipment room, and training room. Men's and women's sides are symmetrical including 1 and a half basketball courts, locker rooms, coaches offices, and staff office space.
 - Support Facilities:
 - Reynolds Family Academic Performance Center locate in the Puskar Center is 5,600 square feet and includes 30 computer stations, four tutoring rooms, eight small-group study stations, and an open area for individual or small group academic work.

D. Pac-12 Facilities Overview

Arizona

- Football
 - Stadium: Arizona Stadium
 - Location: On-campus
 - Completed: 1928
 - Capacity: 55,675
 - Premium: Arizona offers sky box, loge, super suite, and club seats.
 - Recent Upgrades:

- The addition to the Lowell-Stevens Football facility in 2013 added club seating, restrooms, concessions and the Sands Club to the stadium.
 - Practice Facilities:
 - The Lowell-Stevens Football Facility includes strength and conditioning, sports medicine, coaches' offices, locker rooms, meeting rooms, equipment and facility service areas.
 - The Jimenez Practice Facility includes two outdoor full football fields.
- Basketball
 - Arena: McKale Memorial Center
 - Location: On-campus
 - Completed: 1973
 - Capacity: 14,655
 - Premium: Courtside seating.
 - Recent Upgrades:
 - 2014 renovations included the addition of a new video board, court, and replaced all seats, upgraded concessions, restrooms, and locker rooms. Additional improvements included addition of handrails and new lighting.
 - Practice Facilities:
 - Richard Jefferson Gymnasium is the home for men's and women's basketball and volleyball. The 20,000 square foot facility includes two full basketball courts running end to end, as well as room for four basketball cross courts and five volleyball cross courts. The facility also includes a strength & conditioning center, and sports medicine area.
- Support Facilities:
 - The Eddie Lynch Athletics Pavillion includes The Bill Estes, Jr. Family Strength and Conditioning Center. The 21,000 center includes a 50-yard 3 lane synthetic turf track, a 200 square foot sand pit for low-impact training, 20 multi-use racks, 22 full body circuit machines, six complete sets of free weights and 32 distinct machines for cardio workouts.
 - The Kasser Sports Medicine Center is also housed in the Lynch Athletics Pavilion.

Arizona State

- Football
 - Stadium: Sun Devil Stadium
 - Location: On-campus
 - Completed: 1958
 - Capacity: 65,870
 - Premium: Press box and skybox facility includes two 30-suite levels of skyboxes with an additional level with a press box and eight additional suites.
 - Recent Upgrades: Launched a fundraising campaign in 2014.
 - Practice Facilities:
 - The Verde Dickey Dome provides a climate controlled practice facility. The facility is a 103,500 square foot dome containing a 75-yard practice field (with

an end-zone) and a 45-yard practice field (also with an end zone) with FieldTurf installed.

- Basketball
 - Arena: Wells Fargo Arena
 - Location: On-campus
 - Completed: 1974
 - Capacity: 14,198
 - Recent Upgrades: A recent addition was a center-court hung video scoreboard.
 - Practice Facilities:
 - The Wells Fargo Arena also includes space for weight training, a training room and an equipment room.
 - The Weatherup Center is for men and women's basketball. The 30,000 square foot practice facility includes two full-size basketball courts, offices for the coaches, locker rooms, and a team video room.
- Support Facilities:
 - The Sport Performance Center is a 5,000 square-foot training facility for men's and women's basketball as well as baseball, soccer, and softball. The facility includes a weight room, 60-yard three-lane track, pool, agility area and rubberized half-court basketball area.

California

- Football
 - Stadium: California Memorial Stadium
 - Location: On-campus
 - Completed: 1923
 - Capacity: 63,000
 - Premium: Three club levels were added as part of the 2010 renovation.
 - Recent Upgrades:
 - In 2010 the facility underwent a \$321M renovation which included wider concourses and new restrooms, new wheelchair seating, and improved access throughout the stadium. The façade was restored, and a modern press box and three club levels were added for participants in the Endowment Seating Program.
 - Practice Facilities: Cal has a team facility with weight room, training, and locker room facilities under the west stands of the renovated California Memorial Stadium. Grass fields are also available to the east of the stadium for practice.
- Basketball
 - Arena: Haas Pavilion
 - Location: On-campus
 - Completed: 1999
 - Capacity: 11,877
 - Premium: Nearly 2,000 club seats.
 - Practice Facilities: Limited information was available for practice facilities for basketball. It is our belief that teams practice in the Haas Pavilion. Through additional facility research, CSS was able to locate information on a concept design for a practice facility to

house men's and women's basketball and volleyball. The study looked at development of a 40,000 square foot space.

- Support Facilities:
 - Haas Pavilion includes Cal expanded locker rooms, weight room, and athletic training facility. In addition, the facility houses Athletic Department administrative and coaches' offices.

Colorado

- Football
 - Stadium: Folsom Field
 - Location: On-campus
 - Completed: 1924
 - Capacity: 53,750
 - Premium: The east side renovation added 1,903 club seats.
 - Recent Upgrades:
 - Recent renovation to the stadium included the addition of the Touchdown Club Room and the Touchdown Loge Boxes and Club Seats.
 - The Rooftop Terrace is used during football games for pregame and in-game food and beverage. It features an indoor bar area which can seat up to 60 people and a 13,900 square foot outdoor terrace portion which can accommodate up to 600 people.
 - In 2016, Colorado added the Champions Center to Folsom field.
 - Practice Facilities:
 - The indoor practice facility opened in 2016. The 108,000 square foot facility includes a full football field, a six-lane, 300-meter track and additional room for conditioning, agility drills, and individual workouts.
- Basketball
 - Arena: Coors Event Center
 - Location: On-campus
 - Completed: 1979
 - Capacity: 11,064
 - Recent Upgrades:
 - A new Bose sound system was installed in the summer of 2016.
 - A new court design is coming in the fall of 2016.
 - Practice Facilities:
 - Basketball/Volleyball practice facility includes two oversized basketball/volleyball courts that match the Coors Events Center main floor, a new women's basketball locker room, additional coaches' offices, and meeting rooms.
- Support Facilities:
 - The Dal Ward Center is a 92,000 square foot facility that received significant upgrades in 2015-16. It is the home of the Herbst Academic Center, the Leadership Development Department, Olympic sports weight room and training room along with a full-service kitchen and dining area, and various team locker rooms.

Oregon State

- Football
 - Stadium: Riser Stadium
 - Location: On-campus
 - Completed: 1953
 - Capacity: 43,363
 - Premium: 1,500-seat VIP section was added on the west side in 1987. 12 skybox suites added in 1991.
 - Practice Facilities:
 - A \$42M fundraising campaign seeks to add 37,870 square feet and renovate 25,830 square feet of existing space in the Valley Football Center. Locker room expansion and coaches areas were completed in August 2016.
 - The Truax Indoor Center contains a regulation sized FieldTurf field.
- Basketball
 - Arena: Gill Coliseum
 - Location: On-campus
 - Completed: 1949
 - Capacity: 9,604
 - Recent Upgrades:
 - In August 2016 OSU announced a planned \$2M renovation including a new sound system, higher-quality padded seats in the lower bowl, and upgraded bathrooms on the first level. The court will also receive a new design. Renovations are planned to be completed prior to the 2016-17 basketball season.
 - Over the past year OSU has already refurbished the front lobby, updated directional signage, and installation the Miller Side Market to provide fans diverse concession options.
 - Practice Facilities:
 - Gill Coliseum houses a weight room, equipment center, locker rooms and offices for the athletic department and its teams.
- Support Facilities:
 - The Beth Ray Center for Academic Support opened in 2012. The 30,000 square foot facility supports both student-athletes as well as the general student population. The Center includes space for classrooms, a computer lab, study lounge, and commons area as well as counseling offices, meeting rooms and tutorial spaces.
 - The 20,000 square foot P. Wayne Valley Sports Performance Center includes over \$500,000 in strength and conditioning equipment, and a 60-yard four-lane sprint track to build speed.

Utah

- Football
 - Stadium: Rice-Eccles Stadium
 - Location: On-campus
 - Completed: 1998
 - Capacity: 54,807
 - Premium: 25 suites
 - Recent Upgrades: Scoreboard replaced in 2016.
 - Practice Facilities:
 - Spence and Cleone Eccles Football Center is a 120,000 square foot facility which includes offices, meeting rooms, player and staff locker rooms, players' lounge, and auditorium. It also includes sports medicine and rehabilitation facility, a 19,000-square-foot weight room, and the Utah Athletics cafeteria.
 - The Spence Eccles field house is 74,000 square feet with of regulation-size FieldTurf football field.
- Basketball
 - Arena: John M. Huntsman Center
 - Location: On-campus
 - Completed: 1969
 - Capacity: 15,000
 - Recent Upgrades: A \$6 million renovation was completed in 2014. The original ceiling cloud was replaced with a super grid structure. Energy efficient LED arena lighting was installed. A new sound system was also installed.
 - Practice Facilities:
 - The John and Karen Huntsman Basketball facility opened in 2015. In the 101,000 square foot facility both teams have separate theaters complete with projection screens and whiteboard walls, as well as player lounges with six 55-inch televisions, custom-built furniture and gaming consoles. The team locker rooms, basketball coaches and staff offices, recruiting lounges, conference rooms, and coaches' lounges are also located in the facility.
- Support Facilities:
 - The Sorenson High Performance center is 20,000 square feet and includes nutrition, strength and conditioning, sports medicine and rehabilitation, and sports psychology. The ground floor features a 9,500-square-foot sports medicine facility and a 500-square-foot fueling station. A 10,000 square foot strength and conditioning center resides on the top floor.

Student-athletes can also utilize the cafeteria and sports medicine and rehabilitation center located in the Eccles Football Center.

The Kenneth P. Burbidge Jr. Family Athletics Academic Center is 11,000 square feet and serves all student-athletes. The building houses computer labs, study space, and academic counseling. Also housed in the building are the academic services, compliance and nutrition departments, and CHAMPS/Life Skills program.

Washington

- Football
 - Stadium: Husky Stadium
 - Location: On-campus
 - Completed: 1920
 - Capacity: 70,138
 - Premium: With the renovations, 27 suites, 65 patio suites, and 2,507 club seats were added.
 - Recent Upgrades: Significant renovations were made over 21 months leading up to the 2013 season. The entire lower bowl and upper deck located on the south side of the stadium was replaced. The track was removed and the field lowered and moved slightly with the west end moved closer to the field.
 - Practice Facilities:
 - The football operations center was completed in 2013. The facility includes the 101 Club Husky Weight Room, locker room, team and position meeting rooms. Strength and conditioning, and sports medicine facilities were added in this facility.
 - The 80,000 square foot Dempsey Indoor practice facility includes a turf field and indoor track.
- Basketball
 - Arena: Alaska Airlines Arena at Hec Edmundson Pavilion
 - Location: On-campus
 - Completed: 1927
 - Capacity: 10,000
 - Recent Upgrades: Last significant renovations noted were in 2000. The renovations at that time included the addition of team meeting and video rooms and upgraded locker room facilities, along with other work to the building façade and structure.
 - Practice Facilities:
 - Marv Harshman Court serves as the basketball practice facility.
- Support Facilities:
 - Ackerley Academic Center contains a computer lab, individual study areas, rooms for meeting with tutors and study groups, a tutor lounge, and resource rooms, and staff offices.
 - The Husky Strength and Conditioning Center, located in Graves Annex, serves as the main training facility for Husky student-athletes. The 10,000 square foot facility includes 30 power racks, 100,000 pounds of free weights and multiple cardiovascular fitness equipment.
 - The Windermere Dining Hall a full-service cafeteria with a full-time nutritionist.

Washington State

- Football
 - Stadium: Martin Stadium
 - Location: On-campus
 - Completed: 1936
 - Capacity: 35,117
 - Premium: The South side of Martin Stadium features club seats, suites, and a club room.
 - Recent Upgrades:
 - The \$80 million Cougar Football Project (which began in 2011) replaced the old press box on the south stands with a new structure that includes a new press box, club seats, loge boxes, luxury suites and a club room.
 - In 2013, a new scoreboard was added.
 - Practice Facilities:
 - The Cougar Football Complex is an 84,000 square foot facility and includes a weight room, lockers, equipment and training rooms, position meeting rooms, and coaches' offices. The 11,153 square foot weight room is designated for football.
 - Rogers Field contains two outdoor practice fields. New FieldTurf was installed in the summer of 2014.
- Basketball
 - Arena: Beasley Coliseum
 - Location: On-campus
 - Completed: 1973
 - Capacity: 11,671
 - Recent Upgrades: A new center-hung scoreboard was installed in in 2011.
 - Practice Facilities:
 - Basketball practice facility is located in the P.E. Building. Recently a video system was added, and padding was added along the walls of the entire gym.
- Support Facilities:
 - The Academic Resource Center (ARC), is equipped with 33 computers, printer, laptop/netbook computers available for team travel.

E. Summary

UNLV and UNR lag behind the selected Big 12 institutions in football facilities. Men's basketball facilities are much more comparable with the exception of practice facilities for UNR men's basketball. Practice and playing facilities for UNLV women's basketball also lag behind the Big 12 standard. To reach the overall quality of Big 12 institutions, UNLV and UNR would need to make a significant investment in facility improvement to be comparable. It is also worth noting that Oklahoma and Texas are not included among the selected Big 12 schools and they have some of the best facilities in the country.

While UNLV and UNR would lag behind the selected Pac-12 schools in overall facilities, it is not as large a gap as would exist with other Power Five conferences. Generally the Pac-12 has somewhat smaller primary venues and tends to have smaller average attendance and overall percentage of capacity numbers. There has been a significant building spike occurring across the Pac-12 in the last five years, particularly with the influx of increased media revenues. Much of the building boom has centered on improved practice and training facilities but there are also significant upgrades occurring to primary football playing facilities. UNLV and UNR would need to make a greater investment in overall facilities to match the level of Pac-12 member facilities.

V. Interview Summary

As described in the Background and Scope section of this report, about 50 individuals in total participated in interviews with CSS staff at Nevada and UNLV. The interviews focused on areas of concern related to competitiveness and future aspirations for intercollegiate athletics at both institutions. Listed below are some of the common themes that emerged from the interviews.

UNLV

- Being located in Las Vegas is a real attribute but the athletic department has yet to fully connect with the community.
- Unique venues for football and men's basketball have an impact on growth potential.
- A new football venue in Las Vegas could provide a significant opportunity for growth.
- Lack of financial resources are a current impediment to competitive success.
- Internal concern particularly among coaches that financial limitations also impact areas like basic maintenance and upkeep of facilities.
- Financial restrictions have made it difficult to keep quality support personnel in areas like academic support.
- Leadership change in last several years has created a sense of uncertainty in the athletic department.
- Community support has been impacted by declining success of men's basketball program.
- Athletic department has high aspirations but needs to understand how intercollegiate athletics fits in the overall growth plans of the university.
- Desire to understand what it would take to be part of a Power Five conference but question whether or not it is a realistic goal without greater resource commitment.
- Need to address some facility deficiencies related to women's sports programs.
- Need to address funding for cost-of-attendance grants to all student-athletes.

Nevada

- Athletic department is still adjusting to new competitive environment of Mountain West Conference.
- Budgets are small and resource limitations have kept competitive aspirations at a modest level.
- It is important to have teams that compete hard and overachieve but it is equally important that these teams perform well academically and operate with integrity.
- Quality coaching hires have sometimes offset lack of funding.
- The overall campus has seen impressive facility growth but athletics facility improvements are more modest.
- The donor base is relatively small and, so far, the Reno market has not provided substantial opportunity for growth in athletics ancillary revenues.
- There are signs that the local economy is improving and diversifying which could provide an opportunity for revenue growth for athletics.
- A relatively small salary base makes it difficult to keep key personnel but high quality of life attributes of Reno/Tahoe area are a positive.
- Need to address funding for cost-of-attendance grants to all student-athletes.

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- Women's sports programs could make competitive gains with a greater resource investment.
 - Additional university financial commitment to athletics to spur competitive success seen as unlikely.