



Benchmarking Study  
November 28, 2016



# Summary of Work

- Review of Records
- Campus Visits
- Research and Benchmarking

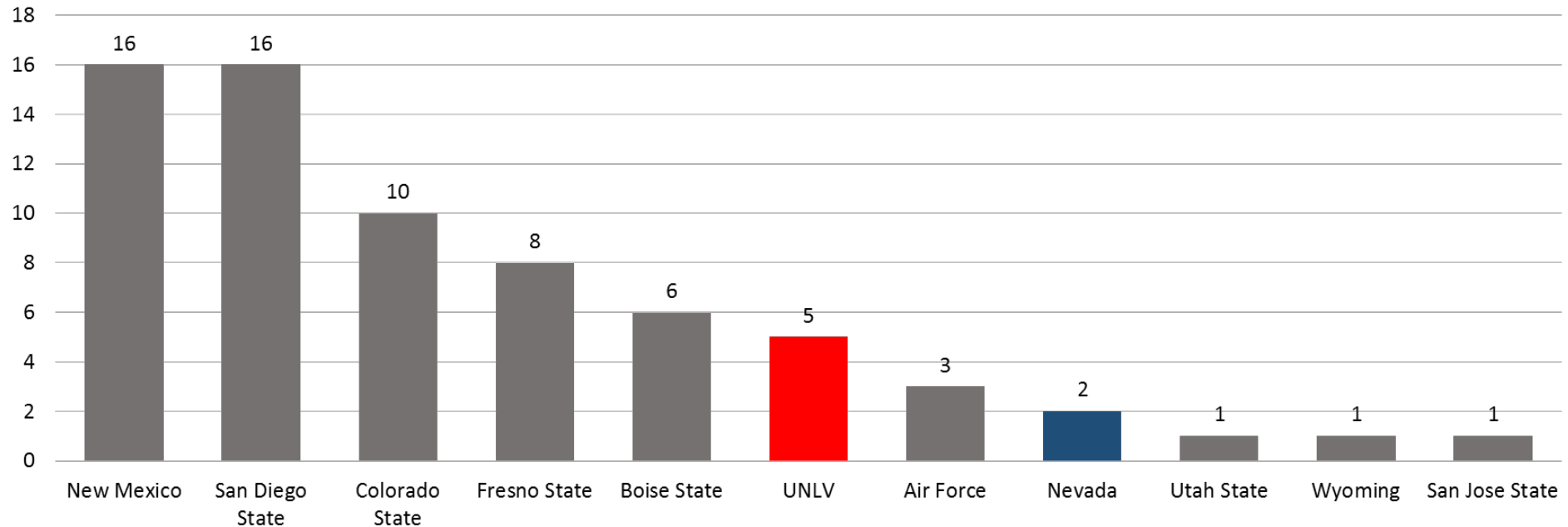


# Mountain West Conference



# Conference Competitiveness – Championships Past Three Years

MWC championships Won - Regular season and Tournament  
(2012-13 through 2015-16)



# Conference Competitiveness

- Both Nevada and UNLV field generally competitive teams in conference.
- Teams have primarily finished in the middle grouping of MWC standings, but have rarely won championships.
- Olympic sport success has included Nevada women's swimming and diving and UNLV men's and women's golf and tennis. Baseball has also achieved MWC championship level success at both institutions.



# National Competitiveness

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
<b>UNLV</b>	<b>121</b>	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	<b>UNLV</b>	<b>0</b>

Sources:

Learfield Directors' Cup -

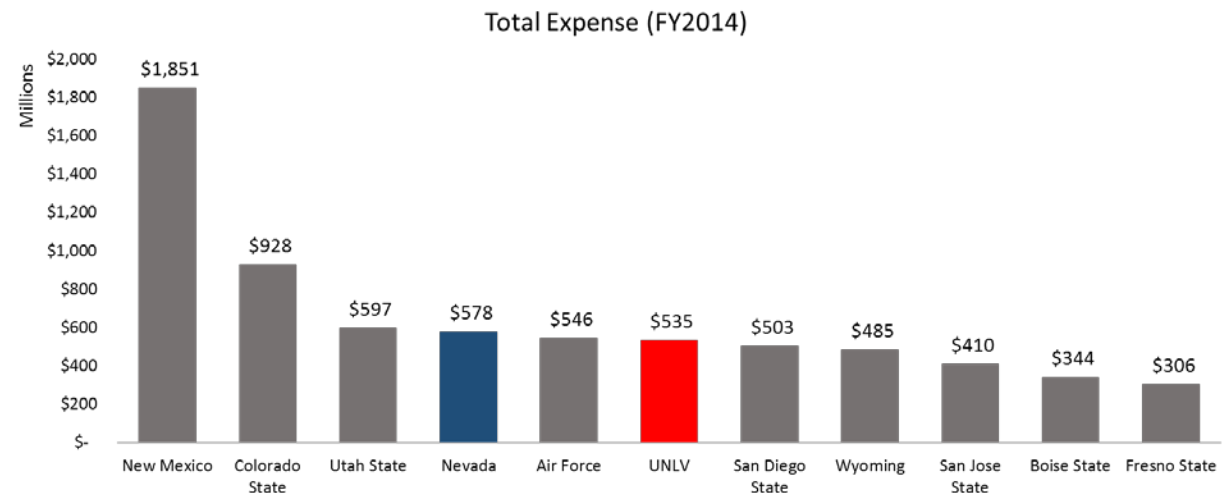
[http://grfx.cstv.com/photos/schools/nacda/sports/directorscup/auto\\_pdf/2015-16/misc\\_non\\_event/D1StandJune30.pdf](http://grfx.cstv.com/photos/schools/nacda/sports/directorscup/auto_pdf/2015-16/misc_non_event/D1StandJune30.pdf)

CBS Sports - <http://www.cbssports.com/college-football/news/best-in-college-sports-oklahoma-beats-out-north-carolina-in-athletic-competitiveness-2015-16> Ref. ATH-3c, Page 6 of 37



# Institutional Profile

- Nevada and UNLV fit well within the overall MWC institutional profiles.
  - 5 Members in the MWC have a Carnegie Classification of “Doctoral Universities: Higher Research Activity” (Nevada and UNLV classification).
  - 9 Members in the MWC have a Doctoral University classification (Moderate, High, or Higher Research Activity).
- Both UNLV and Nevada are at or above the conference median for Total Institutional Expenses.



# Athletic Census & Academic Performance

- Sports sponsorship and athletic participation opportunities are competitive.
- In general, overall academic performance is consistent with peers in the MWC.

Multi-Year Academic Progress Rate								
Institution	Men's Sports							Co-Ed
	Baseball	Basketball	Football	Golf	Soccer	Swimming	Tennis	
Nevada	950	957	949	986	N/A	N/A	985	990
<b>UNLV</b>	<b>945</b>	<b>958</b>	<b>936</b>	<b>993</b>	<b>955</b>	<b>985</b>	<b>943</b>	<b>N/A</b>
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
<b>Nevada Rank</b>	<b>5</b>	<b>8</b>	<b>10</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>	<b>4</b>	<b>1</b>
<b>UNLV Rank</b>	<b>7</b>	<b>7</b>	<b>11</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>8</b>	<b>N/A</b>

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

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
<b>UNLV</b>	<b>972</b>	<b>957</b>	<b>1000</b>	<b>990</b>	<b>975</b>	<b>995</b>	<b>1000</b>	<b>966</b>	<b>976</b>
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
<b>Nevada Rank</b>	<b>2</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>1</b>
<b>UNLV Rank</b>	<b>5</b>	<b>11</b>	<b>1</b>	<b>6</b>	<b>N/A</b>	<b>2</b>	<b>1</b>	<b>11</b>	<b>8</b>

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





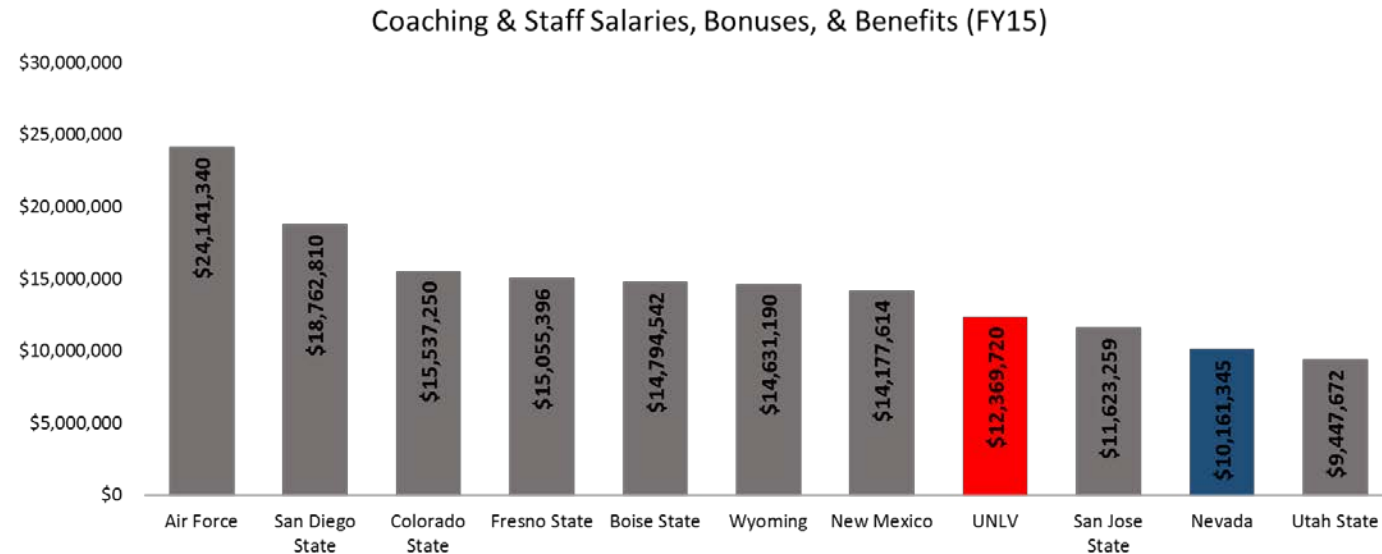
# Staffing

- Administrative and coaching staff numbers appear to be consistent with conference averages.
- Both institutions sponsor fewer sports than most other peers, resulting in smaller staffing numbers in some areas.
- Overall staff size appears to be competitive within the MWC.
- Retention of key staff was flagged as a goal and concern.



# Coaches & Staff Compensation



- Notable difference between both institutions and the top half of the conference.
- The hiring and retention of excellent coaches is a critical element in the overall success of the programs.



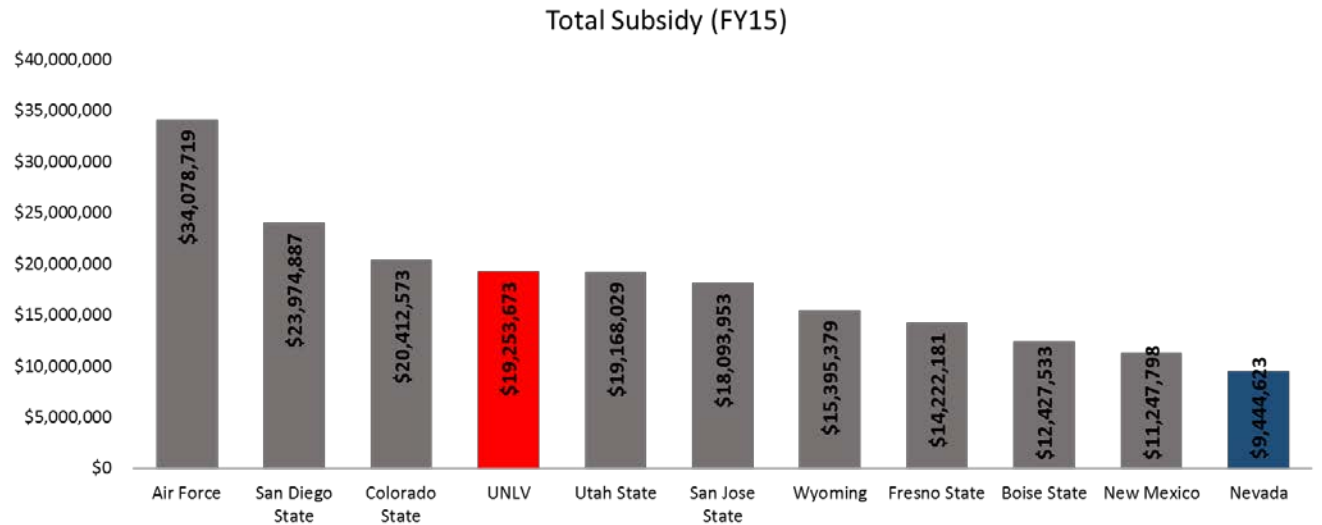
Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>



# Allocated Revenues

Revenue Area		
Student Fees	Bottom-Half	
School Funds	2nd	Last

UNLV ranks second in this category, but we again caution that substantial non-cash allocations are used to reach this figure of \$16.4M.





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

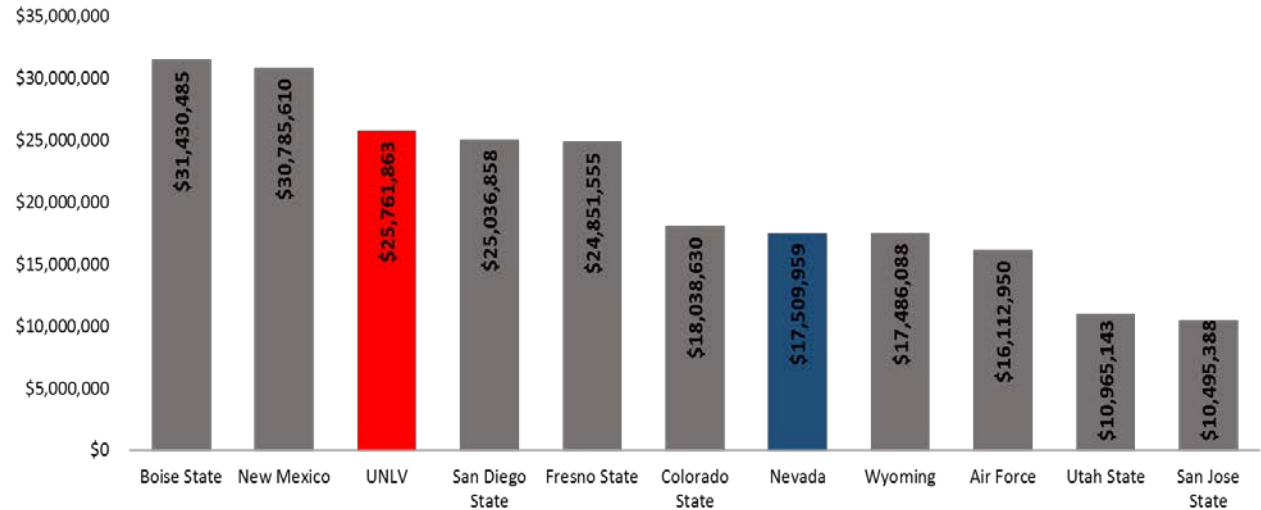
Note: Utah State, New Mexico, and Wyoming totals take into account monies that were transferred from athletics back to the institution.



# Generated Revenue

Revenue Area		
Ticket Sales	Middle of the Conference	
Contributions	Top-Half of the Conference	
Rights/Licensing	Top-Half	Lower-Half
Other Revenue	Near Median	Lower-Half

Total Generated Revenue by Athletics (FY15)

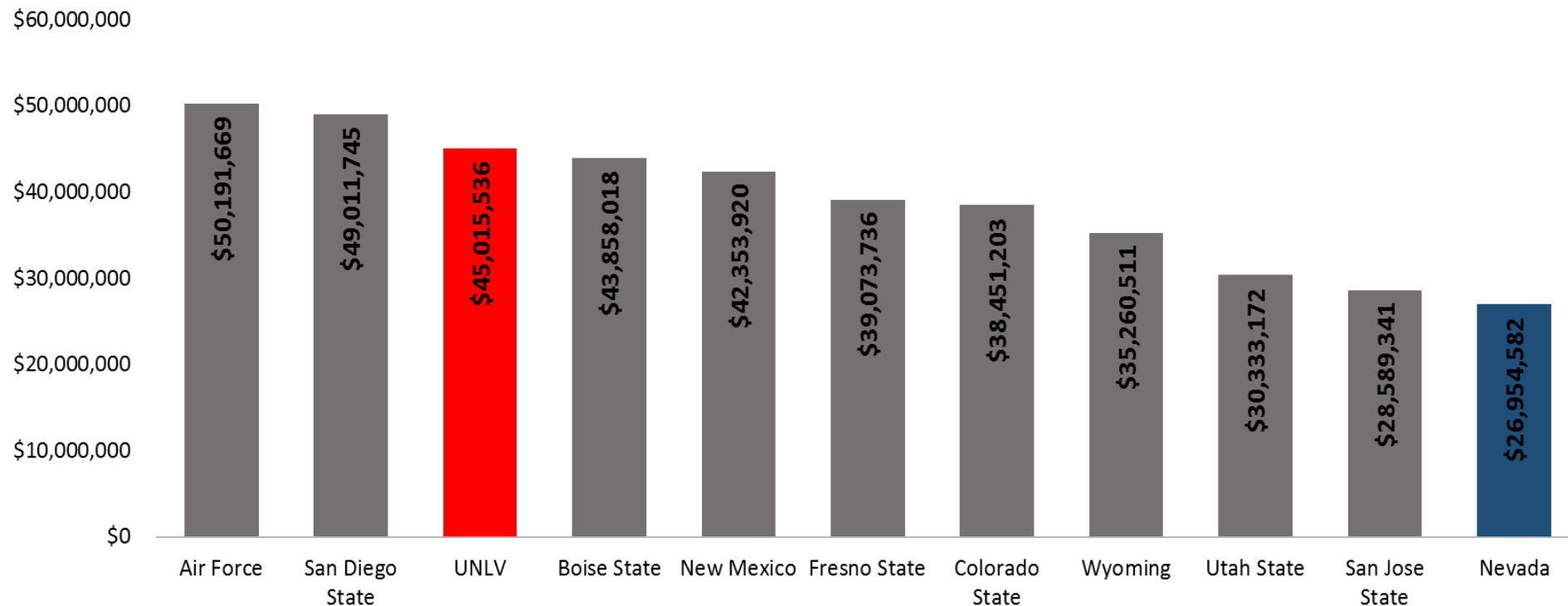


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>



# Total Athletics Revenue – Generated + Allocated

Total Athletics Revenue (FY15)



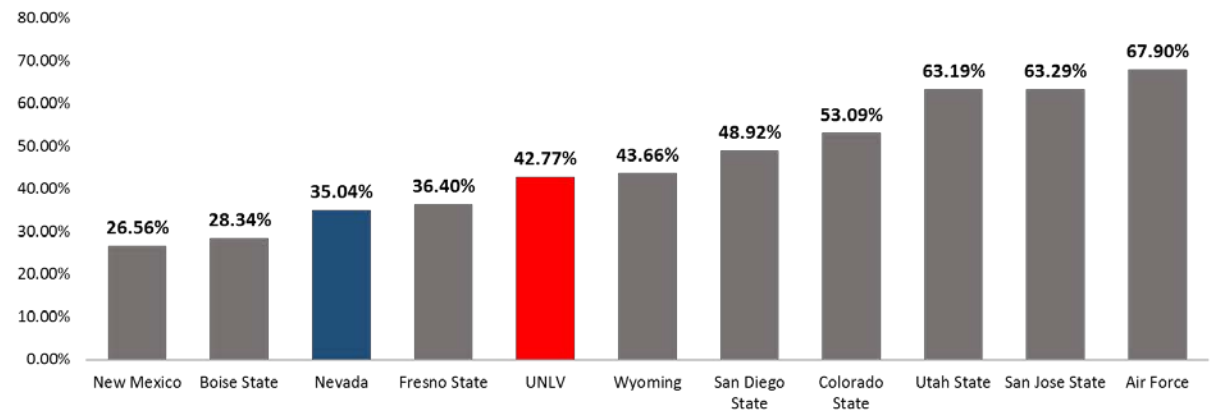
Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>



# Revenue Summary

- Both Nevada and UNLV have significant institutional subsidy support but are below the MWC average.
- Both athletic departments are doing relatively well in self-generated athletics revenue among MWC peers.
- Growth in both areas will likely be needed to spur overall competitiveness.
- There are substantial differences between the two universities in how subsidy support is treated in athletics financial reports.

Percent of Athletic Department Revenues from Total Subsidy (FY15)



# Scholarship Awards

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
		11.97	70.39	3.52		0.00
Rank						
Nevada	1	1	8	1	1	N/A
UNLV	6	8	6	8	3	3

Source: 2014-15 MWC Budget & Salary Survey

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

Source: 2014-15 MWC Budget & Salary Survey

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



# Scholarship Awards

- The total scholarship awards across the various sports appear to be competitive within the MWC.
  - Possible area of concern in football.
- It will be important competitively for both institutions to fully fund cost of attendance in all sports.





# Facilities

- Once implemented, planned improvements in key facilities at both UNLV and Nevada will make them comparable to those in the MWC.
  - Potential new football stadium in Las Vegas could be significant for UNLV.
- Both UNLV and Nevada have some deficiencies, particularly in support facilities for student-athletes and identified competition venues. However, this is the case at several other MWC institutions.



# Pac-12 & Big 12 Conferences



# Institutions

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## Big 12 Conference

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

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## Excluded Institutions

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University of Texas	University of Oklahoma
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## Pac-12 Conference

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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

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## Excluded Institutions

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Stanford University	University of Oregon
University of Southern California	University of California at Los Angeles

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# National 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](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/>

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

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# National Competitiveness

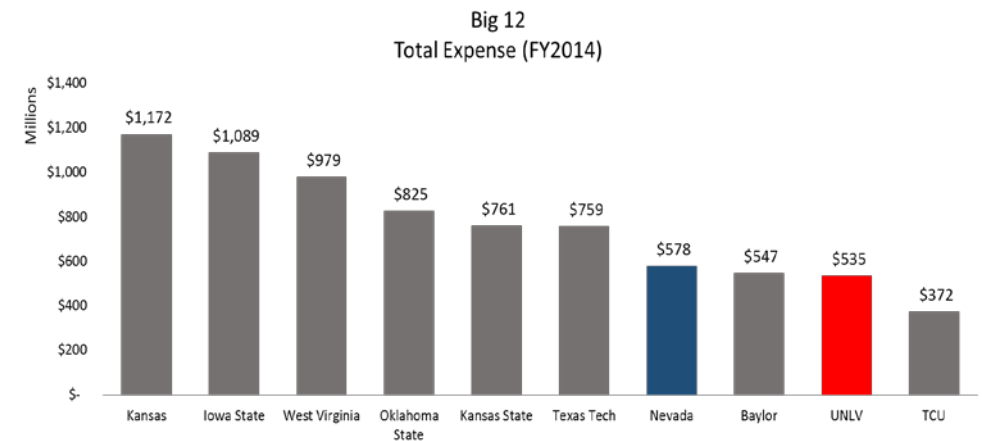
- Big 12: Both Nevada and UNLV would currently rank at the bottom of the comparison group.
- Pac-12:
  - The competitive gap is significant.
  - Conference places emphasis on broad-based competitive success.
    - Historically excels in women's sports competition.
  - Would likely take time and a significant financial investment to achieve broad-based competitive success.



# Institutional Profile

## Big 12

- With the exception of student enrollment, the institutional profiles of Nevada and UNLV are generally smaller than the Big 12 sample group.
  - 5 members of the Big-12 have the same Carnegie Classification as Nevada and UNLV.
  - All 8 members measured are Doctoral Universities (3-Highest, 5-Higher Research Activity)
- From a competitive perspective this is not a significant issue.



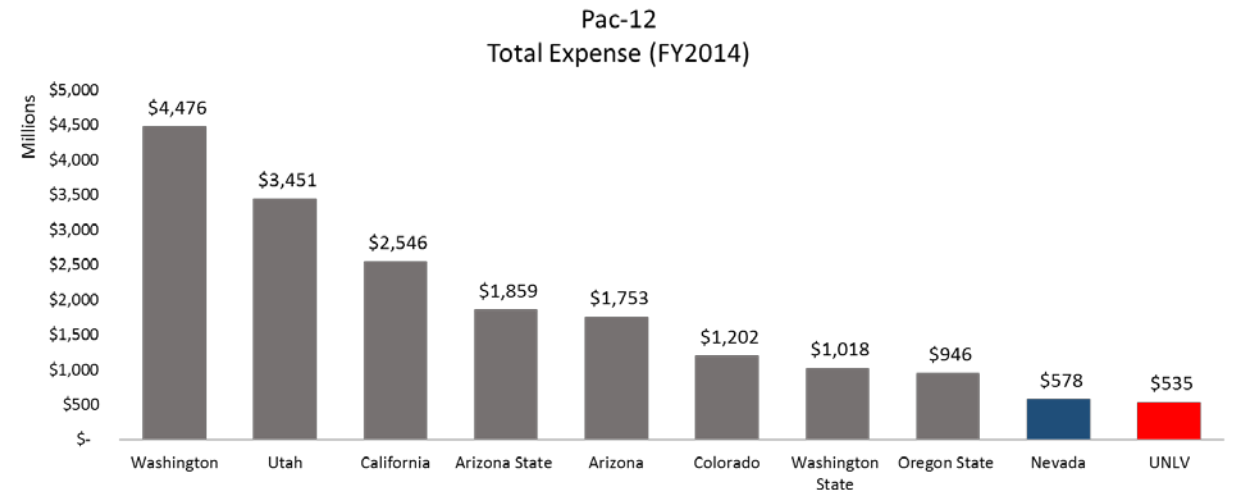
Source: IPEDS Data Center - <http://nces.ed.gov/ipeds/datacenter>



# Institutional Profile

## Pac-12

- Substantially different institutional profiles from those of UNLV and Nevada.
- All members studied have a Carnegie Classification of Doctoral Universities: Highest Research Activity.
- These differences do not necessarily result in competitive advantages/disadvantages for intercollegiate athletics.
- A possible exception – revenues from students and alumni, which are greater at larger enrollment institutions.



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



# Institutional Profile Summary

- It should be noted that institutional profile can be an important consideration in conference membership expansion discussions.





# Athletic Census

- Big 12: Both institutions fit relatively well with the Big 12 schools.
  - Sports that are not sponsored by the Big 12 would need to find other conference homes.
- Pac 12: Both Nevada and UNLV are in the lower half of the Pac-12 comparison group in terms of sports sponsorship and participation opportunities.
  - All sports offered at both Nevada and UNLV, except Rifle (Nevada), are conference sponsored sports.
- Arguably it is a competitive and financial advantage to maintain sports sponsorship numbers at the low end of the range.



# Academics

## Big 12

- Both UNLV and Nevada are competitive with these Big 12 members in academic performance.

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
<b>UNLV</b>	<b>945</b>	<b>958</b>	<b>936</b>	<b>993</b>	<b>955</b>	<b>985</b>	<b>943</b>	<b>N/A</b>
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
<b>Nevada Rank</b>	<b>6</b>	<b>8</b>	<b>4</b>	<b>6</b>	<b>N/A</b>	<b>N/A</b>	<b>1</b>	<b>2</b>
<b>UNLV Rank</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>N/A</b>

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

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
<b>UNLV</b>	<b>972</b>	<b>957</b>	<b>1000</b>	<b>990</b>	<b>N/A</b>	<b>995</b>	<b>1000</b>	<b>966</b>	<b>976</b>
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
<b>Nevada Rank</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>1</b>
<b>UNLV Rank</b>	<b>7</b>	<b>10</b>	<b>1</b>	<b>5</b>	<b>N/A</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>8</b>

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



# Academics

## Pac-12

- Nevada and UNLV are lower than most of these Pac-12 schools in academic performance of student-athletes, most notably in Baseball, Football, and Men’s basketball.
- Academic performance of student-athletes can be an important consideration in expansion discussions.

Pac-12								
Multi-Year Academic Progress Rate								
Institution	Men's Sports							Co-Ed
	Baseball	Basketball	Football	Golf	Soccer	Swimming	Tennis	
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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
<b>Nevada Rank</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>N/A</b>	<b>N/A</b>	<b>4</b>	<b>1</b>
<b>UNLV Rank</b>	<b>9</b>	<b>7</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>N/A</b>

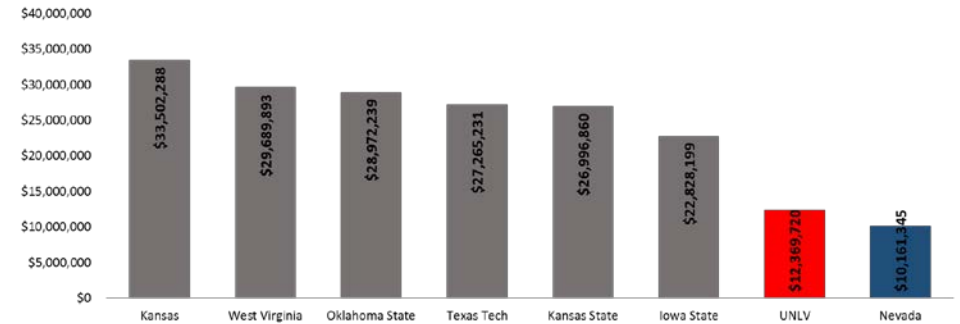
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Multi-Year Academic Progress Rate									
Institution	Women's Sports								
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Arizona	947	985	992	985	989	993	993	975	974
Arizona State	986	988	984	978	997	994	1000	994	1000
California	973	979	986	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
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# Staffing / Coach & Staff Compensation

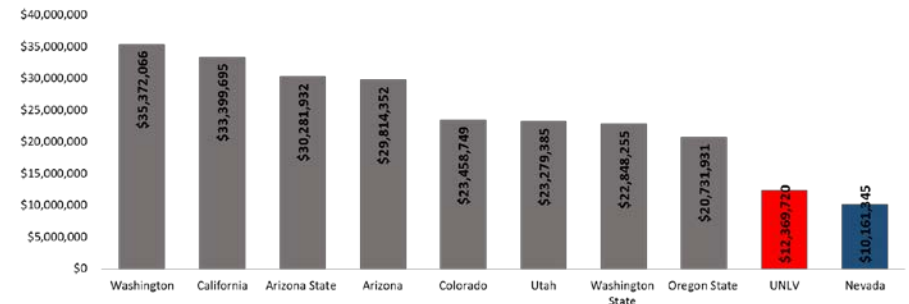
- UNLV and Nevada lag behind both conferences relative to staffing, especially in areas related to revenue generation.
- Large gap in funding for coaches and staff as to both the Big 12 and Pac-12 Conference members reviewed.
- To compete successfully staffing and salary levels would likely need to be increased.

Big 12  
Coaching & Staff Salaries, Bonuses, & Benefits (FY15)



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

Pac-12  
Coaching & Staff Salaries, Bonuses, & Benefits (FY15)





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.





# Allocated Revenue

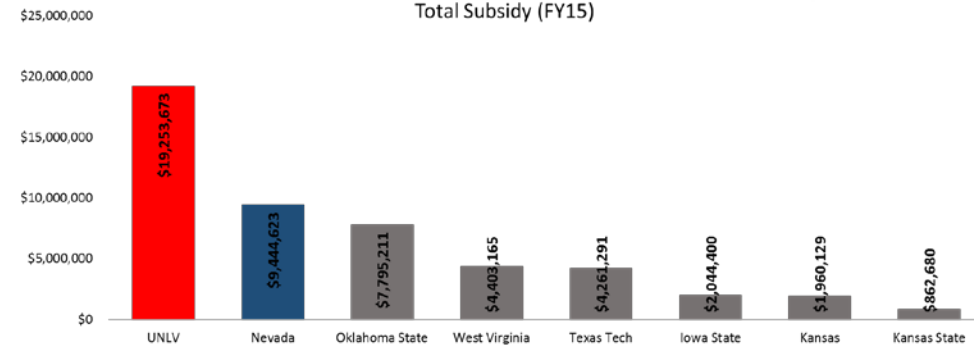
## Big 12

Revenue Area		
Student Fees	Middle of the Conference	
School Funds	Top of the Conference	

## Pac-12

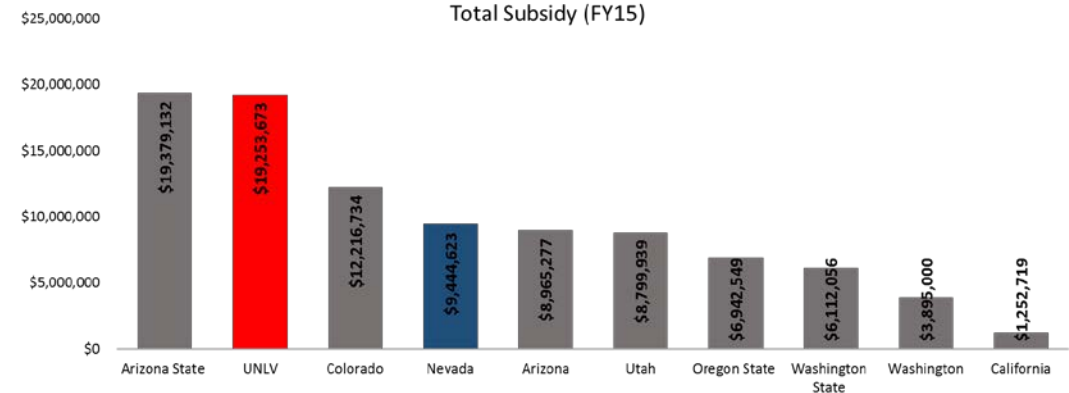
Revenue Area		
Student Fees	Top-third	
School Funds	Top of the Conference	Near the Median

Big 12  
Total Subsidy (FY15)



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





Pac-12  
Total Subsidy (FY15)

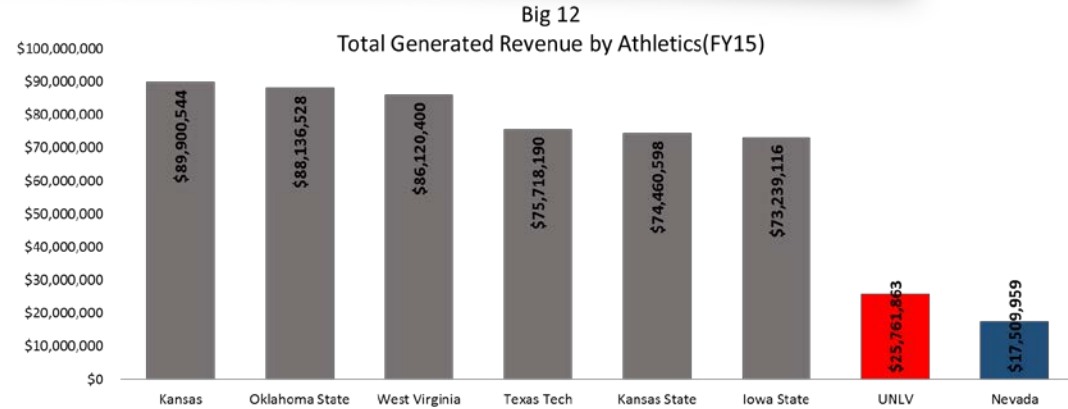


Source: USA Today – NCAA Finances Database - <http://sports.usatoday.com/ncaa/finances>

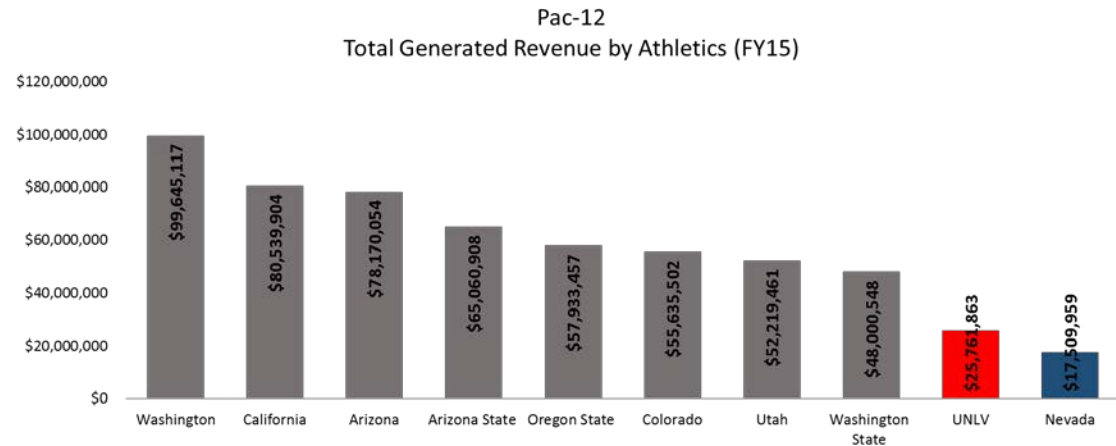


# Generated Revenue

Big 12		
Revenue Area		
Ticket Sales	Bottom of the Conference	
Contributions	Bottom of the Conference	
Rights/Licensing	Bottom of the Conference	
Other	Ahead of 1 Institution	
Pac-12		
Revenue Area		
Ticket Sales	Bottom of the Conference	
Contributions	Ahead of 2 Institutions	Bottom of the Conference
Rights/Licensing	Bottom of the Conference	
Other	Ahead of 2 Institutions	



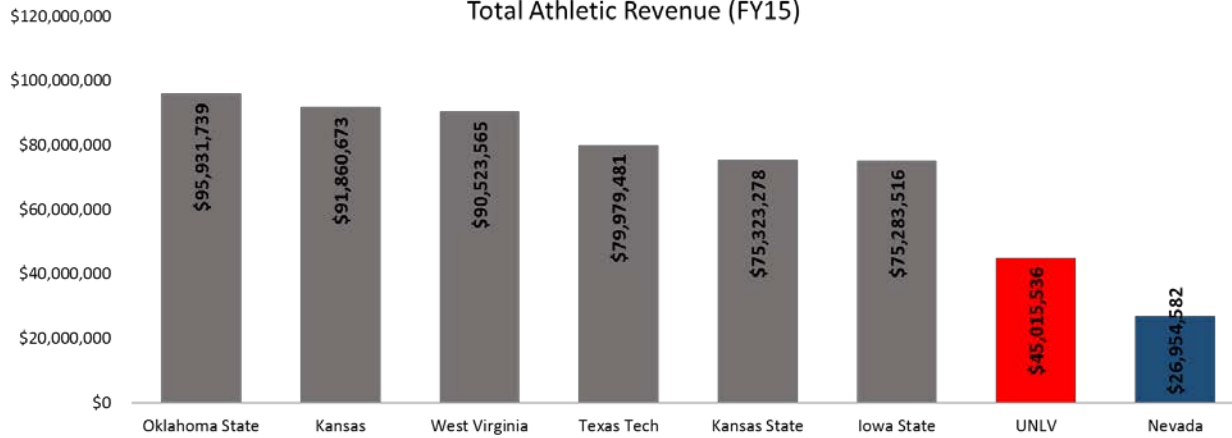
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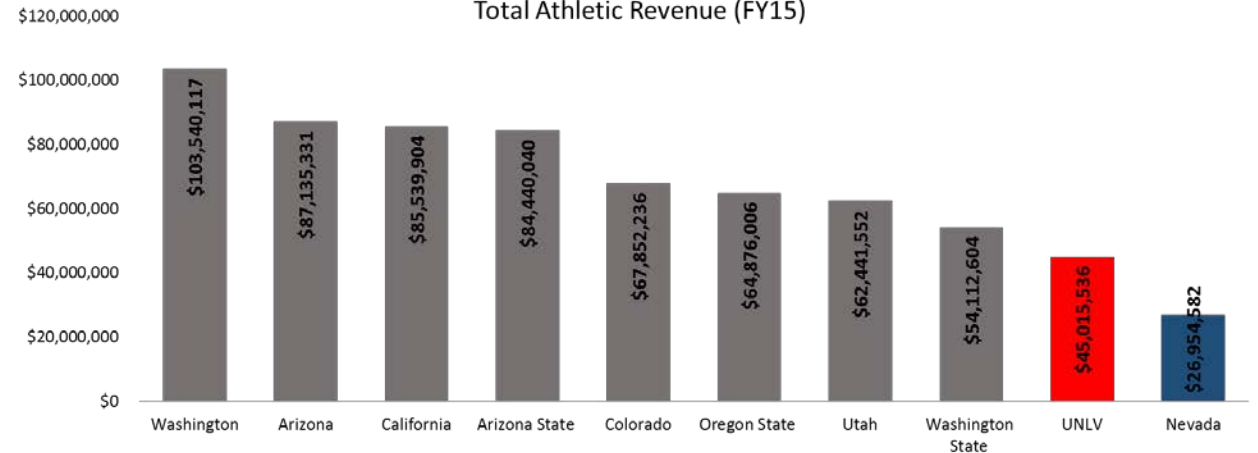
# Total Athletics Revenue – Allocated + Generated

Big 12  
Total Athletic Revenue (FY15)



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

Pac-12  
Total Athletic Revenue (FY15)



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



# Revenue Summary

- Significant revenue gap when compared to both the Big 12 and Pac-12.
  - Gap is somewhat less substantial in the Pac-12 than with these selected Big 12 members
- A common misconception is that membership in a “Power Five” conference will allow universities to reduce the amount of institutional subsidy provided to intercollegiate athletics.
  - Possibly true over time, but likely could take as much as a decade to receive full conference shares.





# Scholarship Awards

- Typically all sports sponsored at Big 12 and Pac-12 institutions are offering the maximum number of scholarships allowed by the NCAA.
- Power Five conference members also have increased spending in areas related to:
  - Food and nutrition
  - Support personnel
- To compete successfully, it would be necessary to fully fund current and future benefits for student-athletes.



# Scholarship Awards

- Big 12: Athletic scholarship spending at Nevada and UNLV is comparable with the Big 12 sample group, with the exception of funding of cost of attendance.



# Scholarship Awards

- Pac-12: Athletic scholarship spending at UNLV and Nevada is somewhat lower than the overall Pac-12 sample group.
  - Cost of attendance stipends will need to be fully funded in the Pac-12, as the Conference has mandated that cost of attendance scholarships be offered to all student-athletes at the NCAA maximum.
  - Conference also mandates some additional student-athlete provisions in areas including:
    - Multi-year scholarships
    - Exhausted eligibility degree completion financial assistance.
    - Exhausted eligibility medical expense assistance for athletic injuries.
    - These areas may result in increased overall student-athlete expense.



# Facilities

- Big 12:
  - UNLV and Nevada 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 Nevada men's basketball.
  - Practice and playing facilities for UNLV women's basketball also lag behind the Big 12 standard.
  - UNLV and Nevada would need to make a significant investment in facility improvement to be comparable.
- Pac-12:
  - UNLV and Nevada lag behind the selected Pac-12 schools in overall facilities.
  - 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 across the Pac-12 in the last five years.
    - Improved practice and training facilities.
    - Significant upgrades to primary football playing facilities.
  - UNLV and Nevada would need to make a greater investment in overall facilities to match the level of Pac-12 member facilities.





Thank You!

