UNLV

UNLV's Institutional Response to the Athletics Competitiveness and Benchmarking Study conducted by CSS

Overall, UNLV feels the competitive benchmarking analysis conducted by CSS to be incredibly helpful. It confirmed some things UNLV knew and it added much that UNLV did not know. The recommendations outlined in the report were accurate and will definitely be useful to UNLV moving forward.

The report addressed Conference Competitiveness. In this regard, it is worth noting that UNLV has won ten (10) Mountain West Conference Championships (regular season, post-season) in the past thirteen (13) months (April 2012-April 2013)—an unprecedented period of competitive success and championship results for UNLV:

Spring 2016
Women's Golf
Men's Golf
Women's Tennis
Men's Tennis

Fall 2016
Women's Soccer (regular season and post-season)
Men's Soccer

Spring 2017
Women's Golf
Men's Golf
Women's Tennis

In addition, the report addressed National Competitiveness and, in this regard, it is worth highlighting that UNLV's placement in the nationally-respected Learfield Director's Cup Standings following the Fall 2016 Semester was higher than at any point in the history of the rankings. Similarly, it is worth noting that in the past thirteen (13) months (April 2012-April 2013), eleven (11) UNLV programs advanced to post-season play (NCAA or WNIT):

Spring 2016
Women's Golf
Men's Golf
Women's Tennis
Men's Tennis

Fall 2016
Women's Soccer
Men's Soccer
Volleyball

Spring 2017
Women's Basketball
Women's Golf
Men's Golf
Women's Tennis

Outlined below are four key recommendations from CSS and UNLV's comments (in red) on each:

- **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.

    The move of the coaching and Athletic Director ("A.D") hiring decisions back to the Presidents has already been a tremendous help to UNLV and assisted in the

successful extension to a Coach's contract and in the hiring of a new Director of Athletics. UNLV will continue to do everything it can to retain successful coaches including aggressive fundraising to support them.

- **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.

  UNLV feels that it is very competitive in the facilities for men's basketball athletes, and more recently for men's baseball athletes, and we are raising money to offer the same for men's football athletes. UNLV is making plans next for a facility for soccer and we need to do the same for other sports, particularly for facilities used by female athletes and in particular for track. UNLV is doing the best it can to keep up with the move toward a fuller "cost of attendance" and will continue to look for sources of revenue to provide this for all athletes. Student-athlete well-being and enhancing the overall student-athlete experience continue to be priorities for UNLV Athletics and the wider Mountain West membership. This aligns with the goals and priorities of the NCAA and the Power Five conferences, as well. In addition to upgrades in facilities, UNLV Athletics should

examine ways to increase service and support to student-athletes in "critical care" areas such as Sports Medicine, Sports Science, Strength and Conditioning, Nutrition, Sports Psychology and Academic Advising. Budget constraints have limited the ability for UNLV Athletics to fully fund these areas and, over time, continued lack of growth will negatively impact the overall student-athlete experience, the ability to succeed competitively, and the ability to keep pace with peer institutions in the Mountain West and beyond.

- **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.

> UNLV is taking this advice to heart and will put more emphasis on fundraising, on game attendance and related ticket sales, on a new multimedia rights agreement for athletics, in allowing athletics to manage their own facilities in order to enhance revenue generation, and in negotiating carefully the financial aspects to our shared use of the coming NFL football stadium. UNLV Athletics consistently ranks among the top in the Mountain West, and it is our goal to remain among the conference leaders in self-generated revenue. In particular, as football and men's basketball continue to improve and become more competitive, significant growth in revenue from ticket sales (individual, season, group) is achievable.

- **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.

  UNLV is working closely with the new leadership in Athletics to implement this plan moving forward.