



UNIVERSITY OF NEVADA, RENO
DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

BOARD OF REGENTS

2016 ANNUAL REPORT



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Introductory Statement:

Overall the 2015-16 academic and sports year proved to be a momentum building year. We are moving forward, earning some success, and making progress.

We maintain our focus on academic performance and the results continue to be strong. With the close of the Spring 2016 semester, our combined Grade Point Average for all sports and all student athletes was above a 3.0 for the third straight semester. Ten of our sixteen teams had a 3.0 (B) average or better.

Our Academic Progress Rate, the NCAA's measure of academic progress toward a meaningful degree which tracks academic eligibility and retention, continues to be strong. Our department-wide APR is 978 with four teams earning a perfect 1,000.

Lastly, our academic performance indicators of GPA and APR lead to the ultimate measure of academic performance which is identified by graduation rate. Our department graduation rate, measured by the NCAA Graduation Success Rate, stands strong at 80%. The Spring 2016 semester saw a record 65 student athlete graduates. These are impressive academic results and show that our focus on these important areas is producing solid results by our students, coaches and administration.

Our competitive year was highlighted by the following:

- Swimming/Diving: Undefeated season, MWC Championship and two NCAA diving titles
- Men's Basketball: Postseason CBI Champions
- Baseball: Advanced to the MWC Tournament Championship for first time in school history
- Football: Arizona Bowl champions

We expect these are launching points for future success for these teams while we continue to grow and advance the competitiveness of our other teams.

Lastly, we made significant improvement to our facilities with the completion of the following projects:

- Mackay Stadium - \$11.5 million
 - o Chairback seats, additional permanent women's restrooms, additional ADA/wheelchair accessible seating, renovated east side suites and a new indoor club level
- Mackay Stadium Track - \$400,000
 - o Resurfaced track in school colors
- Outdoor Tennis Courts - \$1.2 million
 - o Six new outdoor tennis courts
- Track Field Event Site - \$1.0 million
 - o New and upgraded site for the jump and throwing events
- Locker Room Improvements - \$125,000
 - o Women's Soccer, Women's Track/CC, Women's Basketball, Men's Basketball
- Mackay Stadium Videoboard and Sound System, Lawlor Events Center Videoboard - \$3.1 million

Our list of capital improvement needs is long and we are enjoying solid fundraising success for the next two projects which are scheduled in 2016-17. Our resources are few, but our community is supporting our effort to improve the university athletics facilities.

We continue to face stiff economic headwinds in terms of our ability to fund a competitive and comprehensive athletics program. The changing landscape of permissive NCAA legislation, combined with our anchor-like deficit, create a formidable challenge to sustained success. We remain solid in the fundamentals of academic performance and community engagement and we remain heedful of our Mission and Values focused on serving and supporting the educational mission of the University of Nevada, Reno with full President control and oversight. We remain strongly optimistic about our future.

On behalf of our nearly 400 student athletes, our coaches and staff, we thank you for the opportunity to serve the University of Nevada, Reno and the Nevada System of Higher Education.

Go Pack!

Doug Knuth



Five-Year Plan for University of Nevada, Reno Intercollegiate Athletics

The Need for Strategic Planning in Intercollegiate Athletics

There are a number of significant challenges affecting the well-being of Division 1 athletic programs across our country, and specifically, here at Nevada. These include but are not limited to the increasing financial pressures and economic conditions (within our community, region and country), the academic performance of our Student-Athletes, the array of ever-present compliance issues, fielding winning programs that are in a position to compete for championships, addressing the needs and wants of the spectrum of our constituents, newly-leased NCAA rules and regulations and most important – keeping our Department of Athletics aligned with the education mission of the University and your plans for the future. All the while, we must maintain a collaborative relationship with University leadership and community constituents regarding the direction of our program.

In addition, we also face the challenges of communicating as a Department with a unified voice on key issues and keeping the Wolf Pack student-athlete as the focal point of all we do. With this in mind, it's evident that a more formalized planning process is required for our Department.

The Strategic Planning process has become serious business – vital to the health and well-being of our student-athletes, our coaches, our Department of Athletics, and to our complementary and collaborative role in supporting the mission of the University.

As we face these and other significant issues, it's all-too-easy to be lulled into the mindset that our future looks bright based upon our past accomplishments. In fact, nothing could be further from the truth. While our future will be built upon the solid foundation of the accomplishments of our University, as we move forward, I know for certain that one of my primary responsibilities is to develop, install, manage and measure the plan for “comprehensive excellence” in all our affairs. In the process, it is my intent to develop Nevada Athletics into a model program within the Mountain West Conference and amongst Division 1 universities within our region.

Purpose of the Strategic Plan

The focal points for this document are our Mission and Values and Strategic Priorities. The key benefits to this plan and the clarity surrounding these focal points will provide the following:

- **Collaboration with President Johnson and University Leaders**
The Strategic Planning process provides President Johnson and University leaders with our plan for comprehensive excellence. In doing so, it ensures that our work is in alignment with and supportive of the educational mission of the University.
- **Sets a Clear Direction for the Department of Athletics**
The Strategic Planning process provides a clear direction for all facets of Nevada Athletics. We provide clarity in our department structure, Mission, Values, Strategic Priorities and all other facets of the Department's operations.
- **Establishes Performance Standards** The planning process defines the roles, responsibilities and performance standards for each and every unit and position within the Department of

Athletics. In doing so, the planning process also demonstrates the need for ongoing professional development for all Department staff.

- **Professional Management and Accountability Measures**

In conjunction with our plan, we are installing a standardized management system across all units of the Department. In the process, we are implementing accountability measures and standardized reporting for every unit within the Department.

- **Celebrates Diversity and Inclusion**

In the planning process, we have emphasized transparency, diversity of thought and inclusion amongst the wide range of constituent groups related to the University and the Department of Athletics. We support and celebrate diversity and inclusion in all our affairs.

- **Creates the “Most-Effective” Fundraising Tool**

As we articulate the Strategic Plan for the Department of Athletics, this document assists us in defining the required resources to fuel our operations and success. As such, the Strategic Plan becomes our most-effective fundraising tool – formally defining our plan for the future and the opportunities to invest in the betterment of our Student-Athletes.

Professional Management Systems

Shortly following the installation of our Strategic Plan, it’s my intent to more closely hold each of our Unit Managers and Coaches accountable for their performance with the installation of Manager’s Action Planners (MAP Books) for all units, and closer Athletic Program oversight. In doing so, we will have our first formal and comprehensive management system in place. This will allow me to report to President Johnson on a timely basis with a comprehensive monthly report in support of Presidential Control of our Department of Athletics.

Our work is bringing a sense of order, efficiency and accountability, and we are enthusiastic with the challenges that lie ahead. I look forward to sharing this document amongst key constituents, and in particular, our current and prospective donors. I cannot imagine a more effective way to share our Mission, Values and Strategic Priorities. In doing so, I’m confident that we’ll find this document becomes our most effective tool in Athletics Development.

Creating a Framework for our Plan for Success

The Strategic Planning process is an evolving and growing activity. Our Strategic Plan will not be a document that sits on a shelf or in a drawer. Rather, we expect this document and our Plan to be ever-present and top-of-mind in our daily decisions toward personal and department excellence. This is a framework for advancing Wolf Pack athletics. We expect to add details and measurable data to the framework as the plan evolves.

Our plan is built with conservative and predictable budgeting and forecast methods – we are not building a dream forecast and hoping for the best in the future. We are defining our reality and building a structure for the best Wolf Pack athletics department possible.

Our plan is focused on supporting the University Town and Knowledge Based Region concepts – Wolf Pack athletics must take a leadership position in this effort. We have the ability to invite and engage our communities to support the University in highly visible and proactive ways. We expect to be called upon to lead this effort.

Our plan is dedicated to the welfare and betterment of our students.



Mission and Values for Nevada Athletics

Mission for the Department of Intercollegiate Athletics:

In support of the educational mission of the University of Nevada, Reno –

- We provide opportunities for achievement – academically, athletically and socially.
- We teach and learn leadership to prepare our Students for life.
- We engage our community in a meaningful way.

Values of Nevada Athletics

Core Values guide and govern our actions at all times. They define “what we stand for” and “what we won’t stand for.” They include:

- **Respect**
We treat ourselves and others as we would like to be treated.
- **Positive Attitude and Outlook**
We have high energy, enthusiasm and optimism every day.
- **Service Mindset**
We go the extra mile to serve others, especially our students and community.
- **Teamwork**
We stick together, we carry the load with our teammates, we look out for each other.
- **Discipline**
We are focused on creating order, planning and advancing the enterprise.
- **Diversity**
We look to include people with different experiences, opinions and voices.
- **Honor**
We know that the right thing to do is the only thing to do.



Unit Missions for Wolf Pack Athletics

Compliance Office

- Our mission is to provide guidance to the entire community with regard to the rules, regulations and standards which mandate integrity in everything we do.
- Above all else, we exist to promote, protect and demonstrate the safety, health and well-being of our Student-Athletes, our Coaching staff, Department of Athletics and the Institution.
- We serve as guardians and advocates.

Student-Athlete Support Services

- Our most important pursuit is the academic success of our Student-Athletes.
- Our professional staff partners with and supports our Student-Athletes with the transition from high school to the college setting. We provide an environment which fosters learning.
- This environment challenges them to grow intellectually and guides them to their interests and areas where they can excel and enjoy productive and meaningful lives.

Athletic Program Administration

- In partnership with our coaches, we guide, encourage and support our Student-Athletes in their pursuit for comprehensive excellence.
- We bear responsibility to efficiently and effectively manage all elements of the athletic program in order to field a team that is in a position to compete for championships.
- We serve as advocates and guardians to Student-Athletes, the Coaching staff and Department.
- Through the use of our Athletics Program Profiles, we position our Athletic Program Administrators to make data-driven decisions.

Coaching Staff

- We serve as leaders and role models to our Student-Athletes and the Department of Athletics.
- With our Athletic Program Administrators, we bear responsibility to efficiently and effectively manage all elements of the program, and work for the betterment of our Student-Athletes.
- We are responsible for the development and well-being of our Student-Athletes and their competitive success.

Sports Medicine

- We protect and promote the safety, health and well-being of each and every one of our Student-Athletes. We provide and coordinate a comprehensive array of professional healthcare services.
- We work closely with our coaching staffs as they develop their plans for athletic competition.
- Above all else, we serve as the guardians and advocates for our Student-Athletes and the athletic programs we serve.

Strength & Conditioning

- In partnership with our coaches, we develop and conduct programs which provide proper conditioning and injury prevention to best meet the demands of each individual sport.
- We model and promote healthy lifestyles to our Student-Athletes. Above all else, we utilize proven methods to inspire our Student-Athletes to develop well-conditioned minds and bodies.
- We protect and promote the safety, health and well-being of each of our Student-Athletes.



Unit Missions for Wolf Pack Athletics (cont.)

Athletic Equipment

- We provide the finest equipment available to allow our Student-Athletes to compete at the highest levels of competition.
- We are responsible for the research, purchase, allocation and collection of equipment for our Student-Athletes. We provide orientation, education and preventive measures to ensure that all equipment operates to the highest standards.
- We promote the UNR Athletics brand through partnerships with equipment and apparel leaders and the appropriate use of institutional insignia for UNR.

Facilities and Event Management

- We maintain a Facilities Master Plan in conjunction with the University's Strategic Plan.
- Our plans identify and address existing and future facility needs and usage.
- We provide a safe and welcoming environment for participants, spectators, and visitors.
- We build and maintain attractive athletic facilities. The look is clean and the operation of our facilities is first-class.
- We continue to improve upon our facilities.

Athletic Communications

- We promote and celebrate the success of our Student-Athletes, UNR Athletics and the University – to the UNR family.
- We are proactive communicators who are dedicated and passionate advocates for our Student-Athletes, Department of Intercollegiate Athletics and the University.
- We are a window to, and a reflection of, the University. We utilize tools and technology to communicate our messages in a credible and reliable manner.

Multimedia

- We plan, develop, and coordinate all facets of UNR Athletics marketing and promotions. We provide a consistent “look and feel” which conveys a single and unified message or ideal.
- We promote and celebrate the people and events associated with UNR Athletics.

Business & Finance

- Our first priority is the financial viability of our entire program. We strive to use our money wisely.
- Our business operations are professionally managed. We have clearly defined policies and procedures that are the UNR Athletics “way” of doing business.
- We are open, inclusive and collaborative with regards to the budget process.

Athletics Development

- We invite the friends of the University to develop a meaningful relationship with UNR Athletics.
- We are obligated to clearly demonstrate our plan for the Department and the opportunities to participate in the betterment of our Student-Athletes.
- We exist to support the success of our Student-Athletes and UNR Athletics.



The Role of Intercollegiate Athletics

- Within the Department of Athletics, all our actions are designed to be in alignment with, and supportive of, the educational mission and strategic objectives for the University. As such, we serve in two important roles. They include –

Our Role as Teachers –

- We have a complementary (yet unique) role as teachers within the educational setting at the University of Nevada, Reno.
- We teach an array of lessons and skill sets that are not easily duplicated elsewhere on campus. Areas in which we teach include, but are not limited to:
 - Accountability
 - Community Outreach
 - Competitive Excellence
 - Discipline
 - Diversity and Inclusion
 - Goal Setting
 - Honor
 - Individual Responsibility
 - Integrity
 - Leadership
 - Learning from Mistakes
 - Persistence
 - Problem Solving
 - Professional Conduct
 - Teamwork
 - Time Management
 - Winning
 - Work Ethic
- In our role as teachers, we're honored to be a part of the process of guiding, inspiring and supporting our Student-Athletes to use their talents and gifts in their quest for excellence – academically, athletically and socially. We are teaching in some very special ways.

We Invite, Gather and Engage a Community

- We invite, gather and engage the University and surrounding communities to participate in our programs, competitions and success in a meaningful way.
- We provide positive visibility and instill pride for the University of Nevada, Reno.
- Above all else, we celebrate our graduates, leaders and friends of the University.



Listing of Athletic Programs and Head Coaches

▪ Baseball	T.J. Bruce
▪	
▪ Basketball (Men's)	Eric Musselman
▪	
▪ Basketball (Women's)	Jane Albright
▪ Cross Country (Women's)	Shantel Twiggs
▪ Football	Brian Polian
▪ Golf (Men's)	Jacob Wilner
▪ Golf (Women's)	Kathleen Takaishi
▪ Rifle (Coed)	Fred Harvey
▪ Soccer (Women's)	Erin Otagaki/Casey Tate
▪ Softball	Matt Meuchel
▪ Swimming & Diving (Women's)	Brendon Bray
▪ Tennis (Men's)	Sylvain Malroux
▪ Tennis (Women's)	Guillaume Tonelli
▪ Track & Field (Women's)	Shantel Twiggs
▪ Volleyball	Lee Nelson



Coaching Staff Responsibilities

- We serve as advocates and guardians to Student-Athletes and the Department of Intercollegiate Athletics.
- With our Athletic Program Administrators, we bear responsibility to efficiently and effectively manage all elements of the program, and work for the betterment of our Student-Athletes.
- We are responsible for the well-being of our Student-Athletes and their competitive success.

The Role of the Athletic Program Administrator

- In partnership with our coaches, we guide, encourage and support our Student-Athletes in their pursuit for comprehensive excellence.
- We bear responsibility to efficiently and effectively manage all elements of the athletic program in order to field a team that is in a position to compete for championships.
- We serve as advocates and guardians to Student-Athletes and the Department.
- Through the use of our Athletics Program Profiles, we position our Athletic Program Administrators to make data-driven decisions.



Expectations of Wolf Pack Student-Athletes

We have seven fundamental expectations for all Wolf Pack Student-Athletes:

Academics

- We expect our Student-Athletes to pledge their best effort in their academic affairs – acquiring knowledge and advancing towards a degree.

Athletics

- We expect our Student-Athletes to prepare diligently and compete aggressively – in order to position themselves and their teammates to compete for championships.

Community Outreach

- We expect our Student-Athletes to serve the surrounding communities.

Meaningful Relationships

- We expect our Student-Athletes to become an integral part of the University community. In the process, we want them to enjoy their experience and develop meaningful relationships.

Leadership Experiences

- We expect our Student-Athletes to engage in regular contact with the array of leaders, advisors and mentors within the Department of Athletics and the community at large.

Compliance

- We expect our Student-Athletes to be in full compliance with all University, Departmental, Conference and NCAA compliance regulations.

Career Placement

- We expect our Student-Athletes to use all available resources in the pursuit of a meaningful career. We stress the importance of a life of service and honorable citizenship.



Summary of Strategic Priorities

Priority 1	Alignment with University Leadership
Priority 2	Academic Achievement
Priority 3	Athletic Excellence
Priority 4	Student-Athlete Wellbeing
Priority 5	Culture of Compliance
Priority 6	Enhanced External Operations
Priority 7	Transparent Business Operations
Priority 8	Emergence of Athletics Development
Priority 9	Facilities Planning
Priority 10	Professional Management



Priority One

Alignment with University Leadership

Goal # 1 – Presentation and Approval of Strategic Plan

- Develop the framework for the Strategic Plan for Nevada Athletics
- Refine the Mission, Values and Strategic Priorities for the Department
- Input from Department Staff, Coaches and key constituents
- Critical comment and approval and ongoing oversight from President Johnson

Goal # 2 – Relationship with President Johnson and President's Council

- Develop and refine a Monthly Operations Report for the Department – submitted to President Johnson in support of Presidential Control for the Department of Athletics
- Monthly Operations Report will include a summary of significant activity within each Operating Unit and within each Athletic Program
- Continue regular meetings with CFO, UNR Foundation, Provost and other campus leadership

Goal # 3 – Participation in Campus Planning & Activities

- Collaborative relationship for all related planning and activities across campus
- Proactive engagement from Department's Senior Staff with Academic community



Priority Two

Academic Achievement

Goal # 1 – Enhanced GPA and Graduation Success Rate

- Evaluate and refine Academic Support Services programming
- Develop formal Academic Plan for each athletic program

Goal # 2 – Be Amongst League-Leaders in Academic Achievement

- Achieve Student-Athlete GSR amongst the top 4 schools in the Conference
- Achieve Student-Athlete APR amongst the top 4 schools in the Conference

Goal # 3 – Increase the Number of Scholar-Athletes

- Increase number of Silver & Blue Scholars (3.5GPA or higher)
- Increase number of Wolf Pack Scholars (3.0-3.49 GPA)
- Tailor and support individualized academic plans for all incoming Student-Athletes

Goal # 4 – Celebrate Academic Achievement

- University leadership, Department leadership and Coaching staff to comment on academic performance at public events
- Highlight academic achievement in all publications (Annual Reports, Media Guides, etc.)
- Continue Scholar-Athlete recognition luncheon and events
- Communicate within the Department the academic achievement of all athletic programs



Priority Three **Athletic Excellence**

Goal # 1 – Professional Athletic Program Administration

- Clearly defined roles and responsibilities for Athletic Program Administrators, Coaches and related support services
- Communications at regularly-scheduled Coaches Meetings

Goal # 2 – Develop Framework for Athletic Program Profiles for Select Sports

- Develop and refine Athletic Program Profiles for athletic programs to facilitate data-driven decision making. Metrics include, but are not limited to:
 - Program History
 - Program Overview
 - Coaching Staff
 - Competitive Performance
 - Schedule
 - Academics
 - Budget
 - Compliance Planning
 - Community Outreach and Volunteerism
 - Development
 - Equipment
 - Event Management
 - Facilities
 - Life Skills
 - Marketing and Promotion
 - Recruiting
 - Sports Medicine
 - Strength & Conditioning
 - Team Travel, etc.

Goal # 3 – Needs Reports for All Athletic Programs

- Develop and refine formal Needs Reports for all Athletic Programs
- Incorporate into Department Needs Report

Goal # 4 – Monthly Coaches Meetings

- Monthly Coaches Meetings with Program Administrators, support staff and invited guests



Priority Four

Student-Athlete Wellbeing

Goal # 1 – Active Participation in Community Service and Events

- Establish community service expectations for all Athletic Programs
- Celebration of Student-Athlete accomplishments and activities in Department publications

Goal # 2 – Participation in University Events

- Standards established for participation in University events

Goal # 3 – Enhanced Life Skills Training

- Emphasis on preparing Student-Athletes for productive and meaningful lives beyond athletics
- Installation of Professional Conduct Training programs for Student-Athletes

Goal # 4 – Career Placement Services

- Enhanced career placement offerings
- Produce Resume Book for Student-Athletes
- Mentoring Program for Student-Athletes with prominent alumni and community leaders
- Establish relationships with organizations/corporations within the extended community for placement of Student-Athletes



Priority Five

Culture of Compliance

Goal # 1 – Establish Theme of Universal Presence and Universal Access

- Increased face-time with Student-Athletes & Coaching Staff; including personal introductions and meetings between Compliance staff and all Student-Athletes
- Regular ongoing access and visits to all facilities and venues
- Compliance staff will travel regularly with teams, especially teams with new coaches
- Add additional full-time compliance staff member

Goal # 2 – Professional Services Array for Compliance

- Develop comprehensive portfolio of educational materials for Student-Athletes, Coaches, Department staff and other key constituents

Goal # 3 – Refine Policies and Procedures Manual

- Refined Policies and Procedures Manual
- Communications with peer Athletic Departments for best practices

Goal # 4 – Compliance Task Planners for All Athletic Programs

- Develop schedule of Compliance communications for all Athletic Programs and their key constituent groups; with signoff from Athletic Program Administrator, Head Coach, Captains, FAR, etc.
- Communications with Coaches regarding performance against their scheduled communications
- Maximize use of Jump Forward compliance and recruiting software



Priority Six

Enhanced External Relations

Goal # 1 –Standardized and Unified Messaging

- Standardized messaging for all Department Staff and Coaches
- Distribution and installation of AD's Folio

Goal #2 – Increased Ticket Sales

- Create sales plan for each ticketed athletic program
- Monitor progress and adjust resources
- Enhance customer service and relations
- Build Business Backs the Pack campaign
- Install Buy One, Give One campaign to support local youth charities

Goal # 3 – Increased Sponsorship Sales

- Work with Wolf Pack Sports Properties (Learfield) to develop new opportunities

Goal # 4 – Marketing and Promotion Plan for Each Athletic Program

- Marketing and promotional program for each athletic program

Goal # 5 – Enhanced Media Relations Updated Policies and Procedure Manual

- Develop alternative forms of promotion beyond Media Guides
- Rebrand Media Relations to reflect current trends in Communications

Goal # 6 – Positive Presence in all Media Exposures

- Celebrating the Student-Athlete; positive press releases
- Measure and enhance exposure across all forms of media
- Increased coverage of games on Mountain West Network



Priority Seven

Transparent Business Operations

Goal # 1 – Orientation Program for All Staff

- Onboarding and training program for all new hires
- Review of Mission, Values and Strategic Plan with all new hires

Goal # 2 – Enhanced Budget Development Process

- Longer-term perspective with regard to the Strategic Planning process
- Development of formal Needs Reports for all Units and Athletic Programs
- Involvement from Unit Managers, Coaching staff and key constituents

Goal # 3 – Refined Financial Policies and Procedures Manual

- Regularly-scheduled meetings on financial affairs with Coaching and Administrative staff
- Enhanced access and reporting to Athletic Program Administrators and Coaching staff



Priority Eight **Emergence of Athletics Development**

Annual Fund and Major Gifts

Goal # 1 – Preliminary Needs Report for the Department

- Formal review of all Units and Athletic Programs
- Meetings with AAUN Board and other key constituents to refine Needs Assessment

Goal # 2 – Refinement of Database and Constituent Portfolios

- Refinement and ongoing segmentation of database for all Unit and Senior Staff
- Define prospective Corporate Donors

Goal # 4 – Increased Membership/Participation for Annual Fund

- Establish retention and growth goals for membership and dollars
- Build giving platform for former student athletes, parents and friends of sport teams

Capital Projects

Goal # 1 – Cultivation and Increase in Leadership/Capital Project Gifts

- Set minimum number of calls per week
- Cultivation of key prospects for capital projects
- Preliminary Needs Report reviewed and approved by President Johnson
- Presentation of Strategic Plan and Needs Reports to all current and prospective donors

Goal # 2 – Consideration for Athletics Advisory Board

- Examination of roles and responsibilities of the AAUN Board
- Establish formalized planning process with AAUN Board
- Active involvement of Board in Development activities



Priority Nine

Facilities Master Planning

Goal # 1 – Facilities Master Plan

- Coordinate and develop Department Facilities Master Plan with University leadership

Goal # 2 – Formal Needs Reporting for Facility Projects

- Develop and refine formal Needs Report for all facility projects
- Communicate progress with AAUN Board
- Proposed Capital Projects, Funding and Timeline
 - Mackay Stadium Renovation - \$11.5 million (Completed August 2016)
 - Mackay Stadium Track Resurface - \$400,000 (Completed July 2016)
 - Mackay Stadium Video and Sound System - \$2 million (Completed August 2016)
 - Lawlor Events Center Video Boards - \$1.2 million (Completed September 2016)
 - Tennis Courts and Track Field Events Site - \$1.9 million (Completed July 2016)
 - Renovation of Lombardi Gyms - \$2.5 million (Summer 2017)
 - Conversion of two basketball courts to M&W Basketball practice center
 - Conversion of separate court area to Volleyball practice and competition court
 - Timeline dependent on fundraising
 - Seeking private funding
 - Champions Plaza - \$1 million (Summer 2017)
 - Grand entrance to north end of Mackay Stadium
 - Seeking private funding
 - Indoor Fieldhouse - \$24 million
 - Full football field
 - 307 meter track
 - Shared-use with student recreation, intramurals and club sports
 - Timeline dependent on fundraising
 - Shared-funding – potentially \$9 million from student fee
 - Rifle Center - \$5-8 million
 - Indoor range for NCAA competition
 - Community and agency programming
 - Timeline dependent on fundraising
 - Seeking private funding
 - Baseball Clubhouse Renovation - \$2-3 million
 - Enhance locker room, batting/pitching cages
 - Team meeting room and coaches offices
 - Seeking private funding
 - Soccer/Track Complex
 - Seeking private funding



Priority Ten **Professional Management**

Goal # 1 – Installation of Manager’s Action Planners (MAP Books)

- A weekly report known as a “Quicksheet” will be submitted to Doug Knuth from the all Unit Managers. Reporting metrics include the following:
 - Completed Projects and Tasks
 - Current Projects & Tasks
 - Significant Dates
 - Learning Plans
 - Other Information

Goal #2 – Monthly Operations Report

- Monthly Operations Report will include a summary of significant activity within each Operating Unit and within each Athletic Program



Five-Year Financial Plan to Reduce/Eliminate Deficit

As illustrated in the attached Five-year Financial Analysis – Projections and Expenditures, Nevada Athletics' plan to reduce and eliminate the accumulated financial deficit over a five year period beginning with FY14 and ending in FY18.

The deficit reduction/elimination plan utilizes guaranteed revenue sources from future increases in Mountain West Conference distributions to pay down the deficit. We understand this is a high priority. The allocation of these future increases further illustrates our commitment to deficit reduction versus investing in the future of the athletics program.

**UNIVERSITY OF NEVADA, RENO
INTERCOLLEGIATE ATHLETICS
FISCAL 2016 ACTUAL**

	Ending June 30, 2016		
	State Funds	Self-Supporting	Total
University of Nevada, Reno Intercollegiate Athletics			
REVENUES			
State Funds - Facilities	1,431,895		1,431,895
State Funds - Administration/Sports	1,408,260		1,408,260
State Funds - Student Aid	2,352,645		2,352,645
Student Fees		2,747,460	2,747,460
Donations		4,278,730	4,278,730
Men's Basketball		2,885,360	2,885,360
Football		5,767,755	5,767,755
All other Men's/Women's Sports		132,525	132,525
Conference/NCAA		4,534,195	4,534,195
Institutional		1,505,000	1,505,000
Miscellaneous		2,218,700	2,218,700
Transfers In-Debt Payments		502,440	502,440
Subtotal Revenues	5,192,800	24,572,165	29,764,965
EXPENSES			
Facilities	1,431,895		1,431,895
Administration	546,945	5,993,950	6,540,895
Sport Support	99,025	2,400,515	2,499,540
Men's Basketball		1,856,150	1,856,150
Football	153,635	4,946,685	5,100,320
All other Men's/Women's Sports	608,655	4,449,570	5,058,225
Student Assistance	2,352,645	4,287,220	6,639,865
Debt and Loan Payments		502,440	502,440
Total Expenses	5,192,800	24,436,530	29,629,330
Opening Balance	-	(3,143,120)	
Net Operating Surplus (Deficit)	-	135,635	
Ending Balance	-	(3,007,485)	

**UNIVERSITY OF NEVADA, RENO
INTERCOLLEGIATE ATHLETICS
FISCAL 2017 BUDGETED**

	Ending June 30, 2017		
	State Funds	Self-Supporting	Total
University of Nevada, Reno Intercollegiate Athletics			
REVENUES			
State Funds - Facilities	1,431,895		1,431,895
State Funds - Administration/Sports	1,432,065		1,432,065
State Funds - Student Aid	2,373,255		2,373,255
Student Fees		2,807,000	2,807,000
Donations		4,090,000	4,090,000
Men's Basketball		2,879,100	2,879,100
Football		4,945,000	4,945,000
All other Men's/Women's Sports		160,000	160,000
Conference/NCAA		4,525,000	4,525,000
Institutional		1,905,000	1,905,000
Miscellaneous		2,410,000	2,410,000
Transfers In-Debt Payments		2,771,625	2,771,625
Subtotal Revenues	5,237,215	26,492,725	31,729,940
EXPENSES			
Facilities	1,431,895		1,431,895
Administration	557,435	5,515,140	6,072,575
Sport Support	102,025	2,475,500	2,577,525
Men's Basketball	-	1,890,545	1,890,545
Football	153,405	4,335,515	4,488,920
All other Men's/Women's Sports	619,200	4,583,055	5,202,255
Student Assistance	2,373,255	4,799,905	7,173,160
Debt and Loan Payments		2,771,625	2,771,625
Total Expenses	5,237,215	26,371,285	31,608,500
Opening Balance	-	(3,007,485)	
Net Operating Surplus (Deficit)	-	121,440	
Ending Balance	-	(2,886,045)	

UNIVERSITY OF NEVADA, RENO
INTERCOLLEGIATE ATHLETICS
FISCAL 2018 PROJECTED

	Ending June 30, 2018		
	State Funds	Self-Supporting	Total
University of Nevada, Reno Intercollegiate Athletics			
REVENUES			
State Funds-Facilities	1,431,895		1,431,895
State Funds-Administrative/Sports	1,432,065		1,432,065
State Funds-Student Aid	2,373,255		2,373,255
Student Fees		2,863,140	2,863,140
Donations		4,171,800	4,171,800
Men's Basketball		2,917,075	2,917,075
Football		5,295,000	5,295,000
All other Men's/Women's Sports		160,000	160,000
Conference/NCAA		4,525,000	4,525,000
Institutional		1,905,000	1,905,000
Miscellaneous		2,410,000	2,410,000
Transfers In-Debt Payments		1,849,855	1,849,855
Subtotal Revenues	5,237,215	26,096,870	31,334,085
EXPENSES			
Facilities	1,431,895		1,431,895
Administration	557,435	5,975,445	6,532,880
Sport Support	102,025	2,525,010	2,627,035
Men's Basketball	-	1,622,355	1,622,355
Football	153,405	4,422,225	4,575,630
All other Men's/Women's Sports	619,200	4,674,715	5,293,915
Student Assistance	2,373,255	4,799,905	7,173,160
Debt and Loan Payments		1,849,855	1,849,855
Total Expenses	5,237,215	25,869,510	31,106,725
Opening Balance		-2,886,045	
Net Operating Surplus (Deficit)		227,360	
Ending Balance		-2,658,685	

UNIVERSITY OF NEVADA, RENO
INTERCOLLEGIATE ATHLETICS
FISCAL 2019 PROJECTED

	Ending June 30, 2019		
	State Funds	Self-Supporting	Total
University of Nevada, Reno Intercollegiate Athletics			
REVENUES			
State Funds-Facilities	1,431,895		1,431,895
State Funds-Administrative/Sports	1,432,065		1,432,065
State Funds-Student Aid	2,373,255		2,373,255
Student Fees		2,920,140	2,920,140
Donations		4,296,955	4,296,955
Men's Basketball		2,956,035	2,956,035
Football		5,060,000	5,060,000
All other Men's/Women's Sports		170,000	170,000
Conference/NCAA		4,525,000	4,525,000
Institutional		1,905,000	1,905,000
Miscellaneous		2,410,000	2,410,000
Transfers In-Debt Payments		2,422,260	2,422,260
Subtotal Revenues	5,237,215	26,665,390	31,902,605
EXPENSES			
Facilities	1,431,895		1,431,895
Administration	557,435	5,600,500	6,157,935
Sport Support	102,025	2,575,500	2,677,525
Men's Basketball	-	1,654,800	1,654,800
Football	153,405	4,510,650	4,664,055
All other Men's/Women's Sports	619,200	4,768,200	5,387,400
Student Assistance	2,373,255	4,898,750	7,272,005
Debt and Loan Payments		2,422,260	2,422,260
Total Expenses	5,237,215	26,430,660	31,667,875
Opening Balance		-2,658,685	
Net Operating Surplus (Deficit)		234,730	
Ending Balance		-2,423,955	

UNIVERSITY OF NEVADA, RENO
INTERCOLLEGIATE ATHLETICS
FISCAL 2020 PROJECTED

	Ending June 30, 2020		
	State Funds	Self-Supporting	Total
University of Nevada, Reno Intercollegiate Athletics			
REVENUES			
State Funds-Facilities	1,431,895		1,431,895
State Funds-Administrative/Sports	1,432,065		1,432,065
State Funds-Student Aid	2,373,255		2,373,255
Student Fees		2,978,545	2,978,545
Donations		4,425,865	4,425,865
Men's Basketball		3,001,020	3,001,020
Football		5,147,350	5,147,350
All other Men's/Women's Sports		170,000	170,000
Conference/NCAA		4,525,000	4,525,000
Institutional		1,905,000	1,905,000
Miscellaneous		2,410,000	2,410,000
Transfers in-Debt Payments		1,600,645	1,600,645
Subtotal Revenues	5,237,215	26,163,425	31,400,640
EXPENSES			
Facilities	1,431,895		1,431,895
Administration	557,435	5,849,510	6,406,945
Sport Support	102,025	2,627,000	2,729,025
Men's Basketball	-	1,687,900	1,687,900
Football	153,405	4,600,865	4,754,270
All other Men's/Women's Sports	619,200	4,863,550	5,482,750
Student Assistance	2,373,255	4,898,750	7,272,005
Debt and Loan Payments		1,600,645	1,600,645
Total Expenses	5,237,215	26,128,220	31,365,435
Opening Balance		-2,423,955	
Net Operating Surplus (Deficit)		35,205	
Ending Balance		-2,388,750	

University of Nevada, Reno
Schedule of Revenues and Expenses

	Fiscal Year 2016 Actual	FTE	Fiscal Year 2017 Budgeted	FTE	Fiscal Year 2018 Projected	FTE	Fiscal Year 2019 Projected	FTE	Fiscal Year 2020 Projected	FTE
Revenues:										
State Funds	5,192,800		5,237,215		5,237,215		5,237,215		5,237,215	
Student Fees	2,747,460		2,807,000		2,863,140		2,920,140		2,978,545	
Donations	4,278,730		4,090,000		4,171,800		4,296,955		4,425,865	
Men's Basketball	2,885,360		2,879,100		2,917,075		2,956,035		3,001,020	
Football	5,767,755		4,945,000		5,295,000		5,060,000		5,147,350	
All Other Men's & Women's Sports	132,525		160,000		160,000		170,000		170,000	
Conference/NCAA	4,534,195		4,525,000		4,525,000		4,525,000		4,525,000	
Institutional Support	1,505,000		1,905,000		1,905,000		1,905,000		1,905,000	
Miscellaneous	2,218,700		2,410,000		2,410,000		2,410,000		2,410,000	
Transfers In-Debt Payments	502,440		2,771,625		1,849,855		2,422,260		1,600,645	
Subtotal Revenues	29,764,965		31,729,940		31,334,085		31,902,605		31,400,640	
Expenses:										
Direct Facilities	1,431,895		1,431,895		1,431,895		1,431,895		1,431,895	
Indirect Facilities	-		-		-		-		-	
Administration	6,540,895	21.87	6,072,575	21.87	6,532,880	21.87	6,157,935	21.87	6,406,945	21.87
Sport Support	2,499,540	26.00	2,577,525	26.00	2,627,035	26.00	2,677,525	26.00	2,729,025	26.00
Men's Basketball	1,856,150	6.00	1,890,545	6.00	1,622,355	6.00	1,654,800	6.00	1,687,900	6.00
Football	5,100,320	13.00	4,488,920	13.00	4,575,630	13.00	4,664,055	13.00	4,754,270	13.00
All Other Men's & Women's Sports	5,058,225	28.00	5,202,255	28.00	5,293,915	28.00	5,387,400	28.00	5,482,750	28.00
Student Aid	6,639,865		7,173,160		7,173,160		7,272,005		7,272,005	
Debt and Loan Payments	502,440		2,771,625		1,849,855		2,422,260		1,600,645	
Subtotal Expenses	29,629,330		31,608,500		31,106,725		31,667,875		31,365,435	
Net Contribution (Decrease) to Reserves	135,635		121,440		227,360		234,730		35,205	
Beginning Reserves	-3,143,120		-3,007,485		-2,886,045		-2,658,685		-2,423,955	
ICA Ending Reserves	-3,007,485	94.87	-2,886,045	94.87	-2,658,685	94.87	-2,423,955	94.87	-2,388,750	94.87

Revenues:

- (1) FY 16 as recorded, FY 17 as budgeted.
- (2) 3% annual increase in Basketball ticket sales (FY 18, FY 19, FY 20).
- (3) Football reflects ticket price increase in FY 17 and FY 19 along with fluctuations in game guarantees.
- (4) 2% increase in Student Fee revenue (based on enrollment).
- (5) Institutional support reflects the amount of Tuition and Fee expenses in excess of the state funded appropriation. It also reflects a portion of the new Cost of Attendance funding beginning in FY 17.

Expenses:

- (1) FY 16 as recorded, FY 17 as budgeted.
- (2) Operating expenses increased by 2%/year beginning in FY 18.
- (3) Student Aid reflects the new Cost of Attendance beginning in FY 17, Room /Board/Book costs increased by 3% in FY 19.
- (4) Administration expenses reflect the year to year change in game guarantee contracts.

Special Admissions, Declared Major and Graduation Rate Report

9.b i Information on the number of special admissions for student-athletes compared with the rest of the student body, declared majors of student-athletes and graduation rates of athletes:

- During the 2015-2016 academic year, the total number of students admitted through the special admissions process was 328; 18 of which were student-athletes.
- The top majors among student-athletes are Public Health (39), Pre-Business (33), General Studies (29) and Kinesiology. The majors of all University of Nevada, Reno student-athletes are attached.
- Based on the NCAA Graduation Rate Report, the University of Nevada, Reno has a graduation rate of 79% compared to the rest of the student population who graduated at a 49% rate during the same time period.
- The NCAA recently made changes to the Academic Progress Rate (APR) benchmark each sport team at the University of Nevada, Reno must meet to be eligible for postseason competition (e.g., NCAA championships, CBI tournament, bowl games, etc.)
 - In the 2015-2016 academic year and beyond, a team must earn a four-year APR of 930 to compete in postseason competition.
 - <http://www.ncaa.org/about/resources/media-center/news/academic-progress-rate-qa>

The APR for each sport at the University of Nevada, Reno exceeds the 930 postseason requirement. The 2014-2015 four-year APR rates are listed below by sport:

Sport	Four-Year Rate
Baseball	950
Basketball (M)	957
Basketball (W)	987
Cross Country (W)	982
Golf (M)	986
Golf (W)	992
Soccer (W)	990
Softball	998
Swimming & Diving (W)	981
Tennis (M)	985
Tennis (W)	983
Track & Field (W)	975
Rifle (Mixed)	990
Volleyball (W)	1000

DECLARED MAJORS

Below are the declared majors for each University of Nevada, Reno student-athlete during the 2015-2016 academic year. Additionally, each sport team has been broken out.

Major Program	Number of Student-Athletes
Accounting	5
Anthropology	2
Applied Mathematics	1
Art - Painting	1
Art - Photography	1
Biochemistry and Molecular Biology	1
Biology	11
Chemical Engineering	1
Chemistry-Professional	1

Civil Engineering	8
Communication Studies	19
Community Health Sciences	5
Computer Science and Engineering	4
Computer Science and Engineering – Master’s Program	1
Criminal Justice	17
Ecohydrology	1
Economics	2
Educational Leadership – Master’s Program	13
Electrical Engineering	2
Environmental Science	4
Finance	9
General Business	6
General Mathematics	2
General Studies	29
Geography	1
History	3
Human Development and Family Studies	13
Intergrated Elementary Teaching - Early Childhood Education	1
International Business	1
Journalism	9
Justice Management – Master’s Program	1
Kinesiology	23
Management	13
Marketing	4
Master of Business Administration (MBA)	4
Materials Science and Engineering	1
Mechanical Engineering	8
Neuroscience	3
Nutrition - Dietetics	4
Nutrition – Master’s Program	1
Nutrition - Nutritional Science	2
Philosophy	1
Political Science	6
Political Science – Master’s Program	1
Pre-Business	33
Pre-Education	5
Pre-Journalism	7
Pre-Nursing	5
Psychology	10
Public Administration and Policy – Master’s Program	1
Public Health	39

Secondary Education – Master’s Program	3
Sociology	2
Speech Pathology	5
Statistics Mathematics	1
Undeclared	12
Wildlife Ecology Conservation	1

BASEBALL	
Anthropology	1
Business Administration MBA	1
Criminal Justice	3
Economics	2
Finance	2
General Business	1
General Studies	15
Justice Management – Master’s Program	1
Management	1
Pre-Business - General Business	3
Pre-Journalism	1
Public Health	2
Sociology	1

MEN'S BASKETBALL	
Civil Engineering	1
Communication Studies	2
General Business	2
General Studies	8
History	1
Nutrition - Nutritional Science	1
Pre-Business - General Business	2
Psychology	1
Undeclared	2

FOOTBALL	
Biology	2
Business Administration MBA	2
Communication Studies	6
Criminal Justice	7
Educational Leadership - Masters Program	10
Finance	5
General Business	3
General Studies	3
History	1
Human Development and Family Studies	8
Kinesiology	4
Management	7
Marketing	1
Mechanical Engineering	2
Nutrition - Masters Program	1

Political Science	3
Pre-Business - Accounting	1
Pre-Business - Finance	1
Pre-Business - General Business	10
Pre-Business - Management	1
Pre-Business - Marketing	1
Pre-Education - Secondary Ed	2
Pre-Journalism	3
Psychology	5
Public Health	17
Secondary Education - Mathematics	1
Sociology	1
Undeclared	1

MEN'S GOLF	
Communication Studies	2
Kinesiology	1
Management	1
Political Science	1
Pre-Business - Economics BS	1
Pre-Business - General Business	3
Undeclared	1

MEN'S TENNIS	
Accounting	2
Civil Engineering	1
Computer Science and Engineering	3
Criminal Justice	1
International Business	1
Kinesiology	1
Mechanical Engineering	1
Pre-Business - Management	1
Public Health	1

WOMEN'S BASKETBALL	
Biology	1
Communication Studies	2
Criminal Justice	1
Educational Leadership - Masters Program	1
Human Development and Family Studies	1
Journalism	2
Kinesiology	3
Management	1
Marketing	1
Mechanical Engineering	1
Neuroscience	1
Pre-Nursing	1
Public Health	1
Undeclared	1

WOMEN'S GOLF	
Art - Painting	1

Communication Studies	1
Ecohydrology	1
Kinesiology	1
Mechanical Engineering	1
Neuroscience	1
Pre-Business - Marketing	1
Statistics Mathematics	1

CROSS COUNTRY/TRACK AND FIELD	
Accounting	1
Anthropology	1
Biology	5
Business Administration MBA	1
Chemical Engineering	1
Chemistry-Professional	1
Civil Engineering	2
Communication Studies	1
Educational Leadership – Master’s Program	2
Environmental Science	2
Geography	1
History	1
Human Development and Family Studies	1
Intergrated Elementary Teaching - Early Childhood Education	1
Journalism	2
Kinesiology	5
Management	1
Materials Science and Engineering	1
Mechanical Engineering	1
Political Science	1
Political Science – Master’s Program	1
Pre-Education - Secondary Ed	1
Pre-Journalism	1
Pre-Nursing	1
Public Administration and Policy – Master’s Program	1
Public Health	3
Secondary Education – Master’s Program	1
Speech Pathology	1
Undeclared	3

MIXED RIFLE	
Civil Engineering	4
Computer Science and Engineering	1
Computer Science and Engineering – Master’s Program	1
Criminal Justice	1
Criminal Justice - Law and Justice	1
Electrical Engineering	1
General Studies	2
Journalism	1
Mechanical Engineering	1
Nutrition - Dietetics	1
Philosophy	1
Pre-Business - Accounting	1

Public Health	1
Speech Pathology	1
Undeclared	1

WOMEN'S SOCCER	
Accounting	1
Biology	3
Communication Studies	1
Community Health Sciences	4
Criminal Justice	1
Criminal Justice - Law and Justice	1
Finance	1
General Mathematics	1
Journalism	1
Kinesiology	1
Marketing	2
Nutrition - Dietetics	1
Pre-Nursing	1
Psychology	1
Public Health	4
Speech Pathology	1
Undeclared	3

SOFTBALL	
Communication Studies	1
Community Health Sciences	1
General Studies	1
Human Development and Family Studies	3
Journalism	1
Kinesiology	2
Neuroscience	1
Pre-Business - General Business	1
Pre-Education - Early Childhood	1
Pre-Nursing	2
Public Health	4
Secondary Education - Social Studies	1
Speech Pathology	1
Wildlife Ecology Conservation	1

SWIM AND DIVE	
Art - Photography	1
Biochemistry and Molecular Biology	1
Communication Studies	1
Electrical Engineering	1
Journalism	2
Kinesiology	2
Mechanical Engineering	1
Nutrition - Dietetics	2
Nutrition - Nutritional Science	1
Political Science	1
Pre-Business - Finance	1
Pre-Business - General Business	2
Pre-Education - Special Ed	1
Pre-Journalism	1

Psychology	1
Public Health	4
Speech Pathology	1

WOMEN'S TENNIS	
Criminal Justice	1
Environmental Science	1
Finance	1
General Mathematics	1
Kinesiology	1
Management	1
Pre-Business - General Business	1
Pre-Business - International Business	1
Psychology	1

WOMEN'S VOLLEYBALL	
Accounting	1
Applied Mathematics	1
Communication Studies	2
Environmental Science	1
Kinesiology	2
Management	1
Pre-Business - General Business	1
Pre-Journalism	1
Psychology	1
Public Health	2

TEAM GRADE POINT AVERAGES (GPA):

Below are the fall 2015 and spring 2016 GPAs for each of our sport teams.

SPORT	FALL 2015 GPA	SPRING 2016 GPA
MBA	2.923	2.537
MBB	2.486	2.371
WBB	3.306	3.216
MFB	2.917	2.925
MGO	2.875	2.777
WGO	3.495	3.599
XC/TRACK	3.247	3.417
RIFLE	3.090	3.093
WSO	3.071	3.206
WSB	3.232	2.965
WSW&D	5.188	3.463
MTE	3.417	3.486
WTE	2.964	3.272
WVB	3.401	3.325

University of Nevada, Reno

FRESHMAN-COHORT GRADUATION RATES

2009-10 Graduation Rate	All Students	Student-Athletes #
	62%	54%
Four-Class Average	55%	63%
Student-Athlete Graduation Success Rate		79%

1. Graduation-Rates Data

a. All Students

	Men				Women				Total			
	2009-10		4-Class		2009-10		4-Class		2009-10		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	12	17	44	18	12	58	60	47	24	38	104	35
Asian	74	66	329	57	72	85	359	62	146	75	688	60
Black	33	42	156	36	49	47	195	43	82	45	351	40
Hispanic	127	44	392	40	168	61	520	54	295	54	912	48
Nat. Haw./PI	9	56	9	56	14	50	14	50	23	52	23	52
N-R Alien	6	33	37	57	10	80	73	71	16	63	110	66
Two or More	24	67	24	67	26	62	26	62	50	64	50	64
Unknown	***	***	337	45	***	***	323	59	***	***	660	52
White	693	60	2808	53	792	67	3252	60	1485	64	6060	57
Total	980	57	4136	51	1144	66	4822	58	2124	62	8958	55

b. Student-Athletes

	Men						Women						Total					
	2009-10		4-Class		GSR		2009-10		4-Class		GSR		2009-10		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Asian	0	-	***	***	***	***	3	100	***	***	***	***	3	100	***	***	***	***
Black	***	***	36	44	51	57	***	***	21	62	23	83	***	***	57	51	74	65
Hispanic	***	***	4	75	8	75	***	***	9	78	9	89	***	***	13	77	17	82
Nat. Haw./PI	0	-	0	-	***	***	0	-	0	-	***	***	0	-	0	-	***	***
N-R Alien	***	***	8	75	10	90	***	***	13	77	19	89	***	***	21	76	29	90
Two or More	0	-	3	67	7	57	0	-	3	100	3	100	0	-	6	83	10	70
Unknown	***	***	6	33	4	50	***	***	4	0	0	-	***	***	10	20	4	50
White	11	73	45	62	68	84	11	55	70	69	61	85	22	64	115	66	129	84
Total	22	45	107	56	155	73	24	63	126	68	123	86	46	54	233	63	278	79

c. Student-Athletes by Sport Category

Baseball				Men's Basketball				Men's CC/Track			
% -N				% -N				% -N			
2009-10	4-Class	GSR		2009-10	4-Class	GSR		2009-10	4-Class	GSR	
Am. Ind./AN	0-a	0-a	67-a	Am. Ind./AN	-	-	-				
Asian	-	-	-	Asian	-	-	-				
Black	0-a	0-a	-	Black	-	11-b	43-b				
Hispanic	0-a	50-a	50-a	Hispanic	-	-	-				
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-				
N-R Alien	-	-	-	N-R Alien	50-a	50-a	100-a				
Two or More	-	-	0-a	Two or More	-	-	100-a				
Unknown	-	50-a	100-a	Unknown	-	-	-				
White	67-a	53-d	78-e	White	-	0-a	50-a				
Total	33-b	48-e	70-e	Total	50-a	17-c	58-c				
Football				Men's Other							
% -N				% -N							
2009-10	4-Class	GSR		2009-10	4-Class	GSR					
Am. Ind./AN	-	0-a	-	Am. Ind./AN	-	100-a	100-a				
Asian	-	-	-	Asian	-	100-a	100-a				
Black	20-a	58-e	59-e	Black	-	-	-				
Hispanic	-	100-a	80-a	Hispanic	-	-	100-a				
Nat. Haw./PI	-	-	100-a	Nat. Haw./PI	-	-	-				
N-R Alien	-	-	-	N-R Alien	-	83-b	88-b				
Two or More	-	67-a	100-a	Two or More	-	-	-				
Unknown	0-a	0-a	0-a	Unknown	-	100-a	-				
White	60-a	63-d	84-e	White	100-a	89-b	100-c				
Total	36-c	57-e	69-e	Total	100-a	89-d	96-e				
Women's Basketball				Women's CC/Track				Women's Other			
% -N				% -N				% -N			
2009-10	4-Class	GSR		2009-10	4-Class	GSR		2009-10	4-Class	GSR	
Am. Ind./AN	-	-	100-a	Am. Ind./AN	-	-	-	Am. Ind./AN	100-a	100-a	100-a
Asian	-	-	-	Asian	-	-	-	Asian	100-a	80-a	83-b
Black	-	67-b	83-b	Black	0-a	64-c	88-d	Black	-	0-a	0-a
Hispanic	-	-	100-a	Hispanic	100-a	67-a	67-a	Hispanic	67-a	83-b	100-a
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
N-R Alien	-	-	-	N-R Alien	-	-	100-a	N-R Alien	67-a	77-c	89-d
Two or More	-	-	-	Two or More	-	100-a	100-a	Two or More	-	100-a	100-a
Unknown	-	-	-	Unknown	-	0-a	-	Unknown	-	0-a	-
White	0-a	75-a	100-a	White	50-a	40-c	67-c	White	63-b	76-e	89-e
Total	0-a	70-b	92-c	Total	40-a	53-e	79-e	Total	72-d	74-e	88-e

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)

2. Undergraduate-Enrollment Data (All full-time baccalaureate-degree seeking students enrolled 2015-16)

a. All Students	Men N	Women N	Total N	b. Student-athletes #	Men N	Women N	Total N
Am. Ind./AN	42	56	98	Am. Ind./AN	0	2	2
Asian	568	547	1115	Asian	1	3	4
Black	256	319	575	Black	41	8	49
Hispanic	1210	1576	2786	Hispanic	16	18	34
Nat. Haw./PI	43	44	87	Nat. Haw./PI	7	1	8
N-R Alien	98	80	178	N-R Alien	15	37	52
Two or More	428	505	933	Two or More	13	10	23
Unknown	82	80	162	Unknown	2	2	4
White	4272	4637	8909	White	64	76	140
Total	6999	7844	14843	Total	159	157	316

c. Student-Athletes # By Sports Category

Men	Basketball	Baseball	CC/Track	Football	Other
Am. Ind./AN	0	0	0	0	0
Asian	0	0	0	0	1
Black	8	1	0	32	0
Hispanic	1	2	0	13	0
Nat. Haw./PI	0	1	0	6	0
N-R Alien	0	0	0	1	14
Two or More	3	2	0	7	1
Unknown	0	2	0	0	0
White	2	23	0	30	9
Total	14	31	0	89	25

Women	Basketball	CC/Track	Other
Am. Ind./AN	1	0	1
Asian	0	0	3
Black	3	2	3
Hispanic	2	3	13
Nat. Haw./PI	0	0	1
N-R Alien	2	8	27
Two or More	2	2	6
Unknown	0	1	1
White	6	18	52
Total	16	34	107

#Only student-athletes receiving athletics aid are included in this report.

INFORMATION ABOUT THE GRADUATION RATES REPORT

Introduction.

This information sheet and the NCAA Graduation Rates Report have been prepared by the NCAA, based on data provided by the institution in compliance with NCAA Bylaw 18.4.2.2.1 (admissions and graduation-rate disclosure) and the federal Student Right-to-Know and Campus Security Act. The NCAA will make this report public on its website, www.ncaa.org.

The Graduation Rates Report provides information about two groups of students at the college or university identified at the top of the form: (1) all undergraduate students who were enrolled in a full-time program of studies for a baccalaureate degree; and (2) student-athletes who received athletics aid from the college or university for any period of time during their entering year. [Note: Athletics aid is a grant, scholarship, tuition waiver or other assistance from a college or university that is awarded on the basis of a student's athletics ability.]

The report gives graduation information about students and student-athletes entering as freshmen in 2009. This is the most recent graduating class for which the required six years of information is available. The report provides information about student-athletes who received athletics aid in one or more of eight sports categories: football, men's basketball, baseball, men's track/cross country, men's other sports and mixed sports, women's basketball, women's track/cross country and other women's sports. For each of those sports categories, it includes information in nine self-reported racial or ethnic groups: American Indian or Alaska Native, Asian, Black or African-American, Hispanic or Latino, Native Hawaiian or Pacific Islander, nonresident alien, two or more races, White non-Hispanic and unknown (not included in one of the other eight groups or not available) and the total (all nine groups combined).

The graduation rate (percent) is based on a comparison of the number (N) of students who entered a college or university and the number of those who graduated within six years. For example, if 100 students entered and 60 graduated within six years, the graduation rate is 60 percent. It is important to note that graduation rates are affected by a number of factors: some students may work part-time and need more than six years to graduate, some may leave school for a year or two to work or travel, some may transfer to another college or university or some may be dismissed for academic deficiencies.

Two different measures of graduation rates are presented in this report: (1) freshman-cohort rate; and (2) Graduation Success Rate (GSR). The freshman-cohort rate indicates the percentage of freshmen who entered during a given academic year and graduated within six years. The GSR adds to the first-time freshmen, those students who entered midyear, as well as student-athletes who transferred into an institution and received athletics aid. Both the freshman-cohort rate and the GSR subtracts students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a church mission). In addition, the GSR subtracts those who left the institution prior to graduation, had athletics eligibility remaining and would have been academically eligible to compete had they returned to the institution.

Graduation Rates Report.

1. Graduation Rates Data. The box at the top of the Graduation Rates Report provides freshman-cohort graduation rates for all students and for student-athletes who received athletics aid at this college or university. Additionally, this box provides GSR data for the population of student-athletes. [**Note: Pursuant to the Student-Right-to-Know Act, anytime a cell containing cohort numbers includes only one or two students, the data in that cell and one other will be suppressed so that no individual can be identified.**]

a. All Students. This section provides the freshman-cohort graduation rates for all full-time, degree-seeking students by race or ethnic group. It shows the rate for men who entered as freshmen in 2009-10 and the four-class average, which includes those who entered as freshmen in 2006-07 2007-08, 2008-09 and 2009-10. The same rates are provided for women. The total for 2009-10 is the rate for men and women combined, and the four-class average is for all students who entered in 2006-07, 2007-08, 2008-09 and 2009-10.

b. Student-Athletes. This section provides the freshman-cohort graduation rates and also the GSR for student-athletes in each race and ethnic group who received athletics aid. Information is provided for men and women separately and for all student-athletes.

c. Student-Athletes by Sports Categories. This section provides the identified graduation rates as in 1-b for each of the eight sports categories. (The small letters indicate the value of N).

2. Undergraduate Enrollment Data.

a. All Students. This section indicates the number of full-time, undergraduate, baccalaureate, degree-seeking students enrolled for the 2015 fall term and the number of men and women in each racial or ethnic group.

b. Student-Athletes. This section identifies how many student-athletes were enrolled and received athletics aid for the 2015-16 academic year and the number of men and women in each racial or ethnic group.

c. Student-Athletes by Sports Categories. This section provides the enrollment data as identified in 3-b for each of the eight sports categories.

9. b. ii Information regarding the extent to which, financial or otherwise, each institution subsidizes intercollegiate athletics with gifts, sponsorships, allocated revenues, or dedicated student fees and how the growth of these sources compares with the overall growth of institutional expenditures.

The university dedicates \$4.15 per student credit hour to Intercollegiate Athletics from the student registration fee. The annual revenue from the per-credit hour allocation is approximately \$1.9M. The university also allocates \$843,000 from student fees (Activities and Programs) to fund Intercollegiate Athletics (ICA).

The table below compares institutional subsidy (dedicated student fees and allocated revenues for ICA to the change in total institutional expenditures. As is apparent from the table, the Institutional subsidy for ICA has exceeded the overall increase in total institutional spending. The increase in the institutional subsidy is due mainly to significant enrollment growth, resulting in greater numbers of student credit hours and larger allocations of student registration fees to ICA. Institutional funding for ICA has increased 13.3% since Fiscal 2012 while overall institutional expenditures grew by 11.6%. For Fiscal 2016, the institutional contribution to ICA consisted entirely of student fee revenue. In previous years, the institution provided additional discretionary revenues, in addition to the student fee revenue, to ICA. No such distribution occurred in Fiscal 2016.

**UNIVERSITY OF NEVADA, RENO
COMPARISON OF ICA STUDENT FEE AND ALLOCATED REVENUES TO
TOTAL INSTITUTIONAL EXPENDITURES
FISCAL 2012 – 2016**

Fiscal Year	ICA Institutional Subsidy (Student Fees and Allocated Revenue)	Percent Change over Previous Year	Total Institutional Expenditures	Percent Change over Previous Year
2012	\$2,424,565		\$519,577,135	
2013	2,492,480	2.8%	549,000,194	5.7%
2014	2,618,010	5.0%	578,438,598	5.4%
2015	2,718,202	3.8%	566,681,761	-2.0%
2016	2,727,459	1.1%	580,000,000*	0.2%
Period Change		13.3%		11.2%

In addition to the dedicated student fee revenue, the university waives ICA scholarship expenses in excess of the state-funded appropriation. For Fiscal 2016 the amount of waived scholarship cost will be approximately \$1,505,000. The state's direct appropriation for athletic scholarships was funded in Fiscal 2006 but has not been incremented for fee increases since Fiscal 2007. The waived scholarships result in less revenue to the university; however, had these costs not been waived and ICA been required to pay for the scholarships, the result would have been a doubling of the current ICA operating deficit. In recent years, the university has also absorbed costs formerly paid by ICA for rental of Lawlor Events Center and services provided by Parking Services for ICA events. Combined, these service related costs amount to approximately \$375,000 annually.



NSHE Internal Audit Report
(replaced with Grant Thornton audit)

9. b. iii If conducted during the previous year, a periodic risk assessment, as determined by the Board, conducted by the NSHE internal audit staff to evaluate the internal controls of the respective athletics departments;

-Attachment-

Report of Independent Accountants on Applying
Agreed-Upon Procedures

University of Nevada, Reno
Department of Intercollegiate Athletics

Year ended June 30, 2015



Audit • Tax • Advisory

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Report of Independent Accountants on Applying Agreed-Upon Procedures

Dr. Marc Johnson, President
University of Nevada, Reno

We have performed the procedures enumerated below, which were agreed to by the Nevada System of Higher Education, solely to assist the University of Nevada, Reno (the "University") Intercollegiate Athletics Department (the "Department") in complying with NCAA Bylaw 3.2.4.16 for the year ended June 30, 2015. The University is responsible for the Statement of Revenues and Expenditures and associated notes (the "Statement") and the Statement's compliance with NCAA Bylaw 3.2.4.16. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of the management of the University. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

The procedures we performed and our findings are as follows.

General Revenue Procedures

1. We compared and agreed revenue by category reported on the Statement to supporting schedules provided by the Department and found them to be in agreement.
2. We compared and agreed a sample of three (3) operating revenue receipts for each of the revenue categories from the Statement to relevant supporting documentation, as applicable, including check copies and deposit slips; however we did not select a sample of three (3) operating revenue receipts for the revenue categories of Student Fees, Indirect Facilities and Administrative Support, and Direct State or Other Government Support as operating revenue receipts are not applicable for these revenue categories.
3. We performed an analysis comparing revenue by category, as reported on the Statement, to the prior period amounts and to budget estimates for the same period and obtained explanations for all variances in excess of \$1,000,000 and 10%.

Ticket Sales

4. We agreed total tickets sold and complimentary tickets provided and the related attendance figures for a sample of three (3) games held during the year ended June 30, 2015 to the related revenue reported by the Department on the Statement and to the financial report for the game without exception.
5. We recalculated ticket sales totals for the three (3) selected events without exception.

Student Fees

6. We compared and agreed student fees reported by the Department for the reporting period to student enrollments during the same reporting period. Student fees as reported in the Statement differed from our estimated student fees by approximately \$3,000. The fees as reported in the Statement are higher than our estimate.
7. We obtained and documented an understanding of the University's methodology for allocating student fees to intercollegiate athletics programs.
8. We recalculated student fees. As noted above, student fees as reported in the Statement differed from our estimated student fees by approximately \$3,000. The fees as reported in the Statement are higher than our estimate.

Game Guarantees

9. We did not obtain and inspect a sample of three (3) away-game settlement reports received by the University during the year ended June 30, 2015 because according to the Department they did not obtain settlement reports for away games. We obtained and inspected a sample of three (3) contractual agreements for away games during the year ended June 30, 2015 and agreed the associated receipts to the general ledger as noted below in procedure 10.
10. We obtained and inspected a sample of three (3) contractual agreements pertaining to revenues derived from guaranteed contests during the year ended June 30, 2015 and compared and agreed each selection to the University's general ledger with no exceptions noted.
11. We obtained a listing of all away games for which game guarantees were received and recalculated game guarantee revenues and agreed it to the University's general ledger without exception.

Contributions

12. We obtained relevant supporting documentation for each contribution, including donor correspondence and cash receipts and compared the contributions amount in this documentation to the Statement for contributions of moneys, goods or services received directly by an intercollegiate athletics program from any affiliated or outside organization, agency or group of individuals (two or more) that constitutes 10 percent or more of all contributions received for intercollegiate athletics during the year ended June 30, 2015. We noted only one contributor that exceeded 10%; the University of Nevada, Reno Foundation. We confirmed the contributions with the donor without exception.

In-Kind

13. We compared the in-kind contributions recorded by the Department during the reporting period to a schedule of in-kind donations and recalculated totals.

Compensation and Benefits Provided by a Third-Party

14. We did not obtain a summary of revenues from affiliated and outside organizations (the "Summary") during the year ended June 30, 2015 because there was no compensation or benefits provided by a third-party during the year according to the Department.
15. We did not select a sample of three (3) transactions from the Summary and compare and agree each transaction to supporting documentation and to the University's general ledger because there was no compensation or benefits provided by a third-party during the year according to the Department.

Direct State or Other Governmental Support

16. We compared direct state or other governmental support recorded by the Department during the year ended June 30, 2015 with state appropriations, institutional authorizations and/or other corroborative supporting documentation without exception.
17. We recalculated direct state or other governmental support totals without exception.

Direct Institutional Support

18. We agreed the direct institutional support recorded by the Department on the Statement for the year ended June 30, 2015 with corresponding analysis prepared by the Department for the same periods, sourced from the University's general ledger without exception.
19. We recalculated direct institutional support totals presented in the Statement without exception.

Transfers Back to Institution

20. We did not compare the transfers back to the institution with permanent transfers back to the institution from the athletics department as there were no related transfers per the Department.
21. We did not recalculate transfers back to the institution totals as there were no transfers per the Department.

Indirect Institutional Support

22. We did not agree the actual indirect institutional support recorded by the Department on the Statement for the year ended June 30, 2015 with a corresponding analysis for the same period, as no such analysis was provided from the University's general ledger. The Department did calculate an estimate based on historical figures and recorded this estimate on the Statement.
23. We did not recalculate indirect institutional support as noted above.

NCAA Distributions

24. We compared the amounts recorded in the revenue and expense reporting to general ledger detail for NCAA distributions and other corroborative supporting documentation without exception.
25. We recalculated NCAA distributions totals without exception.

Conference Distributions Including All Tournament Revenues

26. We obtained detail of all agreements related to the Department's participation in revenues from tournaments during the year ended June 30, 2015.
27. We compared and agreed the NCAA tournament and conference revenues to the University's general ledger and the Statement without exception.
28. We recalculated NCAA tournament and conference distributions totals without exception.

Media Rights

29. We obtained and inspected only one (1) vendor agreement related to the Department's participation in revenues from broadcast, television, radio and internet rights to gain an understand of the relevant terms and conditions as the Department indicated it only had one agreement during the year.
30. We compared and agreed media rights revenues to the University's general ledger and the Statement without exception.
31. We recalculated media rights totals without exception.

Programs Sales, Concessions, Novelty Sales and Parking

32. We compared and agreed a sample of three (3) revenue receipts for program sales, concessions, novelty sales and parking to relevant supporting documentation, as applicable, including check copies and deposit slips without exception.
33. We recalculated programs sales, concessions, novelty sales and parking totals without exception.

Royalties, Licensing, Advertisements, and Sponsorships

34. We obtained and inspected a sample of three (3) agreements related to the Department's participation in revenues from royalties, licensing, advertisements, and sponsorships for the year ended June 30, 2015.
35. We compared and agreed the royalty, sponsorship, and advertisement revenues to the University's general ledger without exception.
36. We recalculated royalty, sponsorship and advertisement revenue totals without exception.

Sports Camp Revenues

37. We did not inspect a sample of three (3) sports-camp contracts between the Department and persons conducting institutional sports camps or clinics during the year ended June 30, 2015 to obtain an understanding of the University's methodology for recording revenues from sports-camps because the Department has indicated that it does not conduct sports-camps. The University conducts sports-camps through the continuing education department which records the revenues and expenses on its own records. Since, per the Department, it is not involved with the sports-camps, no revenues are reported on the Statement.
38. We did not obtain schedules of camp participants or perform procedures because, per the Department, it does not conduct sports-camps for the reasons noted in procedure #37 above.
39. We did not select a sample of three (3) individual camp participant cash receipts from the schedule of sports-camp participants and agree each selection to the University's general ledger and/or the Statement because, per the Department, it does not conduct sports-camps for the reasons noted in procedure #37 above.
40. We did not recalculate sports-camp revenues because the Department does not conduct sports-camps for the reasons noted in procedure #37 above.

Athletics Restricted Endowment and Investment Income

41. We obtained and inspected a sample of three (3) endowment agreements to gain an understanding of the relevant terms and conditions. We compared and agreed the classification and use of the endowment and investment income reported in the Statement during the reporting period to the uses of income defined within the related endowment agreements without exception.
42. We recalculated endowment and investment income without exception.

Other Revenues

43. We compared and agreed three (3) revenue receipts for other revenues to relevant supporting documentation, as applicable, including check copies and deposit slips without exception.
44. We recalculated other revenues totals without exception.

General Expense Procedures

1. We compared and agreed expenses by category reported on the Statement to supporting schedules provided by the Department and found them to be in agreement.
2. We compared and agreed a sample of three (3) operating expenses for each of the expense categories from the Statement and obtained relevant supporting documentation, including invoices and check copies and found them to be in agreement.
3. We performed an analysis comparing expenses by category, as reported on the Statement, to the prior period amounts and to budget estimates for the same period and obtained explanations for all variances in excess of \$1,000,000 and 10%.

Athletic Student Aid

4. We selected a sample of students (10% of the total student athletes for institutions who have used NCAA's Compliance Assistant software to prepare athletic aid detail and 20% of total student athletes for institutions who have not) from the listing of institutional student aid recipients for the year ended June 30, 2015.
5. We obtained individual student-account detail for each selection and compared total aid allocated from the related aid award letter to the respective student's account without exception.
6. We performed a check of each student selected to ensure their information was reported accurately in either the NCAA's Compliance Assistant software or entered directly into the NCAA Membership Financial Reporting System using the following criteria:
 1. The equivalency value for each student-athlete is all sports, including head-count sports, need to be converted to a full-time equivalency value (calculated by using the athletic grant amount reported on the squad list as the numerator and the full grant amount which is the total cost for tuition, fees, books, room and board for an academic year as the denominator). If using the NCAA Compliance Assistant software, this equivalency value should already be calculated.
 2. If an athlete participates in more than one sport, the Rev. Dist. Equivalent Award can only be included in one sport. NCAA Compliance Assistant software will place an asterisk by the student athlete within the sport that is not countable towards grants-in-aid revenue distribution.
 3. All equivalency calculations should be rounded to two decimal places. The NCAA Compliance Assistant software and the on-line summary form will automatically round to two decimal places.
 4. The full grant amount should be the full cost of tuition for an academic year, not semester.
7. We recalculated totals for athletic student aid presented in the Statement without exception.

Guarantees

8. We did not obtain and inspect a sample of three (3) home-game settlement reports received by the University during the year ended June 30, 2015 because according to the Department they did not obtain settlement reports for home games. We did obtain and inspect a sample of three (3) contractual agreements for home games during the year ended June 30, 2015 and agreed the associated expenses to the general ledger without exception as noted below in procedures 9 and 10.
9. We obtained and inspected a sample of three (3) contractual agreements pertaining to expenses recorded by the Department from guaranteed contests during the year ended June 30, 2015.
10. We compared and agreed related amounts expensed by the Department for contest guarantees to the University's general ledger without exception.
11. We recalculated totals for game guarantees expense without exception.

Coaching Salaries, Benefits, and Bonuses Paid by the University and Related Entities

12. We obtained a schedule of all compensation paid to coaches during the year ended June 30, 2015.
13. We agreed the schedule provided to the general ledger and the Statement without exception.
14. We selected three (3) coaches from the listing provided and agreed total compensation to the related payroll records and registers without exception.
15. We obtained and inspected the related W-2's and reconciled them to the payroll register for the related coaching salaries, benefits and bonuses paid by the Department and related entities expense recorded by the Department in the Statement during the reporting period without exception.
16. We recalculated total coaching salaries, benefits and bonuses paid without exception.

Coaching Other Compensation and Benefits Paid by a Third-Party

17. We did not obtain and inspect a listing of coaches employed by third parties during the year ended June 30, 2015 because there were no coaches employed by third parties during the year according to the Department.
18. We did not compare and agree the financial terms and conditions of each selection to the related coaching other compensation and benefits paid by a third-party and recorded by the University in the Statement during the year ended June 30, 2015 because there were no coaches employed by third parties during the year according to the Department.
19. We did not obtain and inspect W-2s, 1099s, etc. for each selection because there were no coaches employed by third parties during the year according to the Department.
20. We did not compare and agree related W-2s, 1099s, etc. to the coaching other compensation and benefits paid by a third-party expenses recorded by the Department in the Statement during the year ended June 30, 2015 because there were no coaches employed by third parties during the year according to the Department.
21. We did not recalculate Coaching Other Compensation and Benefits Paid by a Third-Party totals because there were no coaches employed by third parties during the year according to the Department.

Support Staff/Administrative Salaries, Benefits, and Bonuses Paid by the University and Related Entities

22. We obtained a schedule of all compensation paid to athletics-related administrative personnel during the year ended June 30, 2015.
23. We agreed the schedule provided to the University's general ledger and the Statement without exception.
24. We selected three (3) personnel from the listing provided and agreed total compensation to the related payroll records and registers without exception.
25. We obtained and inspected the related W-2's and reconciled them to the payroll register for the related support staff/administrative salaries, benefits and bonuses paid by the Department and related entities expense recorded by the Department in the Statement during the reporting period without exception.
26. We recalculated support staff/administrative salaries, benefits and bonuses paid by the University and related entities reported in the Statement without exception.

Support Staff/Administrative Other Compensation and Benefits Paid by a Third-Party

27. We did not select a sample of three (3) support staff/administrative personnel employed by the third parties during the year ended June 30, 2015 because there were no support staffs/administrative personnel employed by third parties during the year according to the Department.
28. We did not obtain and inspect W-2s and 1099s for each selection because there were no support staff/administrative personnel employed by third parties during the year according to the Department.
29. We did not compare and agree related W-2s and 1099s to the related support staff/administrative other compensation and benefits expense recorded by the University in the Statement during the year ended June 30, 2015 because there were no support staffs/administrative personnel employed by third parties during the year according to the Department.
30. We did not recalculate Support Staff/Administrative Other Compensation and Benefits Paid by a Third-Party totals because there were no support staff/administrative personnel employed by third parties during the year according to the Department.

Severance Payments

31. We did not select a sample of three (3) employees receiving severance payments by the Department during the year ended June 30, 2015 and agree each severance payment to the related termination letter or employment contract because there were no employees receiving severance payments during the year according to the Department.
32. We did not recalculate severance payment totals because there were no employees receiving severance payments during the year according to the Department.

Recruiting

33. We obtained and inspected the Department's recruiting expense policies.
34. We selected a sample of three (3) recruiting expense reimbursement forms and determined that such expenses were in compliance with established allowable expense guidelines without exception.

Team Travel

35. We obtained and inspected the Department's team travel expense policies.
36. We selected a sample of three (3) travel expense reimbursement forms and determined that such expenses were in compliance with established allowable expense guidelines without exception.

Equipment, Uniforms and Supplies

37. We compared and agreed a sample of three (3) equipment, uniforms and supplies expenses, comprising the totals reported on the Statement and obtained relevant supporting documentation, including invoices and check copies without exception.

Game Expenses

38. We compared and agreed a sample of three (3) game expenses, comprising the totals reported on the Statement and obtained relevant supporting documentation, including invoices and check copies without exception.

Fundraising, Marketing and Promotion

39. We compared and agreed a sample of three (3) fundraising, marketing and promotion expenses, comprising the totals reported on the Statement and obtained relevant supporting documentation, including invoices and check copies without exception.

Sports Camp Expenses

40. We did not compare and agree a sample of three (3) sports-camp expenses, comprising the totals reported on the Statement and obtain relevant supporting documentation, including invoices and check copies because the Department has indicated that it does not conduct sports-camps. The University conducts sports-camps through the continuing education department which records the revenues and expenses on its own records. Since, per the Department, it is not involved with the sports-camps, no expenses are reported on the Statement.

Athletic Facility Debt Service, Leases and Rental Fees

41. We obtained a listing of debt service schedules, lease payments and rental fees for athletics facilities for the reporting year. We compared a sample of facility payments including the top two highest facility payments to additional supporting documentation (e.g. debt financing agreements, leases, rental agreements) without exception.
42. We recalculated athletics facility debt service, leases and rental fees totals without exception.

Direct Overhead and Administrative Expenses

43. We obtained a general ledger detail and compared it to the total expense reported on the Statement. We selected a sample of transactions to validate the existence of transaction and accuracy of recording noting no exceptions.
44. We recalculated direct overhead and administrative expenses without exception.

Spirit Groups

45. We compared and agreed a sample of three (3) spirit group expenses, comprising the totals reported on the Statement and obtained relevant supporting documentation, including invoices and check copies. We did not note any exceptions.

Medical Expenses and Medical Insurance

46. We compared and agreed a sample of three (3) medical expenses and medical insurance expenses, comprising the totals reported on the Statement and obtained relevant supporting documentation, including invoices and check copies without exception.

Membership and Dues

47. We compared and agreed a sample of three (3) membership and dues expenses, comprising the totals reported on the Statement and obtained relevant supporting documentation, including invoices and check copies without exception.

Other Operating Expenses

48. We compared and agreed a sample of three (3) other operating expenses, comprising the totals reported on the Statement and obtained relevant supporting documentation, including invoices and check copies without exception.

Outside Organizations

49. A schedule of expenditures paid by an outside organization on behalf of the University was not obtained as the Department reported no expenditures were paid by an outside organization on behalf of the Department.

We were not engaged to and did not conduct an audit or a review, the objective of which is the expression of opinion or limited assurance on the compliance of the accompanying Statement of Revenues and Expenditures of the Department of Intercollegiate Athletics of the University of Nevada, Reno. Accordingly, we do not express such an opinion or limited assurance. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the management of the University, management of the Nevada System of Higher Education, and authorized representatives of the NCAA and is not intended to be and should not be used by anyone other than these specified parties.

Grant Thornton LLP

Reno, Nevada
January 15, 2016

University of Nevada, Reno
Department of Intercollegiate Athletics
STATEMENT OF REVENUES AND EXPENDITURES
For the year ended June 30, 2015
(Unaudited)

Operating Revenues	Football	Men's Basketball	Women's Basketball	Other Sports	Non Program Specific	Total
Ticket sales	\$ 2,543,355	\$ 1,096,545	\$ 33,360	\$ 107,040	\$ -	\$ 3,780,300
Student fees	-	-	-	-	2,617,988	2,617,988
Guarantees	625,000	-	-	19,500	-	644,500
Contributions	699,678	1,720,985	202,166	865,869	1,386,089	4,874,787
In-kind contributions	112,768	41,575	20,347	32,845	69,294	276,829
Direct state or other government support	152,914	-	-	539,673	4,292,933	4,985,520
Direct institutional support	-	-	-	-	1,615,735	1,615,735
Indirect institutional support	-	138,375	87,005	-	-	225,380
NCAA distributions	-	686,818	-	-	1,066,831	1,753,649
Conference distributions	1,429,434	89,464	-	-	253,630	1,772,548
Broadcast, television, radio, and internet rights	1,337,576	200,000	-	-	-	1,537,576
Program sales, concessions, novelty sales and parking	231,735	-	28,389	3,413	11,021	274,558
Royalties, licensing, advertisements and sponsorships	-	-	-	-	1,044,123	1,044,123
Athletic restricted endowments and investments	7,200	1,700	46,386	65,614	-	120,900
Other operating revenues	699,251	22,332	21,042	168,542	519,022	1,430,189
Total operating revenues	7,838,911	3,997,794	438,695	1,802,496	12,876,686	26,954,582
Operating Expenditures						
Athletic student aid	2,353,084	440,454	402,975	3,270,298	-	6,466,811
Guarantees	650,000	81,000	7,500	14,000	-	752,500
Coaching salaries, benefits and bonuses paid by the university and related entities	1,543,558	463,835	321,395	3,147,645	-	5,476,433
Support staff/administrative salaries, benefits and bonuses paid by the University and related entities	-	-	-	-	4,684,912	4,684,912
Recruiting	278,504	113,960	50,510	135,047	271	578,292
Team travel	871,228	334,560	248,852	996,763	96,340	2,547,743
Equipment, uniforms and supplies	166,755	12,638	35,643	271,444	151,373	637,853
Game expenses	707,484	169,678	109,993	180,372	-	1,167,527
Fund raising, marketing and promotions	-	-	-	10,206	47,700	57,906
Athletic facility debt service, leases and rental	-	-	-	-	501,931	501,931
Direct overhead and administrative expenses	-	-	-	-	1,281,928	1,281,928
Indirect institutional support	-	138,375	87,005	-	-	225,380
Spirit groups	-	-	-	-	152,969	152,969
Medical expenses and medical insurance	-	-	-	-	274,617	274,617
Membership and dues	400	965	885	3,406	569,815	575,471
Other operating expenses	449,177	191,323	95,033	277,630	618,339	1,631,702
Total operating expenses	7,020,190	1,946,788	1,359,791	8,306,811	8,380,393	27,013,975
Excess (deficiencies) of revenues over (under) expenditures	\$ 818,721	\$ 2,051,006	\$ (921,096)	\$ (6,504,315)	\$ 4,496,291	\$ (59,393)

See accompanying notes.

University of Nevada, Reno
Department of Intercollegiate Athletics

NOTES TO STATEMENT OF REVENUES AND EXPENDITURES

Year ended June 30, 2015
(Unaudited)

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying unaudited statement of revenues and expenditures has been prepared on the accrual basis of accounting.

NOTE B - CONTRIBUTIONS

Contributions received by the Department that constituted more than 10% of all contributions were made by the University of Nevada, Reno Foundation in the amount of \$4,372,861. There were no in-kind gifts or payments made on behalf of the Department by the Foundation.

NOTE C - CAPITALIZATION OF ASSETS

Capital assets are defined as assets with an initial unit cost of \$5,000 or more and an estimated useful life in excess of one year. Such assets are stated at cost at the date of acquisition or fair market value at date of donation in the case of gifts. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets' lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed and when the costs exceed \$250,000. Capital Assets are reported at the University level and not by department. Therefore, depreciation is reported as "Indirect Facilities and Administrative Support" in the Statement of Revenues and Expenditures. Depreciation is computed on a straight-line basis over the following estimated useful lives:

<u>Assets</u>	<u>Years of Useful Life</u>
Buildings and improvements	6 to 40
Land improvements	10 to 15
Machinery and equipment	3 to 18

University of Nevada, Reno
Department of Intercollegiate Athletics

NOTES TO STATEMENT OF REVENUES AND EXPENDITURES - CONTINUED

Year ended June 30, 2015
(Unaudited)

NOTE D - DEPARTMENTAL RELATED DEBT SERVICE

Long-term debt of the Department at June 30, 2015 consisted of the following:

	Balance as of June 30, 2014	Additions	Principal Payments	Balance as of June 30, 2015
Varsity Village A Note, 3.00% to 5.00%, matures fiscal year 2015	\$ 325,000	\$ -	\$ (325,000)	\$ -
Varsity Village B Note, 3.00% to 5.00%, matures fiscal year 2020	1,720,000	-	-	1,720,000
Peterson Center (Athletic Academic Center), 3.00% to 5.00%, matures fiscal year 2017	315,000	-	(100,000)	215,000
Total	<u>\$ 2,360,000</u>	<u>\$ -</u>	<u>\$ (425,000)</u>	<u>\$ 1,935,000</u>

Principal and interest paid in fiscal year 2015 totaled \$425,000 and \$94,469, respectively. Debt service payments are included in the accompanying Statement of Revenues and Expenditures.

The scheduled maturities of long-term debt of the Department for the years ending June 30 are as follows:

	Principal	Interest
2016	\$ 420,000	\$ 80,650
2017	435,000	61,425
2018	345,000	43,650
2019	360,000	27,750
2020	375,000	9,375
Thereafter	-	-
	<u>\$ 1,935,000</u>	<u>\$ 222,850</u>



Capital Expenditure Report

9. b iv Intercollegiate athletic related capital expenditures from all sources, including but not limited to, gifts, state Capital Improvement Projects and bonds, and the level of athletic department reserves.

In FY 15-16 The University of Nevada, Reno Department of Athletics saw the following Capital Improvements:

- Renovation of Mackay Stadium including:
 - 26 Loge Boxes
 - 238 Club Seats
 - 3882 Chairback Seats
 - 8,000 square foot Stadium Club
 - HD Videoboard and Soundsystem

- Resurfaced 8-Lane Track
- New Track and Field Event Complex
- New Outdoor 6-Court Tennis Facility
- Men's Basketball Locker Room improvement
- Women's Basketball Locker Room improvement
- New Men's and Women's Basketball Coaches Lounge
- Basketball Instant Replay upgrade
- Soccer/Track Locker Room update