



University of Michigan Flint

Feasibility Study for Intercollegiate Athletics

May 2009

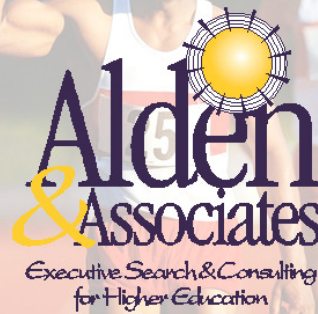


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**Alden & Associates, Inc. Consulting Report Regarding Intercollegiate Athletics
University of Michigan—Flint
Executive Summary
May 2009**

Assignment and Background

Alden & Associates, Inc. was retained by the University of Michigan—Flint to examine the feasibility of adding an intercollegiate athletics program. Dr. Betsy Alden and Mr. Dave O'Brien visited the campus in September 2008 to begin assessing the possibility of the University sponsoring a varsity athletics program. The Consultants began researching the assignment by meeting with the University's senior leadership and the members of the Blue Ribbon Commission on Athletics. We also toured the campus and visited the recreation facility. In addition, Mr. Greg Ianni was retained by Alden & Associates, Inc. to perform a facilities review to determine the potential of the University's facilities situation. Mr. Ianni is the Senior Associate Director of Athletics at Michigan State University.

Recommendation

Alden & Associates, Inc. believes that when the fiscal resources are available, the University should begin an intercollegiate athletics program comprised of seven (7) varsity sports: men's basketball, men's soccer, and baseball; women's basketball, women's soccer, softball and women's cross country. Because of the current national economic situation, we understand that the University will need to take into consideration the exact timing regarding initiating an intercollegiate athletics program. We have provided in the Study an affordable alternative to starting with all seven sports at once. Rather we provide a phased approach over a three (3) year period; this may start at a time when the University will be able to provide the needed resources.

Facilities

The University is fortunate to have sufficient land and other facilities to support an intercollegiate athletics program. While the facilities will need some renovation and increased maintenance to house an intercollegiate athletics program, the costs should not be prohibitive to bring the facilities up to the appropriate level of conditioning. We believe that the University will have to locate outdoor facilities, either through rental or leasing agreements, to house the four (4) outdoor sports. Also, women's cross country will need to find a venue for both practice and competition purposes. In addition, the University should develop a turf facility for use by not only the varsity program, but the recreation program and the Flint community.

Finances

The annual total cost of running a competitive intercollegiate athletics program is estimated at \$540,000. If the current activity fee was raised from \$25 per semester to \$75 per semester it would generate an additional \$615,500 per year, sufficient to cover the program costs with a small reserve.

National and Conference Membership

Nationally the University should join the National Association of Intercollegiate Athletics (NAIA). From a competitive conference standpoint, the institution should join the Wolverine-Hoosier Athletic Conference (WHAC) which primarily includes institutional members in the state of Michigan, with one exception—Indiana Tech in Indiana.

Title IX Compliance

The primary measurement method for Title IX compliance is matching the student-athlete participation with the ratio of male/female students attending the institution. At the University of Michigan—Flint the ratio is approximately 62% female and 38% male. By adding seven (7) sports, the student-athlete participation rate would be approximately 41% male and 59% female, thus ensuring compliance with Title IX.

Conclusion

The elements necessary for a successful intercollegiate athletics program are present at the University of Michigan—Flint. With adequate facilities, a deep pool of athletic and coaching talent in the area, an attractive regional conference for competition, the only missing ingredient is funding; however, with a comparatively low activity fee the opportunity to finance this type of significant campus life enhancement through a modest increase seems prudent.

I. Introduction

A. Study Overview

The University of Michigan–Flint, led by former interim chancellor, Dr. Jack Kay, created the Blue Ribbon Commission on Athletics and retained Alden & Associates, Inc. to prepare a report regarding the possible introduction of an intercollegiate athletics program to the campus. This feasibility study is designed to provide information regarding the challenges and opportunities related to such an action for the University, which will allow the institution to make informed decisions regarding the future of an intercollegiate athletics program at the University of Michigan—Flint.

The following is some language from the original invitation to the BRCA members:

The 2007-2008 and 2008-2009 academic years at the University of Michigan–Flint have been spectacular. The University opened its first residence hall in August 2008 with 310 students who will be 24/7 campus residents. Enrollment increased 5.5 percent in each of the last two academic years—and the University led the way among the State’s fifteen public universities this current year. The University partnered with the Flint Institute of Arts [FIA] to provide our students with “College Town” membership in the FIA. The “Genesee Early College High School” opened on our campus, allowing students from throughout the county to earn their high school diplomas while at the same time earning college credit in preparation for careers in the health professions. Club Hockey became a recognized student club and competed for the entire season, as did the Ultimate Frisbee Club.

Over and over this year, students, alumni, faculty, and staff have asked why the University of Michigan–Flint does not have varsity sports. Now is the right time to explore the possibility of varsity sports as we move from a commuter campus to a commuter/residential campus, and as we seek to expand our student base and enrollment reach.

Elizabeth A. "Betsy" Alden, Ph.D., President of Alden & Associates and David P. O’Brien, J.D., Senior Associate, visited the University of Michigan—Flint campus in September 2008 to learn about the campus and discuss with the Blue Ribbon Commission on Athletics and the senior administration the possibilities associated with this potential program. The Consultants were given a thorough recreation facility tour during the visit to the campus. In addition, Mr. Greg Ianni was retained by Alden & Associates, Inc. to review the facilities related to athletics and recreation on the University of Michigan–Flint campus and community.

This Study is directly linked to the University’s initiative regarding student engagement and co-curricular activities, which will bring a distinct type of undergraduate student to

the campus. Some global questions that were asked by various constituencies related to this analysis are:

- Can intercollegiate athletics increase student engagement and therefore student success?
- Can intercollegiate athletics increase enrollment by attracting students that might otherwise attend college elsewhere?
- Can intercollegiate athletics support the image and branding efforts given that focus group feedback, especially from parents, indicates that we are not a “real” college without an intercollegiate athletics program?

The answer to all of these questions is affirmative. It is our belief that a strong intercollegiate athletics program can greatly enhance student life and bring competitive and engaging varsity level sport opportunities to the Michigan—Flint student that do not currently exist on the campus.

This Feasibility Study is presented in a sectional format outlined below, which includes the primary issues surrounding the introduction of an intercollegiate athletics program at the University of Michigan—Flint. Every attempt has been made to thoroughly exhaust the issues by providing answers that are comprehensively researched and investigated.

- Study Overview
- Regulatory Issues—Conference Issues/Mission of University
- Financial Implications/Operating Costs
- Personnel Considerations & Costs
- Title IX Information
- Sports Sponsorship Recommendations
- Facilities Overview & Recommendations
- Summary, Conclusions & Recommendations
- NCAA membership/transition information & timeline.
- NAIA membership/transition information & timeline.

It is important to note that because of confidentiality concerns the information presented in this Study is based solely on data collected by Alden & Associates, Inc. and from the Department of Education website regarding the institutional members of the Great Lakes Intercollegiate Athletics Conference [GLIAC] and the Wolverine—Hoosier Athletic Conference [WHAC].

The specific initial charge of the Consultant was to assist the University in determining whether it is feasible to institute a program of intercollegiate athletics. The information presented in this Study provides empirical data, as well as financial figures regarding the costs associated with a possible addition of intercollegiate athletics at the University of Michigan—Flint.

In addition, the Consultant has provided a sample model program of intercollegiate athletics that might be used by the University. Finally, a review of the basic elements of

Title IX as it pertains to intercollegiate athletics is included. This information will benefit the institution as it makes decisions related to the future of intercollegiate athletics at the University of Michigan—Flint.

B. Blue Ribbon Commission on Athletics

The Honorable Duncan Beagle, Co-Chair

William Golling, Co-Chair

Members

Nathan Adams, Vice President, Citizens Bank

David Barthelmes, Vice Chancellor, University of Michigan-Flint

Thuli Beresford, Pastor, Salem Lutheran Church

John Clothier, M-Club of Greater Flint

Joe Eufinger, Director, Parks and Recreation, City of Flint

Nick George, President, George Properties

Dan Getty, Staff Council Representative, University of Michigan-Flint

Bill Haley, Superintendent, Carmen-Ainsworth Community Schools

Tom Healey, Athletic Director, C.S. Mott Community College

Scott Henry, International Representative, United Auto Workers Region 1C

Tim Herman, CEO, Genesee Regional Chamber of Commerce

Jennifer Hogan, Director, University Relations, University of Michigan-Flint

Dr. Jack Kay, Provost and Vice Chancellor, University of Michigan-Flint

Amy Krug, Chair, Alumni Board of Governors, University of Michigan-Flint

David Lossing, Director, Government Relations, University of Michigan-Flint

Wade Merrill, President, Student Athletic Association, University of Michigan-Flint

Gerry Myers, CEO, Crim Fitness Foundation

Gerald Piesko, President, Greater Flint Sports Medicine Center

Jerry Preston, President, Flint Area Convention and Visitors Bureau

Lewis Randolph, President, Concerned Pastors for Social Action

Sue Reber, Piper Realty

Dr. Mary Jo Sekelsky, Vice Chancellor, University of Michigan-Flint

Rob Selley, Partner, Plante Moran

David Sharp, Publisher, *The Flint Journal*

The Honorable Woodrow Stanley, Michigan House of Representatives

Dr. Fred Svoboda, Chair, Faculty Council, University of Michigan-Flint

Dr. Betty Velthouse, Interim Dean, University of Michigan-Flint

Patrick Wardell, President, Hurley Medical Center

Dr. Chris Waters, Associate Professor, University of Michigan-Flint

Gary Weisserman, Head of School, Oakland Early College

Ridgway White, Associate Program Officer, Charles Stewart Mott Foundation

Consultants

Dr. Betsy Alden, Alden & Associates, Inc.

Mr. David O'Brien, Alden & Associates, Inc.

Mr. Greg Ianni, Alden & Associates, Inc. & Senior Associate Director of Athletics,
Michigan State University

C. Consulting Firm Information

Alden & Associates, Inc. serves universities, athletic conferences, and other organizations by working with these constituencies to improve all facets of their intercollegiate athletics programs. It is our mission to meet the needs and demands of intercollegiate athletics programs in higher education in order to ultimately insure that student-athletes have the very best experiences at their respective institutions. Alden & Associates, Inc. is a full service executive search and consulting firm for higher education. We provide a wide range of services in the areas of feasibility studies, policies & procedures manuals, rules compliance, gender equity reviews, strategic planning, life skills, self-study and pre-NCAA certification analysis, organizational structure review, and executive search services for athletic administrators.

Elizabeth "Betsy" A. Alden, Ph.D. has served as the chief administrator of several intercollegiate athletics programs, including the College of Notre Dame of Maryland, Webster University, San Francisco State University, and most recently Ithaca College. Dr. Alden has served as the President of the National Association of Collegiate Women Athletic Administrators (NACWAA) and is currently on the Executive Committee of the National Consortium for Academics and Sports (NCAS).

Dr. Alden is a graduate of the State University of New York, University at Cortland where she received her bachelor's degree in physical education. She later received her master's degree from the University of Maryland where she studied sport history and sport philosophy. Finally, in 1998 she received her Ph.D. in athletic administration and sports studies from The University of Iowa. Dr. Alden has published a series of articles in *Athletic Administration*, *Athletic Management*, and is featured on the www.athleticsearch.com website with the "Ask the Experts" column.

David P. O'Brien, J.D. is a key participant in both our search and consulting practices. Mr. O'Brien has been a close advisor to Alden & Associates, Inc. from its inception having been a member of our Board of Advisors for many years. He is currently a faculty member and serves as the Director of Sport Management at Drexel University. He served as a Division I athletics director for 16 years (1991-2007) at Northeastern University, Temple University and Long Beach State. O'Brien is the author of a monthly sports law column in *College Athletics and the Law*.

Mr. O'Brien brings a long and distinguished career in higher education to Alden & Associates, Inc. Prior to his service as an athletics director O'Brien served as Assistant Vice President for Administration & Finance at Long Beach State where he concentrated

in the areas of legal and legislative relations, budget and human resources. Before joining Long Beach State O'Brien served as Assistant to the President at Montclair State University in New Jersey where he served as assistant to the president and concentrated his work in the areas of legal and legislative matters. Earlier in his career, O'Brien served on the legal and legislative staff of the New Jersey Senate working primarily on issues related to higher education.

In the 1990-1991 academic year, he earned certification in the field of sports administration as a member of the inaugural class of the Sports Management Institute, an executive education program sponsored jointly by the graduate business schools and athletic departments of the University of Southern California, the University of Notre Dame, the University of North Carolina and the University of South Carolina. A native of Montclair, New Jersey, O'Brien began his working career as a high school teacher and athletic coach in northern New Jersey.

Greg Ianni serves as an Associate with Alden & Associates, Inc., as well as Senior Associate Director of Athletics at Michigan State University. Ianni oversees the Spartans' athletic facilities and works toward the development of long-range plans for improving those sites. Ianni played a key role in the opening of the \$12.5 Skandalaris Football Center, a 25,000-squarefoot addition to the Duffy Daugherty Football building which opened in August 2008. One of the top football facilities in the nation, the Skandalaris Football Center features new team, staff and position meeting rooms, coaches' offices and The Demmer Family Hall of History. Currently, he is involved in the construction of McLane Baseball Stadium, a 2,500-seat ballpark that is set to open this spring at the present site of Kobs Field. In 1993, Ianni came to MSU, his alma mater, after serving as Associate Director of Athletics at Ohio University. At Ohio University, he was responsible for the athletic department facilities, financial management and daily operation of the 17-sport, Division I program. During his tenure, Ianni has overseen in excess of \$133 million in athletics facilities projects, highlighted by the Spartan Stadium Expansion, renovations of Jenison Field House, Munn Ice Arena and the men's and women's basketball locker rooms, as well as construction of the Clara Bell Smith Academic Center and Berkowitz Basketball Complex. In addition to his facilities' duties, he has sport management oversight of football, men and women's golf, women's gymnastics and wrestling, as well as sports medicine and event management.

Alden & Associates, Inc. appreciates the opportunity to serve in a consulting capacity to the University of Michigan–Flint on this important assignment. We look forward to being of assistance to Chancellor Person, the Blue Ribbon Commission on Athletics and the University.

II. NCAA Membership Information

A. Introduction

If the University of Michigan—Flint were to consider instituting a program of intercollegiate athletics, it would need to identify both national and regional athletics affiliations under which its programs would operate. There are two national organizations in which an intercollegiate athletics program may hold membership—the National Association of Intercollegiate Athletics (NAIA) or the National Collegiate Athletic Association (NCAA). A brief review of each of the two national organizations follows. Please note that much of the information regarding the NCAA was taken from the NCAA website (www.ncaa.org).

One of the key issues linked to the selection of a national organization is the conference that the University's intercollegiate athletics program would join. We recommend that the University, from a geographical perspective, join the Great Lakes Intercollegiate Athletic Conference, or the GLIAC. We have presented information on the conference members in the next section of the document. In addition, we are including in this section the Philosophy Statement for Division II members of the NCAA.

B. History

In 1905, following a string of injuries and even deaths in the sport of football, President Theodore Roosevelt summoned the leaders of intercollegiate athletics to the White House to discuss necessary reform in the sport of football. As a result of this meeting and several other subsequent meetings, the Intercollegiate Athletic Association of the United States (IAAUS) was formed.

The IAAUS was officially constituted March 31, 1906, and took its present name (NCAA) in 1910. For several years, the NCAA was a discussion group and rules-making body; but, in 1921 the first NCAA national championship was held—the National Collegiate Track & Field Championships.

The Association's membership was divided into three (3) legislative and competitive divisions in 1973. The NCAA began administering women's athletics championships in 1980 when Divisions II and III established ten (10) championships for 1981-82. A year later, an extensive governance plan was adopted to include women's athletics programs, services and representation.

C. Organization

The NCAA is a voluntary membership association of approximately 1,288 colleges and universities, athletic conferences and sports organizations devoted to the sound administration of intercollegiate athletics.

Member institutions are divided into three (3) major divisions: Division I, Division II, and Division III. Currently, there are 331 active members and 2 provisional member in Division I; 291 active members and 2 provisional members in Division II; and 429 active members and 15 provisional members in Division III.

- *An active member is a four-year college or university or a two-year upper-level collegiate institution accredited by the appropriate regional accrediting agency and duly elected to active membership under the provisions of the Association bylaws. Active members have the right to compete in NCAA championships, to vote on legislation and other issues before the Association, and to enjoy other privileges of membership designated in the constitution and bylaws of the Association.*
- *A provisional member is a four-year college or university or a two-year upper-level collegiate institution accredited by the appropriate regional accrediting agency and that has applied for active membership in the Association. Provisional membership is a prerequisite for active membership in the Association. The institution shall be elected to provisional membership under the bylaws of the Association. Provisional members shall receive all publications and mailings received by active members in addition to other privileges designated in the constitution and bylaws of the Association. Provisional membership is limited to a three-year period.*

D. Purpose

- *To initiate, stimulate and improve intercollegiate athletics programs for student-athletes and to promote and develop educational leadership, physical fitness, athletics excellence and athletics participation as a recreational pursuit.*
- *To uphold the principle of institutional control of, and responsibility for, all intercollegiate sports in conformity with the constitution and bylaws of the Association.*
- *To encourage its members to adopt eligibility rules to comply with satisfactory standards of scholarship, sportsmanship and amateurism.*
- *To formulate, copyright and publish rules of play governing intercollegiate athletics.*
- *To preserve intercollegiate athletics records.*
- *To supervise the conduct of, and to establish eligibility standards for, regional and national athletics events under the auspices of the Association.*
- *To legislate, through bylaws or by resolutions of a Convention, upon any subject of general concern to the members related to the administration of intercollegiate athletics.*

- *To study in general all phases of competitive intercollegiate athletics and establish standards whereby the colleges and universities of the United States can maintain their athletics programs on a high level.*

E. Goals

- *Promote student-athletes and college sports through public awareness.*
- *Protect student-athletes through standards of fairness and integrity.*
- *Prepare student-athletes for lifetime leadership.*
- *Provide student-athletes and college sports with the funding to help meet these goals.*

F. Championships

The NCAA sponsors 37 national championships. Each sport has a men's championship and a women's championship, unless otherwise indicated. Please note the following: "(W)" = Women's Championship; "(M)" = Men's Championship; and "(C)" = Coed Championship.

National Collegiate

Bowling (W)
Fencing (C)
Gymnastics
Rifle (C)
Skiing (C)
Volleyball (M)
Water Polo

Divisions I, II, III

Baseball (M)
Basketball
Cross Country
Field Hockey (W)
Football (M, I-AA)
Golf
Lacrosse
Rowing
Soccer
Softball (W)
Swimming & Diving
Tennis
Track and Field (indoor)
Track and Field (outdoor)
Volleyball (W)
Wrestling (M)

Division I, III (only)

Ice Hockey

G. Differences Between NCAA Divisions I, II & III

▪ **Division I**

Division I member institutions have to sponsor at least seven sports for men and seven for women (or six for men and eight for women) with two team sports for each gender. Each playing season has to be represented by each gender as well. There are contest and participant minimums for each sport, as well as scheduling criteria. For sports other than football and basketball, Division I schools must play 100 percent of the minimum number of contests against Division I opponents -- anything over the minimum number of games has to be 50 percent Division I. Men's and women's basketball teams have to play all but two games against Division I teams; for men, they must play one-third of all their contests in the home arena. Schools that have football are classified as Football Bowl Subdivision (formerly Division I-A) or NCAA Football Championship Subdivision (formerly Division I-AA). Football Bowl Subdivision schools are usually fairly elaborate programs. Football Bowl Subdivision teams have to meet minimum attendance requirements (average 15,000 people in actual or paid attendance per home game), which must be met once in a rolling two-year period. NCAA Football Championship Subdivision teams do not need to meet minimum attendance requirements. Division I schools must meet minimum financial aid awards for their athletics program, and there are maximum financial aid awards for each sport that a Division I school cannot exceed.

- **Division II**

Division II institutions have to sponsor at least five sports for men and five for women, (or four for men and six for women), with two team sports for each gender, and each playing season represented by each gender. There are contest and participant minimums for each sport, as well as scheduling criteria -- football and men's and women's basketball teams must play at least 50 percent of their games against Division II or Football Bowl Subdivision (formerly Division I-A) or Football Championship Subdivision (formerly Division I-AA) opponents. For sports other than football and basketball there are no scheduling requirements. There are not attendance requirements for football, or arena game requirements for basketball. There are maximum financial aid awards for each sport that a Division II school must not exceed. Division II teams usually feature a number of local or in-state student-athletes. Many Division II student-athletes pay for school through a combination of scholarship money, grants, student loans and employment earnings. Division II athletics programs are financed in the institution's budget like other academic departments on campus. Traditional rivalries with regional institutions dominate schedules of many Division II athletics programs.

- **Division III**

Division III institutions have to sponsor at least five sports for men and five for women, with two team sports for each gender, and each playing season represented by each gender.¹ There are minimum contest and participant minimums for each sport. Division III athletics features student-athletes who receive no financial aid related to their athletic ability and athletic departments are staffed and funded like any other department in the university. Division III athletics departments place special importance on the impact of athletics on the participants rather than on the spectators. The student-athlete's experience is of paramount concern. Division III athletics encourages participation by maximizing the number and variety of athletics opportunities available to students, placing primary emphasis on regional in-season and conference competition.

H. Division II Philosophy Statement

Members of Division II believe that a well-conducted intercollegiate athletics program, based on sound educational principles and practices, is a proper part of the educational mission of a university or college and that the educational welfare of the participating student-athlete is of primary concern.

Members of Division II support the following principles in the belief that these objectives assist in defining the division and the possible differences between it and other divisions of the Association. This statement shall serve as a guide for the preparation of legislation

¹ Alden Update: See Page 20 for updated information on sport sponsorship requirements, etc.

by the division and for planning and implementation of programs by institutions and conferences. A member of Division II:

- *Believes in promoting the academic success of its student-athletes, measured in part by an institution's student-athletes graduating at least at the same rate as the institution's student body;*
- *Believes that participation in intercollegiate athletics benefits the educational experience of its student-athletes and the entire campus community;*
- *Believes in offering opportunities for intercollegiate athletics participation consistent with the institution's mission and philosophy;*
- *Believes in preparing student-athletes to be good citizens, leaders and contributors in their communities;*
- *Believes in striving for equitable participation and competitive excellence, encouraging sportsmanship and ethical conduct, enhancing diversity and developing positive societal attitudes in all of its athletics endeavors;*
- *Believes in scheduling the majority of its athletics competition with other members of Division II, insofar as regional qualification, geographical location and traditional or conference scheduling patterns permit;*
- *Recognizes the need to "balance" the role of the athletics program to serve both the campus (participants, student body, faculty-staff) and the general public (community, area, state);*
- *Believes in offering opportunity for participation in intercollegiate athletics by awarding athletically related financial aid to its student-athletes;*
- *Believes that institutional control is a fundamental principle that supports the educational mission of a Division II institution and assumes presidential involvement and commitment. All funds supporting athletics should be controlled by the institution. The emphasis for an athletics department should be to operate within an institutionally approved budget, and compliance with and self-enforcement of NCAA regulations is an expectation of membership; and*
- *Believes that all members of Division II should commit themselves to this philosophy and to the regulations and programs of Division II.*

I. Joining the NCAA Division II

Any decision by the University regarding seeking membership classification of an intercollegiate athletics program in the NCAA must follow a prescribed order and timeline of actions and waiting periods. It is critical that the University understand that

current legislation related to new membership is the NCAA follows a progressive path towards full membership involvement in Division II. Therefore, the University must first embark upon seeking application with the NCAA and then follow all prescribed membership-based requirements in a timely manner, thus ensuring a smooth transition. It is important to note that the membership information for Division II is lengthy. The University must fully analyze and understand all sections of the respective *NCAA Division II Manual*, including legislation regarding, but not limited to: conduct and employment of athletics personnel; amateurism; recruiting; eligibility; financial aid; playing and practice seasons; championships; enforcement; athletics certification; and academic performance.

Please note that information taken from either the NCAA website or documents has been italicized.

- ***Provisional Membership Eligibility***

- 20.3.1.1 Types of Institutions***

- Provisional membership is available to four-year colleges and universities and two-year upper level collegiate institutions, accredited by the appropriate regional accrediting agency and duly elected to provisional membership under the provisions of Constitution 3.6.3 and Bylaw 20.3*

- 20.3.1.2 Conditions and Obligations of Provisional Membership***

- A provisional member shall administer its athletics program in accordance with the constitution, bylaws and other legislation of the Association.*

- ***Provisional and Reclassifying Institutions***

- 20.3.2 Division II Membership Process – Provisional and Reclassifying Institutions***

- Institutions seeking to become active members of Division II in all sports must successfully complete all requirements of the Division II membership process, as specified in Bylaw 20.3.*

- 20.3.2.1 Application and Sponsorship***

- An institution applying for Division II membership shall complete an application signed by the president or chancellor and be received in the national office not later than June 1. An applicant institution must be sponsored by an active member institution or conference. A nonrefundable application fee shall accompany the application form. The amount of the fee will be determined annually by the Membership Committee based on a continual analysis of expenses associated with the member educational*

assessment program. The Management Council, on recommendation of the Membership Committee, may establish an annual limit on the number of eligible institutions that will be selected to begin the membership process.

20.3.2.2 Exploratory Period

Once an institution receives notice that it has been accepted to begin the Division II membership process, the institution shall enter the exploratory period. The exploratory period shall be a minimum of two years. At the completion of the two-year period, the institution shall receive an assessment of its readiness to proceed to the provisional period.

20.3.2.2.1 Educational Assessment Program –Exploratory Period

Institutions are required to complete the following educational activities during the exploratory period:

(a) Year One:

- (1) A visit paid by the institution to an active member institution's campus, as selected by the Membership Committee;*
- (2) A Division II Institutional Self-Study Guide (ISSG);*
- (3) Demonstrated involvement and commitment of the president or chancellor at the institution in the membership process, as determined by the Membership Committee;*
- (4) An on-campus assessment conducted by an outside group to review the readiness of the institution to become an active member, as measured against a Division II active member's athletics program as selected by the Membership Committee; and*
- (5) An annual report submitted by June 1, which shall include the completed Institutional Self-Study Guide (ISSG) and an athletics department strategic plan.*

(b) Year Two:

- (1) An on-campus assessment conducted by the Membership Committee to review progress;*

- (2) *An annual report submitted by June 1, including an update on Institutional Self-Study Guide (ISSG) action items and the athletics department strategic plan; and*
- (3) *Demonstrated involvement and commitment of the president or chancellor at the institution in the membership process, as determined by the Membership Committee.*

20.3.2.3 Provisional Period

After successful completion of the exploratory period, an institution will be invited to enter the provisional period of the membership process. During the provisional period, an institution's readiness to become an active member institution will continue to be evaluated. The length of the provisional period will vary depending on an institution's readiness to become an active member institution; however, in no event shall the provisional period be less than one year. A nonrefundable member education fee will be assessed if an institution is invited to provisional membership. The amount of the fee will be determined annually by the Membership Committee, based on a continual analysis of expenses associated with the new member process. Additionally, a check in the appropriate amount for annual dues (see the current annual dues for active members per Constitution 3.7.3) also shall accompany the notice. The Management Council, on recommendation of the Membership Committee, may establish an annual limit on the number of eligible institutions that will be invited to begin the provisional period.

20.3.2.3.1 Educational Assessment Program – Provisional Period

Institutions are required to complete the following educational activities during the provisional period:

- (a) *Demonstrated administration of its athletics program in accordance with the constitution, bylaws and other legislation of the Association;*
- (b) *Demonstrated involvement and commitment of the president or chancellor at the institution in the membership process, as determined by the Membership Committee;*
- (c) *An on-campus assessment conducted by an outside group to review the readiness of the institution to become an active member through the use of a compliance review and progress since the exploratory period assessment. Based on the reports, the institution may be invited to active membership; and*

(d) An annual report submitted by June 1.

20.3.2.4. Membership Committee Jurisdiction

Decisions made by the Membership Committee in regard to an institution’s standing as an exploratory or provisional member are final.

20.3.2.4.1 Authority of Management Council

The Management Council shall hear and act on an institution’s appeal of a decision made by the Membership Committee in regard to an institution’s standing as an exploratory or provisional member.

Given the NCAA requirements for membership and assuming the University chooses to begin the membership process in the 2009-2010 academic year, the following table illustrates the journey the University would embark upon to become a Division II member:

NCAA DIVISION II TRANSITION PROCESS	
Academic Year	Status of University of Michigan—Flint
2009-2010	Exploratory Year I
2010-2011	Exploratory Year II
2011-2012	Provisional Year
2012-2013	Year I—Division II Membership [if approved]

General Membership Requirements	UM-F Completed
<p><i>Sports-Sponsorship:</i></p> <ul style="list-style-type: none"> a. Must sponsor at least five sports for men and five sports for women. (20.10.3) or four sports for men and six for women. b. Must have at least two team sports in each gender. (20.10.3) c. Must meet minimum contests/participant requirements for a sport to count. (20.10.3.5) 	
Must meet three-season requirement in each gender (i.e. must have at least one men’s team and one women’s team competing in the fall, winter and spring). (3.2.1.4)	
Must have eligibility certification procedures approved by chief executive officer. (3.2.4.3)	
Must utilize the Initial-Eligibility Clearinghouse for certifying	

freshman student-athletes prior to receiving financial aid, practice and competition during the first year and thereafter of the provisional and reclassifying process. (14.3.1)	
Must publish progress towards degree requirements. (3.2.4.10)	
Must establish policy concerning missed class time. (3.2.4.12)	
Must meet composition requirements for an Athletics Board if one exists. (6.1.2.1)	
Must designate a Faculty Athletics Representative. (6.1.3)	
Must establish a Student-Athlete Advisory Committee. (6.1.4)	
Must have annual athletics budget approved by chief executive officer (or designee). (6.2.2)	
Must have conducted by an outside agency, a financial audit of athletics revenues and expenditures at least once every three years. (6.2.3.2)	
Must conduct an institutional self-study of the intercollegiate athletics program at least once every five years. (6.3.1)	
A member of Division II shall annually provided financial assistance that equals one of the following: <ul style="list-style-type: none"> ▪ A minimum of 50 percent of the maximum allowable equivalencies in four separate sports, at least two of which must be women's sports; ▪ A minimum total expenditure of \$250,000 in athletically related financial aid with at least \$125,000 in women's sports; or ▪ A minimum of 20 total full equivalency grants with at least 10 total full equivalency grants in women's sports. (20.10.1.2) 	
Must certify insurance coverage for medical expenses resulting from athletically related injuries sustained by student-athletes. (3.2.4.9)	

J. Benefits of Division II Membership

In September 2008, the NCAA issued the following information entitled, *Issue Four: Division II as a Possible Membership Destination*. We believe it is informative related to the University’s possible interest in joining the NCAA Division II. It is included here in its entirety:

Identification of Issue

New entrants to the NCAA must select a division prior to beginning the process to join the Association. An existing member must remain comfortable, on an on-going basis, that its designated division is an appropriate “home.” Many factors must be considered in making such a decision, including philosophical, financial, geographic and mission-based considerations. Most small colleges or universities join the NCAA at the Division II or III level and therefore compare and contrast the membership requirements and benefits of Divisions II and III.

In managing Division III's membership program, it is important to understand how new entrants to the NCAA and continuing members are evaluating the best divisional affiliation for the institution. To what extent do institutions make a choice of affiliation as a matter of shared philosophy, and to what extent do institutions make the choice based on real or perceived financial considerations? It is believed that many institutions do not understand the true costs and benefits of Division II versus Division III membership, and that the assumption that it is less expensive to run a Division III program is not accurate in many cases. While the sponsorship of an athletics program clearly affects enrollment and persistence, the primary basis for membership in Division III should be a commitment to the division's philosophy, not perceived cost savings or effectiveness.

Background

All three NCAA divisions have established requirements to enter and maintain membership. Effective in 2010, Division III will require six sports per gender for institutions with more than 1,000 full time undergraduate students. Institutions with less than 1,000 students shall be required to sponsor five sports per gender. The Division II standard is a minimum of ten, with at least four sports per gender, regardless of institutional enrollment. Further, Division II has established minimum financial aid requirements, whereby a member of Division II shall annually provide financial assistance that equals one of the following:

- a. A minimum of 50 percent of the maximum allowable equivalencies in four separate sports, at least two of which must be women's sports;*
- b. A minimum of 20 total full equivalency grants with at least 10 total full equivalency grants in women's sports; or*
- c. A minimum total expenditure of \$250,000 in athletically related financial aid with at least \$125,000 in women's sports.*

The awards that can be counted toward Division II's minimum aid requirements include much more than just athletics based scholarships. Countable aid includes most every form of institutionally awarded aid in which there is any subjective criteria in determining whom will be awarded the money, even if the criteria for the award has no connection to athletics participation. There are a few noncountable aid types, but those are based mainly on non-athletic objective criteria such as established governmental grants and grants based on nationally established high school academic standards.

As part of its own membership strategy, Division II recently undertook a study of the financial and nonfinancial benefits of Division II membership. The NCAA engaged the economic consulting firm of Hardwick-Day to help existing and prospective members in Division II better understand both the real cost of the investments made by Division II institutions and the value they receive in return for their investments. The analysis resulted in the conclusions below.

Impact on Campus Culture:

- *Athletic scholarships tend to bolster enrollment near the middle of the academic profile, and most notably, not at the bottom of the profile.*
- *Athletic scholarships offered to females are especially helpful to institutions' academic profiles.*
- *Athletic scholarships are beneficial in building male enrollment as a share of new students.*
- *Athletic scholarship recipients increase ethnic diversity among new students.*
- *Athletic scholarships increase the geographic diversity of new students.*
- *Athletic scholarship recipients exhibit more involvement in community service and volunteer activities than non-recipients.*

Financial Impact:

- *The net cost of operating Division II athletic programs, excluding the cost of athletics scholarships, tends to be lower than for programs of similar size in Division III, primarily due to larger operating revenues generated by Division II programs.*
- *Athletic scholarship recipients at Division II institutions most frequently include other Division II institutions among their choices, as opposed to NCAA Division I or III or non-NCAA schools. This suggests that not offering athletic scholarships would place Division II institutions at a competitive disadvantage in recruiting these students.*
- *A portion of athletic scholarship expenditures at private institutions replaces grant aid commitments to students that would otherwise be based on need or academic performance if these same students had not received athletic scholarships. This indicates that, for these institutions, the cost of athletic scholarships is actually smaller than the amount they've allocated for athletic scholarships in their budgets.*
- *Athletic scholarship expenditures at public institutions are almost entirely new funds that would not otherwise be offered as other forms of gift aid, suggesting that the budget allocation for athletic scholarships at public institutions is a more accurate measure of their actual cost.*
- *Institutions that emphasize fewer and larger scholarships would be likely to increase net tuition revenue by reducing the average amounts of athletic scholarships and offering them to more students. Total elimination of athletic scholarships may increase net tuition revenue for some of these institutions, but probably not as much as an approach that reduces award amounts per student, and may well result in a loss of non-tuition revenues associated with athletics.*
- *Institutions that offer smaller athletic scholarships to more students are more likely to generate optimal net tuition revenue. For these institutions, eliminating athletic scholarships might well reduce net tuition revenue, and*

non-tuition revenues associated with athletics may also be expected to decline.

- *Simulations of alternatives are challenged by the reality that student athletes lost when athletic scholarships are reduced or eliminated would, at least in part, be replaced by less-recruited student-athletes. Our assumption is that these prospective student athletes could also be recruited with no change in the athletic scholarship program if the institution chose to do so.*

To assist institutions in reviewing their athletic scholarship programs, Division II constructed a model designed to estimate the results of changes made to the athletic scholarship program. Institutions enter a series of data (related to demographics, athletics, financial aid offerings and other elements) and receive estimated roster sizes that account for enrollment gains resulting from additional scholarships or losses resulting from reductions, resulting changes in net tuition revenue, changes in non-tuition revenue and expenses that might be expected with significant changes in the athletic program. Institutions have the ability to adjust the number of full scholarship equivalents and scholarship recipients for each sport, and the ability to model scenarios more conservative or more optimistic than projected from the base model. This simulation model is available on the Association's Web site.

Division III Philosophical Principles

It is the responsibility of the Association to clearly articulate for existing and prospective members the values and expectations of each division, as well as related legislative and administrative standards, so that members may assess which division best accommodates the institution's own special objectives and programs.

The Division III philosophy prescribes a series of values that guide and define the division. There is an expectation that members of the division operate athletics departments in confirmation of those values. Further, the conclusion of the philosophy statement indicates that the purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. The philosophy statement articulates principles that represent a commitment to Division III membership and shall serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences.

Division II philosophic tenets most distinct from Division III include the ability to offer athletically related financial aid and placement of a greater emphasis on national championships competition. While the Division III philosophy statement notes that institutions shall give primary emphasis to regional in-season competition and conference championships, Division II emphasizes regional competition in preparation for the national championships experience.

Also, the Division II philosophy includes a focus on the role of the Division II athletics program in local campus communities. Division II programs strive to "balance" the role of the athletics program to serve both the institution (e.g., participants, student body, faculty, staff) and the general public (e.g., community, area, state). This contrasts with the Division III tenet that special emphasis shall be placed on the impact of athletics on the participants rather than on the spectators and that greater emphasis be placed on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs.

*The National Collegiate Athletic Association
September 15, 2008*

III. GLIAC Conference Analysis

A. Introduction

This chapter examines a variety of issues that are important to understand in considering a proper athletic conference for the University of Michigan—Flint. The tables below are meant to create a context for comparison between projected available expenditures by the University and comparable conference members in the areas of academics, sports sponsorships, and expenditures.

B. Academic Comparison—GLIAC Members²

Institution ³	Carnegie Classification	Private/ Public	Year	Admission Selectivity	Total Cost ⁴
Ashland University [FB]	Master’s Colleges & Universities (LP)	Private	1878	Selective	\$36,713
Ferris State University [FB]	Master’s Colleges & Universities (MP)	Public	1884	Selective	\$20,046 [in-state]
University of Findlay [FB]	Master’s Colleges & Universities (LP)	Private	1882	Selective	\$34,916
Grand Valley State University [FB]	Master’s Colleges & Universities (LP)	Public	1960	More Selective	\$18,460 [in-state]
Hillsdale College ⁵ [FB]		Private	1844	More Selective	
Lake Superior State University	Baccalaureate Colleges (DF)	Public	1946	Less Selective	\$18,611 [in-state]

² Institute of Education Services, U.S. Department of Education, National Center for Education Statistics. <http://nces.ed.gov/ipeds/cool/>

³ The 2007-2008 Equity in Athletics Disclosure Act (EADA) report is used as the source of this information. Also, note “FB” is listed next to each institution that sponsors varsity football.

⁴ Total Cost includes: In-State tuition and fees, books and supplies, room and board, miscellaneous expenses.

⁵ Hillsdale College distinguishes itself from most other academic institutions by its rigorous, traditional core curriculum and its principled determination never to accept federal taxpayer funding. Because the College does not accept federal funding, they are not required by law to submit data to the federal government in the form of the Equity in Athletics Disclosure Act.

Michigan Technological University [FB]	Research Universities	Public	1885	More selective	\$21,943 [in-state]
Northern Michigan University [FB]	Master's Colleges & Universities (LP)	Public	1899	Selective	\$17,352 [in-state]
Northwood University [FB]	SFI--Schools of Business & Management	Private	1959	Less Selective	\$28,689
Saginaw Valley State University [FB]	Master's Colleges & Universities (LP)	Public	1963	Selective	\$15,190 [in-state]
Tiffin University [FB]	Master's Colleges & Universities (MP)	Private	1888	Less Selective	\$29,000
Wayne State University [FB]	Research Universities	Public	1868	Selective	\$17,791 [in-state]

C. Equity in Athletics Disclosure Act Comparison—2007-2008 Data

Each year the Federal government requires that any institution receiving federal funding must submit pertinent data related to its intercollegiate athletics program.

Enrollment & Participation Opportunities⁶

GLIAC Institutions	Enrollment	Male UG (%)		Female UG (%)		Male S-A ⁷		Female S-A	
		#	%	#	%	#	%	#	%
Wayne State University	21,145	8,769	.41	12,376	.59	250	.67	124	.33
Grand Valley State University	19,623	7,804	.40	11,819	.60	402	.61	257	.39
Ferris State University	8,902	4,921	.55	3,981	.45	251	.66	130	.34
Northern Michigan University	7,651	3,635	.48	4,016	.52	159	.45	196	.55
Saginaw Valley State University	6,326	2,598	.41	3,728	.59	392	.67	194	.33
Michigan Technological University	5,290	4,064	.77	1,226	.23	271	.71	109	.29
University of Findlay	2,852	1,068	.37	1,784	.63	367	.59	255	.41
Northwood University	2,679	1,555	.58	1,124	.42	307	.72	118	.28
Ashland University	2,491	1,158	.46	1,333	.54	347	.64	198	.36
Lake Superior State University	2,025	1,024	.51	1,001	.49	115	.49	116	.51
Tiffin University	1,476	707	.48	769	.52	334	.66	170	.34
Hillsdale College	No Data Available								
Total Average	7,315	3,391	.49	3,923	.51	290	.62	170	.38

⁶ Students who, as of the day of a varsity team's first scheduled contest (A) Are listed by the institution on the varsity team's roster; (B) Receive athletically related student aid; or (C) Practice with the varsity team and receive coaching from one or more varsity coaches. Any student who satisfies one or more of the criteria in (A) through (C) is a participant, including a student on a team the institution designates or defines as junior varsity, freshman, or novice, or a student withheld from competition to preserve eligibility (i.e., a redshirt), or for academic, medical, or other reasons.

⁷ S-A = Student-Athletes

Sports Sponsorship

GLIAC Institution	Men's	Women's
Ashland University	10	10
Ferris State University	8	9
University of Findlay	12	12
Grand Valley State University	9	10
Hillsdale College	6	7
Lake Superior State University	6	7
Michigan Tech University	8	7
Northwood University	9	9
Saginaw Valley State University	9	8
Tiffin University	10	11
Wayne State University	8	8
Northern Michigan University	5	8
Total Average	8	8.8

GLIAC Sports Sponsorship

Sport	Men's	Women's
Baseball	X	
Basketball	X	X
Cross Country	X	X
Football	X	
Golf	X	X
Indoor Track & Field	X	X
Outdoor Track & Field	X	X
Soccer	X	X
Softball		X
Swimming	X	X
Tennis	X	X
Volleyball		X
Total	10	10

Departmental Expenses (EADA 2007-2008 Data)

“Expenses” means expenses attributable to intercollegiate athletic activities. This includes appearance guarantees and options, athletically related student aid, contract services, equipment, fundraising activities, operating expenses, promotional activities, recruiting expenses, salaries and benefits, supplies, travel, and any other expenses attributable to intercollegiate athletic activities.

Institution	Institutional Athletic Expenditures
Wayne State University	\$9,147,614
Grand Valley State University	\$8,792,140
Ashland University	\$7,339,078
Michigan Technological University	\$5,922,879
Northern Michigan University	\$5,902,675
University of Findlay	\$5,424,080
Northwood University	\$5,158,906
Ferris State University	\$5,149,225
Tiffin University	\$4,249,197
Saginaw Valley State University	\$4,048,926
Lake Superior State University	\$2,545,215
Hillsdale College	NDA
Total Average	\$5,789,085

Operating Expenses (EADA 2007-2008 Data)

“Operating expenses” means all expenses an institution incurs attributable to home, away, and neutral-site intercollegiate athletic contests (commonly known as “game-day expenses”), for (A) lodging, meals, transportation, uniforms, and equipment for coaches, team members, support staff (including, but not limited to team managers and trainers), and others; and (B) officials. Operating expenses are a subset of expenses.

Institution	Team Operating Expenses
Grand Valley State University	\$1,526,054
Wayne State University	\$1,144,526
Northern Michigan University	\$1,027,199
Tiffin University	\$884,067
Ferris State University	\$632,554
Northwood University	\$582,082
Ashland University	\$566,116
Saginaw Valley State University	\$560,659
University of Findlay	\$534,933
Lake Superior State University	\$405,524
Michigan Tech University	\$171,577
Hillsdale College	NDA
Total Average	\$378,721

Athletics-Based Aid (EADA 2007-2008 Data)

Any scholarship, grant, or other form of financial assistance, offered by an institution, the terms of which require the recipient to participate in a program of intercollegiate athletics at the institution. Other student aid, of which a student-athlete simply happens to be the recipient, is not athletically related student aid.

GLIAC Institution	Athletics-Based Aid
Ashland University	\$4,022,359
University of Findlay	\$2,519,540
Wayne State University	\$2,427,966
Grand Valley State University	\$2,264,993
Michigan Technological University	\$2,240,111
Northwood University	\$2,116,765
Northern Michigan University	\$2,089,646
Tiffin University	\$1,958,172
Ferris State University	\$1,745,794
Saginaw Valley State University	\$1,199,750
Lake Superior State University	\$993,440
Hillsdale College	NDA
Total Average	\$2,143,503

Recruiting Expenses (EADA 2007-2008 Data)

All expenses an institution incurs attributable to recruiting activities. This includes, but is not limited to, expenses for lodging, meals, telephone use, and transportation (including vehicles used for recruiting purposes) for both recruits and personnel engaged in recruiting, and other expenses for official and unofficial visits, and all other expenses related to recruiting.

Institution	Recruiting
Michigan Technological University	\$147,861
Northern Michigan University	\$107,435
Northwood University	\$89,128
Grand Valley State University	\$77,121
University of Findlay	\$68,367
Ferris State University	\$67,855
Lake Superior State University	\$46,674
Ashland University	\$46,170
Wayne State University	\$36,693
Tiffin University	\$24,799
Saginaw Valley State University	\$24,786
Hillsdale College	NDA
Total Average	\$66,990

Revenues (EADA 2007-2008 Data)

All revenues attributable to intercollegiate athletic activities. This includes revenues from appearance guarantees and options, contributions from alumni and others, institutional royalties, signage and other sponsorships, sport camps, state or other government support, student activity fees, ticket and luxury box sales, and any other revenues attributable to intercollegiate athletic activities.

Institution	Revenues
Wayne State University	\$9,147,614
Grand Valley State University	\$8,866,487
Ashland University	\$7,372,767
Northern Michigan University	\$5,975,841
Michigan Technological University	\$5,924,815
University of Findlay	\$5,456,321
Ferris State University	\$5,208,563
Northwood University	\$5,158,906
Tiffin University	\$4,249,719
Saginaw Valley State University	\$4,048,926
Lake Superior State University	\$2,545,215
Hillsdale College	NDA
Total Average	\$5,814,107

D. Data Summary for the GLIAC—Averages

Enrollment	7,315
# of Male Student-Athletes	290
# of Female Student-Athletes	170
Sports Sponsorship—Men's	8
Sports Sponsorship—Women's	8.8
Departmental Expenses	\$5,789,085
Operating Expenses	\$378,721
Recruiting Expenses	\$66,990
Athletics-Based Revenues	\$5,814,107

IV. NAIA Membership Information

A. History⁸

The roots of the NAIA can be traced back to a small-college basketball tournament that tipped off for the first time in 1937 in Kansas City, Missouri. The purpose of the eight-team tournament was twofold: 1.) to provide Kansas City-area fans with exciting amateur competition, and 2.) to provide a framework for small colleges and universities to determine a national champion. The tournament field expanded to thirty two teams by 1938, creating the need for a national association to govern and organize the tournament. As a result, in 1940 the National Association of Intercollegiate Basketball (NAIB) was formed and held its first meeting in Kansas City, Missouri.

Forward-thinking and committed to equality of opportunity, the NAIB was the first national organization to offer intercollegiate postseason opportunities to black student-athletes in 1948. The NAIA also became the first national organization to sponsor national championships for women. The championship calendar for women began in 1980.

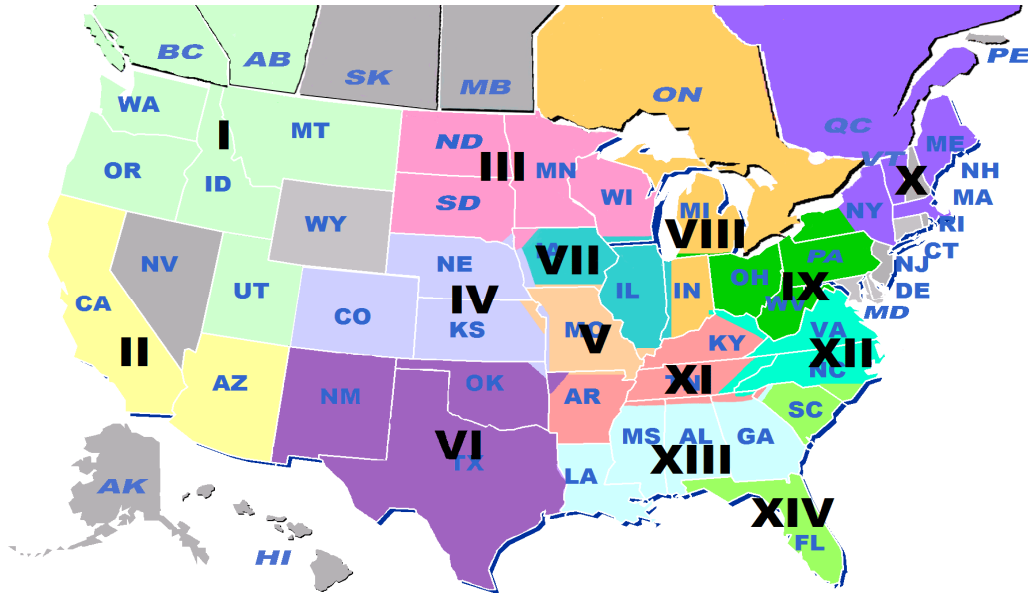
In 1952, at the urging of member institutions, the NAIB changed its name to the National Association of Intercollegiate Athletics (NAIA). With the Association's new name came the addition of national championships in golf, tennis, and outdoor track & field. Subsequent additions to the championships calendar included: football, cross country, baseball, swimming and diving, wrestling, soccer, bowling, gymnastics, indoor track and field, and men's volleyball.

B. Organization

Nearly 300 member institutions in the United States and Canada comprise the NAIA. The association includes more than 25 affiliated conferences that qualify for national championship play in 14 regions.

⁸ Information regarding the NAIA was taken from the NAIA website (www.naia.org).

The association is structured to include fourteen (14) regions:



The NAIA conducts over two dozen national championship events. Active membership in the NAIA is open to four-year colleges and universities, and upper-level, two-year institutions in the United States and Canada that award the bachelor's (baccalaureate) degree, or its equivalent. Active member institutions (United States) must be not-for-profit organizations and fully accredited by one of the six (6) regional accrediting bodies.

If the University decides to pursue membership in the NAIA, the institution would become members of Region VIII.

C. Purpose

The purpose of the NAIA is to promote the education and development of students through intercollegiate athletic participation. Member institutions, although varied and diverse, share a common commitment to high standards and the principle that athletics serve as an integral part of education.

The NAIA embraces the concept of the student and recognizes the importance of the individuality of each member institution, the value of the conference and regional structures, and the benefits of membership in a national association.

D. Goals

To achieve its purpose, the NAIA pursues the following goals for students, member institutions and the Association. The student, as the central focus of intercollegiate athletics, shall:

- *Accept the responsibility to become an effective, contributing member of society.*
- *Perform as a positive role model on the campus and in the wider community.*
- *Fulfill academic responsibilities while progressing steadily toward meeting the requirements for a degree.*
- *Maintain eligibility for participation in every athletic contest.*

The member institution shall:

- *Ensure that intercollegiate athletics is an integral part of the total educational offering, under the control of those responsible for the administration of the institution.*
- *Encourage the broadest possible student involvement in the athletics program.*
- *Maintain high ethical standards through commitment to the principle of self-reporting.*
- *Subscribe to the democratic principle of one school, one vote, and the privilege of any member to initial legislation through an authorized body as listed in the Constitution and Bylaws.*
- *Evaluate the athletics program in terms of the educational purpose of the institution.*
- *Engage in competition with other institutions having similar athletics philosophies and policies.*

The Association shall:

- *Assist the membership in the development of programs of intercollegiate athletics consistent with the purpose of the Association.*
- *Establish, through the membership, rules and standards for the conduct of intercollegiate athletics.*
- *Respect institutional diversity and individuality as strengths.*

- *Provide opportunities for postseason intercollegiate competition*
- *Provide national recognition for the membership and the Association.*
- *Provide opportunities for the development of leadership for both men and women, especially people of color, at all levels of the Association.*
- *Ensure fiscal accountability and responsibility.*
- *Conduct an advancement program to include marketing, fund-raising, and membership development.*

E. Sports Sponsorship

The NAIA does not require a minimum number of sponsored varsity sports. Consistent with the association's philosophy of institutional autonomy, active members are permitted to make decisions about sports sponsorship consistent with their institution's mission and overall budgetary needs. Affiliated NAIA conferences, however, often do have minimum sponsorship requirements that conference members must meet.

F. Championships

The NAIA sponsors 23 national championships. Each sport has a men's championship and a women's championship, unless otherwise indicated.

Baseball (M)
 Basketball (DI)
 Basketball (DII)
 Cross Country
 Football (M)
 Golf
 Soccer
 Softball (W)
 Swimming and Diving
 Tennis
 Track and Field – Indoor
 Track and Field – Outdoor
 Volleyball (W)
 Wrestling (M)

Regarding a waiting period for new members to qualify for NAIA championships, the NAIA stipulates a one-year waiting period before new members are eligible for championships selection. It is possible, however, to seek a waiver of this waiting period through the Council of Presidents, and some newly elected members have obtained waivers in this manner.

G. Athletics-Based Aid

Maximum institutional aid limits exist for each sport. Financial aid limitations are outlined in Article VIII, Section G of the current NAIA Council of Presidents policy manual. All or a portion of institutional aid awarded to individual student-athletes may be exempted based on academic performance. For example, aid to continuing students with a 3.60 cumulative grade-point average or who are in the top 10 percent of their class will not count against financial aid limits.

Based on conversations the Consultants have had with University of Michigan—Flint officials during the course of the Study, it is apparent that there is a desire to consider an athletics program that offers athletic scholarships, however the funding will need to be developed over time. The financial resources needed for such an endeavor would be considerable and a proper business and marketing plan should be developed to encourage proper funding strategies for athletics-based aid.

H. Facilities

The Council of Athletics Administrators adopts playing rules for each sport (usually consistent with widely accepted collegiate or amateur standards), and those playing rules may stipulate facility or playing field dimensions or standards (for postseason play only). At the time of membership application, regional review teams may take into consideration in evaluation and recommendations the quality of current athletics facilities and feasibility of planned improvements.

I. Membership Application Information

The NAIA has a document entitled, “NAIA Membership Application Guidebook” which is both included in the appendices of this document and is available online at:

http://graphics.fansonly.com/schools/naia/member-services/about/Membership_Application_Guidebook-2007.pdf

We have elected to include here some of the more pertinent membership application and process information and materials in an effort to have the majority of the information in one place. We will include the membership applications in the appendices of this document.

▪ NAIA Membership Application Process

Institutions that have expressed interest in NAIA membership are assigned a liaison from the national office, usually the NAIA regional director who works with other NAIA members in your region and maintains close contact with key conference and campus administrators. Your liaison will help guide you through the application process and can provide easy access to the necessary forms and instructions. Formal application for NAIA membership requires submission of a completed application

form available from the NAIA national office. At the time the formal application is submitted, your institution will be required to submit additional specific information that helps describe the institution's overall direction, academic profile and financial stability. This additional information includes:

- 1. Institutional Mission Statement*
- 2. Most recent regional accreditation review letter*
- 3. Most recent freshman class and student body profiles (e.g., gender, ethnicity, academics)*
- 4. Financial audits for preceding two years*
- 5. Current budget for athletics, by sport*
- 6. Copies of key institutional publications (e.g., catalog, student handbook, athletics policies)*

Completed applications must be received in the national office 90 days prior to the spring or fall meetings of the NAIA Council of Presidents. The completed application must be accompanied by a nonrefundable \$1,500 application fee, which is used to offset expenses for a required campus evaluation visit by NAIA administrators from your region.

Conducting the campus evaluation visit—At least 30 days prior to the Council of Presidents meeting (where your application will be considered), members of a Regional Membership Evaluation Team (RMET) will visit your campus. The purpose of the campus visit is two-fold:

- 1. It allows the RMET, Regional Management Committee and Council of Presidents to learn more about your institution and make an educated decision concerning your institution's application for NAIA membership.*
- 2. More importantly, the campus visit presents a unique educational opportunity for your institution to learn firsthand about the NAIA, its structure and rules from current NAIA administrators and faculty members. The evaluation team usually is composed of four members:*
 - Your NAIA Regional Director*
 - A member of the NAIA Council of Presidents (or another chief executive officer) from your region*
 - The Regional Management Committee Chair, Regional Vice-Chair (or another NAIA athletics director) from your region*
 - The Regional or Conference Faculty Athletics Representative, Eligibility Chair, or Registrar (or another NAIA FAR/Registrar) from your region*

The NAIA Regional Director will contact you to arrange the campus visit date. The visit is usually completed in one day and includes a variety of opportunities for campus staff to interact informally with RMET members.

Typical Campus Visit Agenda

8:00-9:00 a.m. **Regional Membership Evaluation Team Meeting**

Members of the evaluation team meet first in private to make final preparations for the campus visit and clarify responsibilities for presentations and other organizational details.

9:00-9:45 a.m. **Campus Tour**

The athletic director and representatives of the institution lead RMET members on a campus tour, with emphasis on athletics facilities, student academic centers, dormitories and administrative offices.

10:00-11:00 a.m. **Opening Session**

Senior campus administrators, selected faculty and athletics department staff members and coaches share information concerning the institution's application, campus operations, and current and future plans for intercollegiate athletics. Members of the RMET, in turn, provide information concerning NAIA history, governance and operations, academic requirements, championships, and the NAIA Champions of Character initiative.

11:15-11:45 a.m. **Senior Administration**

The institution's chief executive officer and RMET president and chair exchange information about athletics philosophy on campus and in the NAIA, issues of institutional control, budgetary and financial issues, student-athlete experience and long-range plans for the institution and athletics.

11:15-12:15 a.m. **Administration and Competition**

Members of the institution's athletics administration and coaching staff meet with the RMET athletic director for a discussion of conference and regional administration, qualification for postseason play, student-athlete experience, and selected NAIA rules.

11:15-12:15 a.m. **Legislation and Compliance**

Key campus faculty and administrators involved in certifying initial and continuing eligibility meet with the evaluation team's faculty athletics representative to discuss campus responsibilities for rules compliance, internal lines of communication, legislative process, treatment of potential rules violations and eligibility appeals. Those in attendance also take part in a detailed discussion of NAIA eligibility and financial aid rules.

1:15-1:45 p.m. Student-Athletes

All enrolled student-athletes are invited to attend an informal session with all RMET members to discuss the NAIA athletics and championships experiences, Champions of Character, and basic eligibility and financial aid rules.

2:00-2:45 p.m. Wrap-up Session

Members of the evaluation team and key campus administrators reflect on the day's events, with attention to additional information needed, key impressions based on the institution's application and the campus visit, and next steps in the application process.

▪ **Forwarding the Evaluation Team's Recommendation to the Council of Presidents**

About two weeks after the campus visit, members of the Regional Membership Evaluation Team convene by telephone conference and prepare a formal written report that includes the evaluation team's recommendation related to membership for your institution. Your institution will receive written confirmation once the team's deliberations are complete, and the team will identify any areas of concern or additional information needed. The evaluation team's report then will be sent (with your application materials) to the NAIA Regional Management Committee (RMC) in your area, and the RMC has an opportunity to add its comments and recommendation. The full application packet – your completed application, the evaluation team's full campus visit report, and the evaluation team and RMC recommendations – is sent to all members of the NAIA Council of Presidents for review during the council's next regularly scheduled meeting.

▪ **Preparing for Active Membership**

As a final step in anticipation of the Council of Presidents membership decision – and as another means of demonstrating readiness to assume active NAIA membership – your institution will be responsible for submitting a variety of completed eligibility and compliance forms for the coming academic year. For institutions approved for membership in the spring, these forms will be due prior to the August 1 effective date for active membership. If your application will be considered in conjunction with a fall meeting of the Council of Presidents, these forms must be submitted to the national office at least 30 days in advance of the scheduled COP meeting:

- *Membership Roster*
- *Declarations of Intent*
- *Declaration of Interterm*
- *Eligibility Certification Forms*
- *Forms for Sport Exceptions (if applicable)*
- *Sunday Declaration Form*

- *Divisional Placement Preference Form (if applicable)*
- *Taking Final Action on Your Membership Application*

Completed membership applications may be acted upon only in regularly scheduled meetings of the Council of Presidents. A simple majority vote of the council determines membership. If approved during spring COP meetings, membership becomes effective August 1 the same year. If approved in the fall COP meeting, membership becomes effective immediately at the conclusion of the COP meeting. Once your membership application has been approved:

- *Your institution will be notified formally of the council's membership decision within 10 days.*
- *The NAIA national office will work with your institution to prepare press releases on the NAIA website and to selected local and regional media outlets.*
- *Representatives of Summit America Insurance will contact you concerning enrollment in the required NAIA catastrophic insurance program.*
- *Your institution will receive an invoice for the first year's membership dues.*

V. WHAC Conference Analysis

A. Introduction

This chapter examines a variety of issues that are important to understand in considering a proper athletic conference for the University of Michigan—Flint. The tables below are meant to create a context for comparison between projected available expenditures by the University and comparable conference members in the areas of academics, sports sponsorships, expenditures, travel distances and competitiveness.

B. Academic Comparison—WHAC Members⁹

Institution	Carnegie Classification	Private/ Public	Year	Selectivity	Total Cost
Aquinas College	Master's Colleges & Universities (MP)	Private	1922	Selective	\$30,092
Concordia University	Baccalaureate Colleges (DF)	Private	1887	Selective	\$30,425
Cornerstone University	Master's Colleges & Universities (SP)	Private	1947	Selective	\$29,540
Davenport University	Master's Colleges & Universities (MP)	Private	1848	Less Selective	\$21,460
Indiana Institute of Technology	SFI ¹⁰	Private	1883	Less Selective	\$31,480
Madonna University	Master's Colleges & Universities (LP)	Private	1892	Selective	\$21,678
Siena Heights University	Master's Colleges & Universities (SP)	Private	1964	Less Selective	\$27,238
University of Michigan—Dearborn	Master's Colleges & Universities (LP)	Public	1922	More Selective	\$18,330 [in-state]

⁹ Institute of Education Services, U.S. Department of Education, National Center for Education Statistics. <http://nces.ed.gov/ipeds/cool/>

¹⁰ Special Focus Institutions--Schools of business and management.

C. Equity in Athletics Disclosure Act Comparison—2007-2008 Data

Each year the Federal government requires that any institution receiving federal funding must submit pertinent data related to its intercollegiate athletics program.

Enrollment & Participation Opportunities¹¹

Institution	Enrollment	Male UG		Female UG		Male S-A		Female S-A	
		#	%	#	%	#	%	#	%
University of Michigan—Dearborn	4,213	2,087	.50	2,126	.50	15	.38	25	.62
Davenport University	2,200	1,070	.49	1,130	.51	65	.55	53	.45
Indiana Institute of Technology	1,784	873	.49	911	.51	177	.55	145	.45
Madonna University	1,541	390	.25	1,151	.75	78	.53	69	.47
Aquinas College	1,514	545	.36	969	.64	161	.54	138	.46
Cornerstone University	1,447	596	.41	851	.59	101	.50	102	.50
Siena Heights University	884	404	.46	480	.54	155	.56	122	.44
Concordia University	424	186	.44	238	.56	84	.56	65	.44
Total Average	1,751	769	.42	982	.58	105	.52	90	.48

¹¹ Students who, as of the day of a varsity team's first scheduled contest (A) Are listed by the institution on the varsity team's roster; (B) Receive athletically related student aid; or (C) Practice with the varsity team and receive coaching from one or more varsity coaches. Any student who satisfies one or more of the criteria in (A) through (C) is a participant, including a student on a team the institution designates or defines as junior varsity, freshman, or novice, or a student withheld from competition to preserve eligibility (i.e., a redshirt), or for academic, medical, or other reasons.

**Wolverine--Hoosier Athletic Conference
Sports Sponsorship**

Sport	Men's	Women's
Baseball	X	
Basketball	X	X
Cross Country	X	X
Golf	X	X
Indoor Track & Field	X	X
Outdoor Track & Field	X	X
Soccer	X	X
Softball		X
Tennis	X	X
Volleyball		X
Total	8	9

Sports Sponsorship by Institution

Institution	Men's Sports	Women's Sports
Aquinas College	9	10
Concordia University	5	6
Cornerstone University	6	8
Davenport University	6	7
Indiana Institute of Technology	9	9
Madonna University	5	6
Siena Heights University	7	8
University of Michigan—Dearborn	1	2
Total Average	6	7

Departmental Expenses (EADA 2007-2008 Data)

“Expenses” means expenses attributable to intercollegiate athletic activities. This includes appearance guarantees and options, athletically related student aid, contract services, equipment, fundraising activities, operating expenses, promotional activities, recruiting expenses, salaries and benefits, supplies, travel, and any other expenses attributable to intercollegiate athletic activities.

Institution	Departmental Expenses
Indiana Institute of Technology	\$3,588,512
Cornerstone University	\$2,227,910
Siena Heights University	\$2,136,045
Concordia University	\$1,917,731
Aquinas College	\$1,637,000
Madonna University	\$1,566,707
Davenport University	\$1,144,448
University of Michigan—Dearborn	\$320,424
Total Average	\$1,817,347

Operating Expenses (EADA 2007-2008 Data)

“Operating expenses” means all expenses an institution incurs attributable to home, away, and neutral-site intercollegiate athletic contests (commonly known as “game-day expenses”), for (A) lodging, meals, transportation, uniforms, and equipment for coaches, team members, support staff (including, but not limited to team managers and trainers), and others; and (B) officials. Operating expenses are a subset of expenses.

Institution	Operating Expenditures
Indiana Institute of Technology	\$994,388
Siena Heights University	\$410,324
Aquinas College	\$385,500
Davenport University	\$195,354
Concordia University	\$192,701
Cornerstone University	\$192,701
Madonna University	\$171,284
University of Michigan—Dearborn	\$132,536
Total Average	\$334,348

Athletics-Based Aid (EADA 2007-2008 Data)

Any scholarship, grant, or other form of financial assistance, offered by an institution, the terms of which require the recipient to participate in a program of intercollegiate athletics at the institution. Other student aid, of which a student-athlete simply happens to be the recipient, is not athletically related student aid.

Institution	Athletics-Based Aid
Indiana Institute of Technology	\$2,090,882
Concordia University	\$889,467
Siena Heights University	\$883,313
Cornerstone University	\$744,485
Aquinas College	\$710,000
Davenport University	\$474,282
Madonna University	\$392,167
University of Michigan—Dearborn	\$86,788
Total Average	\$783,923

Recruiting Expenses (EADA 2007-2008 Data)

All expenses an institution incurs attributable to recruiting activities. This includes, but is not limited to, expenses for lodging, meals, telephone use, and transportation (including vehicles used for recruiting purposes) for both recruits and personnel engaged in recruiting, and other expenses for official and unofficial visits, and all other expenses related to recruiting.

Institution	Recruiting Expenses
Indiana Institute of Technology	\$40,454
Aquinas College	\$36,000
Concordia University	\$23,325
Davenport University	\$9,910
Madonna University	\$6,400
Cornerstone University	\$4,511
Siena Heights University	0
University of Michigan—Dearborn	0
Total Average	\$15,075

Revenues (EADA 2007-2008 Data)

All revenues attributable to intercollegiate athletic activities. This includes revenues from appearance guarantees and options, contributions from alumni and others, institutional royalties, signage and other sponsorships, sport camps, state or other government support, student activity fees, ticket and luxury box sales, and any other revenues attributable to intercollegiate athletic activities.

Institution	Revenues
Indiana Institute of Technology	\$3,615,210
Cornerstone University	\$2,227,910
Siena Heights University	\$2,143,048
Concordia University	\$1,937,011
Aquinas College	\$1,637,000
Madonna University	\$1,601,390
Davenport University	\$1,144,448
University of Michigan—Dearborn	\$324,540
Total Average	\$1,828,820

D. Data Summary for the WHAC—Averages

Enrollment	1,751
# of Male Student-Athletes	105
# of Female Student-Athletes	90
Sports Sponsorship—Men’s	6
Sports Sponsorship—Women’s	7
Departmental Expenses	\$1,817,347
Operating Expenses	\$334,348
Recruiting Expenses	\$15,075
Athletics-Based Revenues	\$1,828,820

E. Data Comparison—GLIAC & WHAC Averages

	WHAC	GLIAC
Enrollment	1,751	7,315
# of Male Student-Athletes	105	290
# of Female Student-Athletes	90	170
Sports Sponsorship—Men’s	6	8
Sports Sponsorship—Women’s	7	8.8
Departmental Expenses	\$1,817,347	\$5,789,085
Operating Expenses	\$334,348	\$378,721
Recruiting Expenses	\$15,075	\$66,990
Athletics-Based Revenues	\$1,828,820	\$5,814,107

VI. A Model Intercollegiate Athletics Program

A. Introduction

This section provides information regarding sports sponsorship recommendations, personnel and facilities recommendations, as well as financial projections regarding costs associated with an intercollegiate athletics program.

B. Sports Sponsorship Recommendations

For the University of Michigan—Flint the model varsity intercollegiate athletics program would include the following varsity sports:

- men's basketball
- men's soccer
- baseball
- women's basketball
- women's soccer
- softball
- women's cross country

This array of programs would allow the University of Michigan--Flint to compete in intercollegiate athletics, presumably within the framework of the National Association of Intercollegiate Athletics (NAIA) and the Wolverine—Hoosier Athletic Conference (WHAC), while also keeping start-up costs to a minimum.

Additionally, this composition of sports allows a balanced representation of sports across the academic year without unfairly burdening facilities with unmanageable congestion or requiring a large administrative staff to handle multiple events that might be competing simultaneously. An example of this would be if the institution tried to start basketball and volleyball. The pressure on securing practice and competition times for both sports in the gymnasium that is already heavily utilized would be problematic. While the institution currently sponsors competitive men's and women's golf at the club sports level we have not recommended them for elevation to varsity level initially because we favored the inclusion of sports that were more spectator friendly with basketball, soccer, baseball and softball.

The inclusion of women's cross country reflects the need to conduct a sports program that is compliant with Title IX given the institution's higher female enrollment.

The respective men's and women's basketball and soccer, baseball, softball and cross country teams could practice and stage their home contests at or near the main

campus. As mentioned in Sections II and III, the NAIA does not have a minimum number of sports a member institution must sponsor.

With this in mind, the recommended sport program offerings by season and the corresponding student-athlete participation count are provided below:

Season	Men's Team		Women's Team	
Fall	Soccer	22	Soccer	22
			Cross Country	25
Winter	Basketball	12	Basketball	15
Spring	Baseball	25	Softball	22
# of Participants		59		84

In an effort to create an intercollegiate athletics program that complies with Title IX, the University could start with the above-mentioned sports offerings and then gradually adjust the program to meet changing Title IX requirements. Please see Section VII for the analysis regarding substantial proportionality related to Title IX.

C. Administrative, Coaching & Financial Projections

Using figures from the EADA reports of the members of the WHAC, we have created fiscal projections broken down into three [3] tables.

- Outline of start-up costs, which will need to be incurred to purchase team equipment, and to outfit and supply each of the teams [Table 1].
- Outline of the annual coaching and administrative personnel costs [Table 2].
- Five-Year Revenue and Expense Projections, which depicts all anticipated costs [Table 3].

Table 1—Sports Equipment and Uniform Start-Up Costs

Table 1 depicts the equipment and uniform start-up costs for the seven (7) sports programs broken down into two expense categories. These expenses are in addition to the annual expenses outlined below in the five year revenues and expenses projection. Additional start-up expenses are estimated in the areas of athletic administration and sports medicine in Table 1.

Table 1			
Sport/Area	Equipment	Uniforms/Supplies	TOTAL
Men's Basketball	\$15,000	\$10,000	\$25,000
Women's Basketball	\$15,000	\$10,000	\$25,000
Men's Soccer	\$15,000	\$10,000	\$25,000
Women's Soccer	\$15,000	\$10,000	\$25,000
Baseball	\$15,000	\$10,000	\$25,000
Softball	\$15,000	\$10,000	\$25,000
Women's Cross Country	\$5,000	\$5,000	\$10,000
Athletic Administration	\$30,000	\$30,000	\$60,000
Sports Medicine	\$75,000	\$25,000	\$100,000
TOTAL	\$200,000	\$120,000	\$320,000

The equipment costs related to the sports include items such as goals, nets, balls, bats, bags, training devices, office furniture and computers/printers. The equipment for athletic administration includes such items as office furniture and computers/printers. The equipment for Sports Medicine includes training tables, diagnostic tools, physical therapy devices and medical supplies.

Table 2—Annual Coaching & Administrative Personnel Costs

Table 2 depicts the coaching and administrative costs for the seven (7) sports programs broken down into three (3) expense categories. Additional expenses are estimated in the area of athletic administration, which will require a full-time athletic director and part-time sports information director. Additionally, it is anticipated that all coaches will be part-time. The Flint, Michigan area has a number of local high school and college or university programs from which there should be a deep resource of coaching talent to call upon.

Table 2				
Sport	Head Coach	Asst. Coach	Benefits	TOTAL
Men's Basketball	\$7,000	\$2,000	\$2,700	\$11,700
Women's Basketball	\$7,000	\$2,000	\$2,700	\$11,700
Men's Soccer	\$4,000	\$2,000	\$1,800	\$7,800
Women's Soccer	\$4,000	\$2,000	\$1,800	\$7,800
Baseball	\$4,000	\$2,000	\$1,800	\$7,800
Softball	\$4,000	\$2,000	\$1,800	\$7,800
Women's Cross Country	\$4,000	\$2,000	\$1,800	\$7,800
Athletic Administration (AD& SID)	\$80,000		\$24,000	\$104,000
Sports Medicine (2 Part-time Trainers)	\$30,000		\$12,000	\$42,000
TOTAL	\$144,000	\$14,000	\$50,400	\$208,400

Table 3—Five-Year Revenue and Expense Projections

Outside of the NCAA’s Division I Bowl Championship Subdivision, most institutions rely heavily upon institutional funds to support intercollegiate athletics. Athletics program revenues do not meet expenditures and that will be the case for the University of Michigan-Flint. Revenue and expense figures vary greatly within most conferences and that will be true for the Wolverine-Hoosier Athletic Conference. Budget figures are particularly difficult to track as institutions handle both revenues and expenditures very differently, causing difficulties in comparisons across institutions.

By examining the Equity in Athletics Disclosure Act Report for the institutions within the Wolverine-Hoosier Conference a number of conclusions emerged that helped guide the fiscal assumptions that were incorporated in the Five-Year Revenue and Expense Projection table outlined below:

- First, during conversations with University of Michigan-Flint administrators it was evident that they did not view the athletics program at the University of Michigan-Dearborn as being very successful. Hence, establishing a projected budget and scholarship expenditure level above UM-Dearborn, which had the lowest budget and scholarship commitment in the conference, was a priority.
- Second, given the current difficult economic situation it made sense to increase gradually the funding commitment to athletics over a five-year period rather than all at once.
- Third, the coaching staff would be made up of part-time head and assistant coaches, a practice that is largely followed in the conference.
- Fourth, some synergies and economic efficiencies should be anticipated by combining campus recreation programming and personnel with intercollegiate athletics.
- Fifth, new full-time athletic personnel will be needed, but should be kept to a minimum.
- Sixth, existing campus and community athletic facilities would need to be utilized for home contests and practices, but no provision has been made in these projections for the cost of either upgrading or renovating those facilities so that athletic competition can occur. While these improvements are outlined and the costs are estimated in the facilities section of the report, it is recommended that the institution retain a facilities planning specialist before proceeding with improvements.

- Seventh, initial start-up costs associated with the purchase of uniforms, supplies and equipment are outlined in Table 1, but are not included in the annual projections.

The projections assume that two full-time athletics administrators (athletic director and sports information director) and two part-time athletic trainers would be hired. Additional support would be drawn from existing campus personnel in the areas of facilities, admissions, financial aid, campus recreation, academic advising and administrative support.

One of the primary duties of the Director of Athletics & Recreation would be to build an annual fund drive that would generate \$25,000 in Year I of the athletics program and grow that amount to \$50,000 in Year V. Additionally, the Director of Athletics & Recreation would be expected to implement a corporate sponsorship program that would generate \$20,000 in Year I and grow that revenue to \$40,000 in Year V. These requirements are captured below in the five year fiscal projection and they are relatively conservative estimates.

In order to provide the institution with funding options there are two (2) funding scenarios projected below. The first projection relies on an increase of \$50 per semester on a student fee with institutional support being needed in subsequent years. The second scenario shares the cost between a more modest fee of \$25 per student per semester with the additional revenue coming from an increased institutional commitment.

Table 3					
Five-Year Revenue & Expense Projections–Full Student Fee Option					
Revenues	Year I	Year II	Year III	Year IV	Year V
Ticket Sales	\$10,000	\$12,000	\$14,000	\$16,000	\$20,000
Concessions/Merchandise	\$5,000	\$7,000	\$10,000	\$13,000	\$15,000
Radio/Television	\$2,000	\$4,000	\$6,000	\$8,000	\$10,000
Program Sales/ Advertising	\$5,000	\$6,000	\$7,000	\$8,000	\$9,000
Signage/Sponsorships	\$20,000	\$25,000	\$30,000	\$35,000	\$40,000
Guarantees	\$10,000	\$12,000	\$15,000	\$17,000	\$20,000
Annual Fund	\$25,000	\$30,000	\$35,000	\$40,000	\$50,000
Student Fees	\$615,500	\$615,500	\$615,500	\$615,000	\$615,000
Institutional Allocations	\$0	\$0	\$0	\$117,500	\$235,500
TOTAL	\$692,500	\$711,500	\$722,500	\$870,000	\$1,015,000
Expenses	Year I	Year II	Year III	Year IV	Year V
Grants-in- Aid/Scholarships	\$100,000	\$125,000	\$150,000	\$200,000	\$250,000
Guarantees	\$5,000	\$5,000	\$8,000	\$10,000	\$15,000

Salaries/Benefits	\$210,000	\$220,000	\$240,000	\$275,000	\$300,000
Operating/Travel	\$180,000	\$200,000	\$225,000	\$275,000	\$300,000
Recruiting	\$10,000	\$12,000	\$15,000	\$20,000	\$25,000
Equipment/Supplies	\$20,000	\$25,000	\$30,000	\$50,000	\$75,000
Development	\$5,000	\$7,000	\$10,000	\$15,000	\$20,000
Contract Services	\$10,000	\$15,000	\$20,000	\$25,000	\$30,000
TOTAL	\$540,000	\$610,000	\$698,000	\$870,000	\$1,015,000
Surplus/Deficit	\$152,500	\$101,500	\$24,500	\$0	\$0

Five-Year Revenue & Expense Projections–Partial Student Fee Option					
Revenues	Year I	Year II	Year III	Year IV	Year V
Ticket Sales	\$10,000	\$12,000	\$14,000	\$16,000	\$20,000
Concessions/Merchandise	\$5,000	\$7,000	\$10,000	\$13,000	\$15,000
Radio/Television	\$2,000	\$4,000	\$6,000	\$8,000	\$10,000
Program Sales/ Advertising	\$5,000	\$6,000	\$7,000	\$8,000	\$9,000
Signage/Sponsorships	\$20,000	\$25,000	\$30,000	\$35,000	\$40,000
Guarantees	\$10,000	\$12,000	\$15,000	\$17,000	\$20,000
Annual Fund	\$25,000	\$30,000	\$35,000	\$40,000	\$50,000
Student Fees	\$307,750	\$307,500	\$307,750	\$307,750	\$307,750
Institutional Allocations	\$155,250	\$206,250	\$273,250	\$425,250	\$543,250
TOTAL	\$540,000	\$610,000	\$698,000	\$870,000	\$1,015,000
Expenses	Year I	Year II	Year III	Year IV	Year V
Grants-in- Aid/Scholarships	\$100,000	\$125,000	\$150,000	\$200,000	\$250,000
Guarantees	\$5,000	\$5,000	\$8,000	\$10,000	\$15,000
Salaries/Benefits	\$210,000	\$220,000	\$240,000	\$275,000	\$300,000
Operating/Travel	\$180,000	\$200,000	\$225,000	\$275,000	\$300,000
Recruiting	\$10,000	\$12,000	\$15,000	\$20,000	\$25,000
Equipment/Supplies	\$20,000	\$25,000	\$30,000	\$50,000	\$75,000
Development	\$5,000	\$7,000	\$10,000	\$15,000	\$20,000
Contract Services	\$10,000	\$15,000	\$20,000	\$25,000	\$30,000
TOTAL	\$540,000	\$610,000	\$698,000	\$870,000	\$1,015,000
Surplus/Deficit	\$0	\$0	\$0	\$0	\$0

D. Possible Means of Internally Financing Intercollegiate Athletics

The Year I annual cost for an intercollegiate athletics program is estimated at \$540,000 and this cost will grow to \$1,015,000 in Year V. As outlined above, external revenue estimates are insufficient to pay for the intercollegiate athletics program; therefore, an internal source of funds must be identified. One option is to increase one of the student fees as a funding source.

The institution's current student activity fee is set at \$25 per semester and the student recreation fee is \$23 per semester. If the institution increased either its student activity fee to \$75 per semester or its recreation fee to \$73 per semester (or some combination amounting to an increase of \$50 per semester) that would generate approximately \$307,750 per semester or \$615,500 per year (6,155 students x \$50 x 2 semesters). Alternatively, the institution could fund some portion of this new expenditure and reduce the necessary fee increase to students. As the years go by even the student fee increase revenue coupled with external revenue will be insufficient to pay the total cost of the athletics program and institutional funds will be required.

As outlined above, a second scenario projects a shared approach between a more modest student fee of \$25 per student per semester and an increased institutional commitment starting in Year I.

E. Phased Implementation Approach for Sports

Recognizing the difficult economy facing the institution one alternative consideration is to add sports in a phased implementation approach. There would be three (3) phases to this approach: 1) add men's and women's basketball; 2) add men's and women's soccer; and, 3) add men's baseball, women's softball and women's cross country. In this way the institution would be allowing itself some time to generate and identify the resources to fund the athletics program. The table below combines annual costs projected above and the start-up costs for equipment/supplies/uniforms outlined in Table 1 and in the Five Year Revenue and Expense Projection. The additional costs projected in Table 1 and Table 2 for the athletic administration and sports medicine staff for salaries and equipment/supplies must also be factored in for year one investment. If we were to take this approach the costs for each sport are outlined below:

PHASE I	Men's Basketball	Women's Basketball	Total
Grants-in-Aid/Scholarships	\$25,000	\$25,000	\$50,000
Guarantees	2,500	\$2500	\$5,000
Salaries/Benefits	\$11,700	\$11,700	\$23,400
Operating/Travel	\$35,000	\$35,000	\$70,000
Recruiting	\$3,000	\$3,000	\$6,000
Equipment/Supplies	\$50,000	\$50,000	\$100,000

Development	\$1,500	\$1,500	\$3,000
Contract Services	\$2,500	\$2,500	\$5,000
Start-Up Costs	\$25,000	\$25,000	\$50,000
Facility Costs			\$191,000
Total	\$156,200	\$156,200	\$503,400

PHASE II	Men's Soccer	Women's Soccer	Total
Grants-in-Aid/Scholarships	\$10,000	\$10,000	\$20,000
Guarantees	\$0	\$0	\$0
Salaries/Benefits	\$7,800	\$7,800	\$15,600
Operating/Travel	\$20,000	\$20,000	\$40,000
Recruiting	\$1,000	\$1,000	\$2,000
Equipment/Supplies	\$50,000	\$50,000	\$100,000
Development	\$500	\$500	\$1,000
Contract Services	\$1,000	\$1,000	\$2,000
Start-Up Costs	\$25,000	\$25,000	\$50,000
Facility Costs			\$397,000
Total	\$115,300	\$115,300	\$627,600

PHASE III	Baseball	Softball	Cross Country	Total
Grants-in-Aid/Scholarships	\$15,000	\$15,000	\$0	\$30,000
Guarantees	\$0	\$0	\$0	\$0
Salaries/Benefits	\$7,800	\$7,800	\$7,800	\$23,400
Operating/Travel	\$30,000	\$30,000	\$10,000	\$70,000
Recruiting	\$1,000	\$1,000	\$0	\$2,000
Equipment/Supplies	\$25,000	\$25,000	\$10,000	\$60,000
Development	\$500	\$500	\$0	\$1,000
Contract Services	\$1,000	\$1,000	\$1,000	\$3,000
Start-Up Costs	\$25,000	\$25,000	\$10,000	\$60,000
Facility Costs	\$466,000	\$230,000	\$0	\$696,000
Total	\$571,300	\$335,300	\$38,800	\$945,400

While this may be a more affordable way for the institution, a prospective conference may require a firm commitment from the institution to implement this plan before accepting the institution for membership or allowing the institution to start play during Phase I. The facility costs included above are simply estimates for planning purposes and must be verified before proceeding.

VII. Facilities

A. Introduction

The facility review that follows evaluates what is readily available to the University to begin its intercollegiate athletics program with the sports identified in the study: men's & women's basketball, men's & women's soccer, baseball, softball, and cross country. Volleyball was also included in the evaluation. It identifies potential locations for each sport, renovations necessary to bring each facility up to varsity standards, estimated costs, and challenges each facility or site presents.

Also reviewed were potential locations in current facilities for Athletics support units: administration/coaches offices, locker rooms, weight room, training room and equipment storage.

B. Basketball/Volleyball

The Recreation Center, located on campus, could serve as the venue for these sport programs. Based on its current configuration, the facility would need the following to be able to host varsity competition:

- Portable Bleacher Systems for seating. Stored against the perimeter walls of the current gymnasium, system can be pulled out and set in place around center court of gymnasium. Capacity of 1200 to 1500 spectators.
Cost estimate: \$150,000
- Scoreboards and Shot Clocks
Cost estimate: \$20,000
- Scorer's Table
Cost estimate: \$4,000
- Bench Seating
Cost estimate: \$5,000
- Portable Net/Referee Stand System (Volleyball only)
Cost estimate: \$6,000
- Public Address/Sound System
Cost estimate: \$6,000

Total Estimated Cost: \$ 191,000

Analysis:

The location of the Recreation Center makes it an ideal venue for these sport programs. In the heart of campus, adjacent to the new campus residence hall, with ample parking, the building is a colorful, inviting, accessible, well maintained facility that, with some enhancement and alteration, would be an excellent flagship facility for the intercollegiate athletics program.

The greatest obstacle for use of this facility by Intercollegiate Athletics is the integration of the practice/contest schedules into the current usage schedule of the building. Balancing the recreation/member/athletics' access needs will require a sound plan based on cooperation and communication between all parties.

C. Baseball/Softball

Baseball:

The only viable playing field for immediate use for the baseball program would be the ballpark at Kearsley Park used by Mott College. Currently, there is no other site available. Additionally, a practice field would need to be identified.

There is some vacant land on campus where a baseball facility could be located. Construction cost estimates for a facility of this type are as follows:

- Field Construction: \$ 250,000
 - Bleacher Seating: \$ 20,000 (200 seats @ \$100/seat)
 - Fencing/Backstop: \$ 60,000
 - Batting Cage: \$ 40,000
 - Dugouts: \$ 20,000
 - Scoreboard: \$ 10,000
 - Irrigation: \$ 35,000
- Total Estimated Cost: \$ 435,000

Indoor practice space for the baseball/program could be located in the Recreation Center. The following additions would be necessary:

- Indoor Batting Cage: suspended from ceiling of gymnasium, cage would be lowered to floor area by cable system. When not in use, it is raised to ceiling, allowing normal use of gym area.
Cost estimate: \$ 30,000
- Portable Pitching Mound: This can be moved into place in the gymnasium for practice and stored against a wall when not in use.
Cost estimate: \$ 1,000
- Total estimated cost: \$ 31,000

Softball:

There is no useable softball field near campus. A recreational field exists at nearby Kearsley Park; however, it is not conducive for intercollegiate competition. There is available land on campus for construction of a softball facility. Cost for building a new facility, or bringing the Kearsley Park field up to standards, are as follows:

- Field Construction: \$ 100,000
 - Fencing/Backstop: \$ 30,000
 - Hitting Cages: \$ 35,000
 - Dugouts: \$ 15,000
 - Scoreboard: \$ 10,000
 - Irrigation: \$ 20,000
 - Bleacher Seating: \$ 20,000 (200 seats @ \$100/seat)
- Total Estimated Cost: \$ 230,000

Practice could be conducted in the Recreation Building using cages described in baseball evaluation.

Analysis:

Short term, there are significant challenges in creating playing and practice venues for these programs. The use of the Recreation Building for practice will create a number of scheduling challenges with current activities in the facility. Location of outdoor venues will need to be coordinated with the overall campus master plan.

D. Soccer

There are currently no practice or competition fields available for the soccer programs. Development of such venues could take place either on campus, or, possibly in Kearsley Park. Estimated construction costs for this facility would be as follows:

- Soccer Game Field: \$ 150,000
 - Practice Field: \$ 150,000
 - Fencing: \$ 10,000
 - Irrigation: \$ 35,000
 - Scoreboard: \$ 10,000
 - Goals (4): \$ 10,000
 - Benches: \$ 2,000
 - Spectator Seating \$ 30,000 (300 seats @ 100/seat)
- Total Estimated Cost: \$ 397,000

Analysis:

There is a potential opportunity to use Atwood Stadium as both a practice and competition venue for the intercollegiate soccer programs. The current playing

surface would need to be replaced with an infill surface, which is conducive to soccer play. The stadium already has adequate locker rooms, scoreboards, spectator seating, and lighting. The stadium is an excellent resource, providing an opportunity to partner with the community in its renovation.

Atwood Stadium field replacement estimated cost - \$800,000/\$900,000

E. Cross Country

Practice areas for these programs are readily available. Kearsley Park provides various elevation changes, ideal for cross country training. There are also golf courses, public and private, that are options for practice and the hosting of competitions. Venue cost would include any rental fees for using the golf courses. For competitions, these can be defrayed with entry fees from participating teams.

F. Support Facilities

Office Space for Administrators/Coaches: There is no space available in the Recreation Center for staff offices. These do not have to be in a specific athletic venue. General office space on campus would suffice for the initial stage of program launch.

Athletic Training: Could be housed in the current massage room of the Recreation Center, which is situated between the current men's & women's locker rooms. Additions to this room would include a sink, ice machine, taping/treatment tables, storage cabinets, and selected treatment modalities. Location makes it accessible for both men's & women's programs.

- Cost estimate: \$75,000

Locker Rooms: Locker room enhancements to the Recreation Center, including reconfiguration of current men's & women's locker areas to allow for more efficient use of space, creating four separate locker room areas. This would allow for the playing of men's & women's doubleheader events on the same date.

- Cost estimate: \$50,000

Weight Training Rooms: To be located in current spinning room, basement level of the Recreation Center. This room was formerly a weight room and is equipped with mirrored walls and rubber flooring. Location across from Training Room and locker rooms is ideal. Weight machines, aerobic equipment and free weight necessary to complete facility.

- Cost estimate: \$100,000

Equipment Storage: No equipment storage area currently exists in the Recreation Center. Further investigation of the building is necessary to identify adequate space for this purpose.

G. Summary

At present, the University has nothing in its facility inventory, to support an intercollegiate athletics program. With some alteration, the Recreation Center could become the home for varsity sports at the University of Michigan-Flint. This facility provides a reasonable timeframe in which to make the necessary changes; the alterations could be completed in 9 to 12 months. This would enable the sports of basketball and volleyball to be added first.

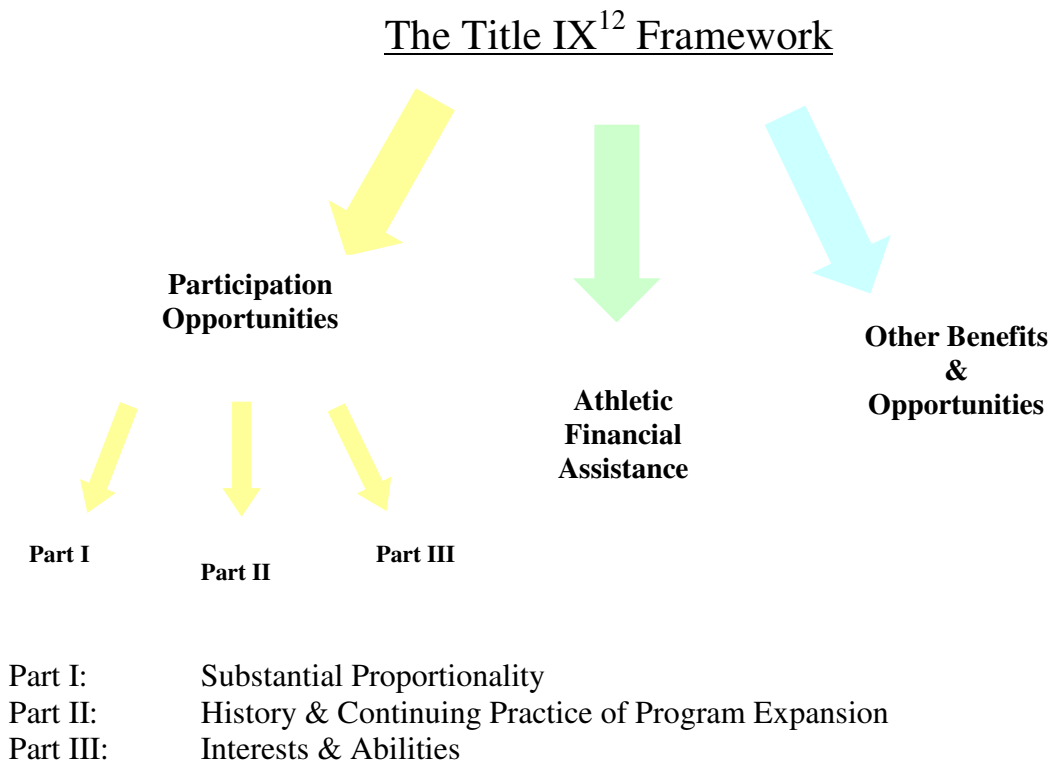
Cross Country would provide an immediate start-up opportunity, once support areas were completed in the Recreation Center. The facilities to train and compete are available in the Flint community.

Soccer, baseball and softball provide greater facility challenges, from a competition and practice standpoint. Once suitable sites are determined, outdoor natural surface fields would take 12 to 18 months to design and construct. Installation of an infill surface in Atwood Stadium for use by soccer is a 6 to 8 month project, design to completion.

VIII. Title IX—General Information

A. Title IX Framework

The following shall serve as general information regarding the requirements of Title IX, as they pertain to intercollegiate athletics. The information herein is offered as information regarding the details of this federal law, and brief descriptions of many of the individual requirements. It is expected that any program of intercollegiate athletics instituted by The University of Michigan--Flint would be planned in accordance with the Title IX requirements. Please note that more detailed information on Title IX is provided in Appendix C.



¹² Please note that actual language from the Title IX regulations is used throughout the section.

B. Language of Title IX

34 C.F.R. 106.41 Athletics.

- (a) General. No person shall, on the basis of sex, be excluded from participation in, be denied the benefits of, be treated differently from another person or otherwise be discriminated against in any interscholastic, intercollegiate, club or intramural athletics offered by a recipient, and no recipient shall provide any such athletics separately on such basis.
- (b) Separate teams. Notwithstanding the requirements of paragraph (a) of this section, a recipient may operate or sponsor separate teams for members of each sex where selection for such teams is based upon competitive skill or the activity involved is a contact sport. However, where a recipient operates or sponsors a team in a particular sport for members of one sex but operates or sponsors no such team for members of the other sex, and athletic opportunities for members of that sex have previously been limited, members of the excluded sex must be allowed to try-out for the team offered unless the sport involved is a contact sport. For the purpose of this part, contact sports include boxing, wrestling, rugby, ice hockey, football, basketball and other sports the purpose of major activity of which involves bodily contact.
- (c) Equal opportunity. A recipient who operates or sponsors interscholastic, intercollegiate, club or intramural athletics shall provide equal athletic opportunity for members of both sexes. In determining whether equal opportunities are available, the Director will consider, among other factors:
 - (1) Whether the selection of sports and levels of competition effectively accommodate the interests and abilities of members of both sexes;
 - (2) The provision of equipment and supplies;
 - (3) Scheduling of games and practice time;
 - (4) Travel and per diem allowance;
 - (5) Opportunity to receive coaching and assignment and compensation of coaches;
 - (6) Opportunity to receive tutoring and assignment and compensation of tutors;
 - (7) Provision of locker rooms, practice and competitive facilities;
 - (8) Provision of medical and training facilities and services;

- (9) Provision of housing and dining facilities and services;
- (10) Support Services;
- (11) Publicity; and
- (12) Recruitment of Student-Athletes.

Unequal aggregate expenditures for members of each sex or unequal expenditures for male and female teams if a recipient operates or sponsors separate teams will not constitute noncompliance with this section, but the Assistant Secretary may consider the failure to provide necessary funds for teams for one sex in assessing equality of opportunity for members of each sex.

- (d) Adjustment period. A recipient who operates or sponsors interscholastic, intercollegiate, club or intramural athletics at the elementary school level shall comply fully with this section as expeditiously as possible but in no event later than one year from the effective date of this regulation. A recipient who operates or sponsors interscholastic, intercollegiate, club or intramural athletics at the secondary or post-secondary school level shall comply fully with this section as expeditiously as possible but in no event later than three years from the effective date of this regulation.

C. University of Michigan—Flint Substantial Proportionality

The University reported the following related to enrollment in the Fall 2008 semester:

Male Undergraduate Students = 2,348 or .38

Female Undergraduate Students = 3,807 or .62

Regarding the University of Michigan--Flint’s substantial proportionality situation—based on the recommendations on sports sponsorship the following is a likely scenario:

Season	Men’s Team		Women’s Team	
Fall	Soccer	22	Soccer	22
			Cross Country	25
Winter	Basketball	12	Basketball	15
Spring	Baseball	25	Softball	22
# of Participants		59		84

With a .62 female student population and a .59 female student-athlete population, the University would have a .03 differential, which would be viewed favorably by OCR.

IX. Getting Started

A. Introduction

Should the University decide to initiate an intercollegiate athletics program there are a number of steps that must first be considered. We offer our perspective on a series of goals that should be considered when launching an intercollegiate athletics program for the University of Michigan—Flint. The following would be the primary goals needing to be accomplished in order to launch a program:

- Employment of administrative and coaching staff;
- Development of adequate practice and contest facilities for the selected sports;
- Recruitment of qualified student-athletes to fill team rosters;
- Institutional membership in a national collegiate athletics association; and
- Institutional member in a regional collegiate athletics conference.

B. Hiring A Leader—Director of Athletics & Recreation

The absolute first step for the University will be to hire the Director of Athletics & Recreation. This person will be directly responsible for all of the other major initiatives regarding starting the varsity athletics program. The University will need to ideally hire a full-time Director of Athletics & Recreation to not only lead the initial launch of the program, but to also maintain and further develop the program. We recommend a full-time administrator in this position—with clearly defined goals and objectives he/she is responsible for accomplishing. Chancellor Person will need to decide the appropriate reporting relationship within the management structure. The standard is to have the program report to a Vice President; however, there is great variation in reporting lines including having the Director of Athletics & Recreation reporting to the Chancellor. What is critical is that the supervisor to the Director of Athletics & Recreation be able to provide sufficient time and leadership to this person on a regular basis. The University must be willing to invest in a strong leader right out of the starting gate—failure to do this will not set an early expectation for a successful program.

We have included sample job descriptions in the Appendix. Please keep in mind that these are strictly templates for a number of positions in the Department. The following job descriptions are included:

- Director of Athletics & Recreation

- Head Coach
- Sports Information Director
- Head Athletic Trainer

C. Practice & Contest Facilities

The University has the good fortune of having some on-campus land for the creation of varsity fields. This oftentimes is not the case and an institution must launch a program on fields that are not on the respective campus. This lends itself to a less ideal situation as the student-athletes, staff, faculty, and fans/parents must travel distances that are cumbersome and, in some cases, prohibitive. We have worked with inner-city clients who have no land available to them and they must rent/lease facilities from local recreation programs. The University is fortunate in this regard and must begin to prepare the outdoor facilities for varsity practices and competitive events. The University should work with an athletic facilities company to develop the facilities in as expeditious manner as possible. As the sport is launched, the facility should be fully prepared and functional—do not start a sport until this is the case.

The indoor facilities also need work, as has been mentioned in a previous section. Again, work with a facilities firm to identify the specific needs of the varsity sport housed in each of the facilities.

D. Academic Support for Intercollegiate Athletics

One of the surprising facts is that nationally student-athletes tend to graduate at a higher rate than the overall student body. This accomplishment is connected to student-athletes receiving helpful and accessible academic counseling and advising services. There are many models of academic support systems in intercollegiate athletics. At the NCAA Division I and II levels, you will find internal academic advising structures to the intercollegiate athletics program. It is the function of these programs to provide services which will assist student-athletes to excel in the classroom. The higher level programs will have large support staffs and entire buildings and support staff members devoted to academic support of student-athletes.

The reporting line for the academic advising unit for student-athletes varies among institutions. At some institutions the unit reports to student affairs while at others it reports to academic affairs. Given that a separate academic advising unit is not being created for student-athletes at the University at the time of program inception, the proper discussion would be to determine the appropriate reporting line for the institution's academic advising unit regarding the future inclusion of student-athlete advising. An increased focus on the institution's graduation rates overall, and for student-athletes in particular, can be initiated with the start of an intercollegiate athletics program; hence, the institution should determine the reporting unit in which the best academic services can be delivered to this population of students.

Given the situation at the UM-F, we understand that the available resources will be substantially different—however, that does not mean the University should not, from the start, initiate a strong academic support and advising structure that is financially feasible and “doable” for the intercollegiate athletics program.

The student-athletes at the University will benefit from the services of the University’s current academic support unit. Time management, study skills, note taking, reading retention and learning styles identification will be helpful to this population. Also, it will be very important to provide an academic monitoring system or program so that the coaching staff and athletic administration will be able to properly monitor the academic progress of the student-athletes. Finally, the importance of creating a formal tutoring system will be important to consider. The University has the Academic Advising & Career Center [AACC] on the campus and it is recommended that the Director of Athletics & Recreation work with the director of this unit to create an academic advising and support process that will benefit the student-athletes.

In the future, as the program grows, this will be a very good opportunity to provide a 100% FTE position for a member of the coaching staff—a head coach who would also serve as the Assistant Director of Athletics for Student-Athlete Academic Support. In the beginning this responsibility will fall to the Director of Athletics & Recreation. When the demands and resources grow the following would be a recommended job description for this position:

- Advises and counsels student-athletes regarding their academic and career progression.
- Monitors student-athletes academic progression.
- Provides periodic reports to the Director of Athletics and coaches on the academic status of student-athletes.
- Obtains and presents updated academic information on student-athletes' progression.
- Advises student-athletes and coaches about University academic standards and policies.
- Provides periodic reports to the Director of Athletics on at-risk students.
- Assists in the development and delivery of an effective study skills program.

National Association of Academic Advisors for Athletics

The University also would benefit from membership in the National Association of Academic Advisors for Athletics, or the “N4A.” This is a national organization

devoted to academic support for student-athletes. The annual membership fee is \$100. The following is their mission statement:

The National Association of Academic Advisors for Athletics is a diverse educational, service and professional non-profit organization. N4A members are academic support and student services personnel who are committed to enhancing the opportunities for academic, athletic and personal success for collegiate student-athletes. These objectives are achieved primarily by providing informed, competent advising and by serving as a liaison between the academic and athletic communities on college campuses across the country.

The membership includes the following constituencies:

Four-year College Advisors and Counselors
Two-year College Advisors and Counselors
Tutorial Coordinators
Life Skills Coordinators
Compliance Coordinators
Psychologists
Faculty Members and Faculty Athletics Representatives
Athletic Administrators
High School Guidance Counselors
Learning Specialists

Faculty Athletics Representative [FAR]

Both the NAIA and the NCAA require the position of the Faculty Athletics Representative. This position can also play an important role in assuring academic oversight and support for student-athletes. The following is from the NAIA Bylaws:

SECTION C. FACULTY ATHLETICS REPRESENTATIVE

A faculty athletics representative shall:

- a. be appointed by the chief executive officer of the institution to represent the institution in the development of sound educational policies for athletics;*
- b. be a regular member of the faculty, but not assigned as a coach or athletics administrator; and*
- c. be charged with the responsibility of ensuring that all participants in intercollegiate competition are eligible in accordance with the rules and regulations of the Association prior to their representing the institution in any manner.*

The following is from the NCAA Bylaws:

6.1.3 Faculty Athletics Representative. A member institution shall designate an individual to serve as faculty athletics representative. An individual so designated after January 12, 1989, shall be a member of the institution's faculty or an administrator who holds faculty rank and shall not hold an administrative or coaching position in the athletics department. Duties of the faculty athletics representative shall be determined by the member institution. (Adopted: 1/11/89)

E. Athletics, Recreation, Intramurals & Club Sports—Working Together

In the University's 2005 strategic plan one of the stated strategic directions was to build on the culture of student-centeredness by enhancing programs, services and initiatives that enrich students' experiences and development. The addition of intercollegiate athletics, as well as the merging of athletics and recreation, holds the promise of helping to fulfill this strategic direction.

The introduction of an intercollegiate athletics program on the UM-Flint campus will encourage a lengthy internal dialogue regarding facilities scheduling, personnel, and generally working in cooperation with each other. This will also include a dialogue regarding the working relationship between the athletics program and the already existing recreation and intramurals program. Many colleges and universities across this country have positive, beneficial relationships between the intercollegiate athletics and recreation & intramurals programs. In fact, many of them are combined programs with one director overseeing and managing both areas. We have a Division I client who supports this model in a strong and positive manner. We can direct you to them as you begin to discuss the evolution of athletics and recreation on your campus.

Two recent developments within the system help underscore the importance of these athletic and recreational decisions. The University of Michigan-Ann Arbor Recreational Sports Task Force recently released its report, which found an increased demand for facilities and programs, concerns about crowded conditions, dated equipment and amenities and a general lack of cleanliness in recreational facilities. These problems are discouraging use by students. This same reality may be happening on the Flint campus as well. At the same time participation and demand for club sports at the Flint campus has been increasing significantly over the last few years. The convergence of these trends makes the consideration of these changes particularly timely.

One major question the University will have to answer is whether the Director of Athletics & Recreation will oversee the intramurals, recreation, and club sports program. The benefits of having one director (hence one department) are that there is better communication and understanding—everyone is a part of the same team. There

also is a clear understanding regarding the prioritization of the facilities and how they are scheduled. The typical model is as follows:

1. Physical Education
2. Intercollegiate Athletics
3. Club Sports
4. Intramurals
5. Recreation & Fitness Activities

The University has formal physical education classes—academic one-credit courses that are currently taught in the Recreation Center by the Department of Health Sciences & Administration [within the School of Health Professional & Studies].¹³

We believe at this time that the ideal situation would be to have one director who would oversee the new athletics program, along with the current recreation & intramurals program and staff. What this does is allow for better communication and collaboration as the program matures. It encourages a more functional model because it reduces the “pitting against each other” for facilities and resources. Devaluing the recreation and intramurals programs would be a bad move and encourage discourse—therefore, we encourage the hiring of a Director of Athletics & Recreation who has had some supervision of or at least a formal relationship with a collegiate recreational program.

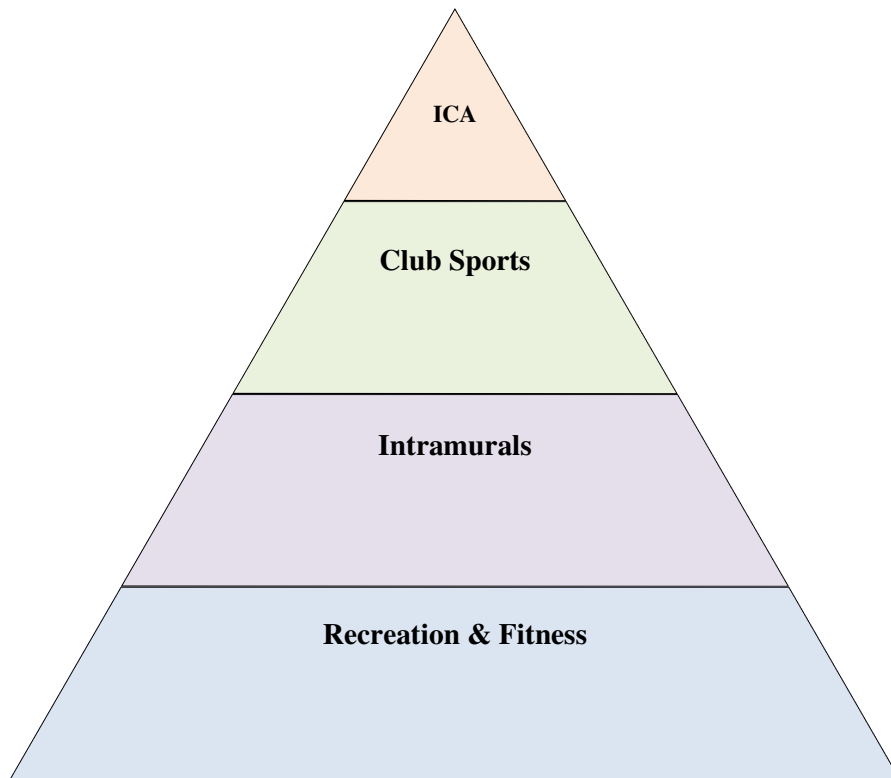
Additionally, proper coordination of these programs requires that this new unit report to one vice chancellor. Since the most critical resource to the success of all of these programs, the recreation center, already reports to the Vice Chancellor of Administration, we recommend that a new Department of Athletics and Recreation report there as well. This suggestion also makes sense since the development and maintenance of athletic facilities and the expenses associated with a new athletic program will require significant attention from the Vice Chancellor of Administration.

Definitions

A model recreation, intramurals and club sports program meets the needs and interests of a wide constituency, including students, faculty, staff, alumni, and possibly, local community members. This can be a tall order to fill, particularly if the University is considering adding a major program that will utilize the existing facilities already on the campus.

Let’s begin with an explanation of these areas:

¹³ In Fall 2008, the HAS Department taught 12 classes and in Winter 2009 semester they taught 12 classes. They are planning to teach four (4) classes for Spring 2009 and three (3) classes during Summer 2009. This cycle will repeat again for the 2009-2010 academic year.



What this diagram illustrates is not the “elevated” place of intercollegiate athletics in the overall structure of sport at the University, but it instead illustrates the volumes of students involved from the recreation/fitness areas to the intercollegiate athletics program—there should be larger numbers of students involved in recreation and fitness programming versus smaller numbers of students involved in the intercollegiate athletics program.

Let us define each of these areas:

- Intercollegiate Athletics—varsity competition between institutions.
- Club Sports—organized non-varsity competition between institutions.
- Intramurals—organized non-varsity competition internal to the University.
- Recreation & Fitness—all other programming, including organized events, classes, and fitness facilities usage.

Club Sport Procedures for Requesting the Addition of New Intercollegiate Sports**Error! Bookmark not defined.**

During the drafting of this report the University asked about the usual process for considering how a club sport might move up to varsity status. We recommend the following serve as a model procedure:

The University recognizes that students may desire new sports be added to the intercollegiate athletics program at the University of Michigan—Flint. In order to facilitate and process such requests when they occur, the Department of Athletics & Recreation has established procedures and forms for this purpose.

Any student or other person who desires that a new intercollegiate sport be added to the athletics program at the University of Michigan—Flint may make such a request by petitioning the Department of Athletics & Recreation using the Request for Addition of an Intercollegiate Sports Form (Appendix E). The use of this form will assist in generating the information needed for the University to make a decision regarding the requested addition to the athletics program.

The person desiring the addition of a new intercollegiate sport should identify themselves on the form as the "contact person" so that authorities within the Department of Athletics & Recreation will know who to contact for follow-up on the request. The contact person should, to the extent possible, identify persons who are interested in additional intercollegiate sports and who are willing to participate. It is important that this student information be as accurate and complete as possible because this will be very helpful in enabling the University to assess the request. Additional forms are available in the Director of Athletics Office upon request. It is important to list the colleges and universities within our area that sponsor the requested sport, if known by the requesting person. Such colleges and universities should be accessible to Flint and within a 300-400 mile radius and/or within a 6-8 hour drive of Flint.

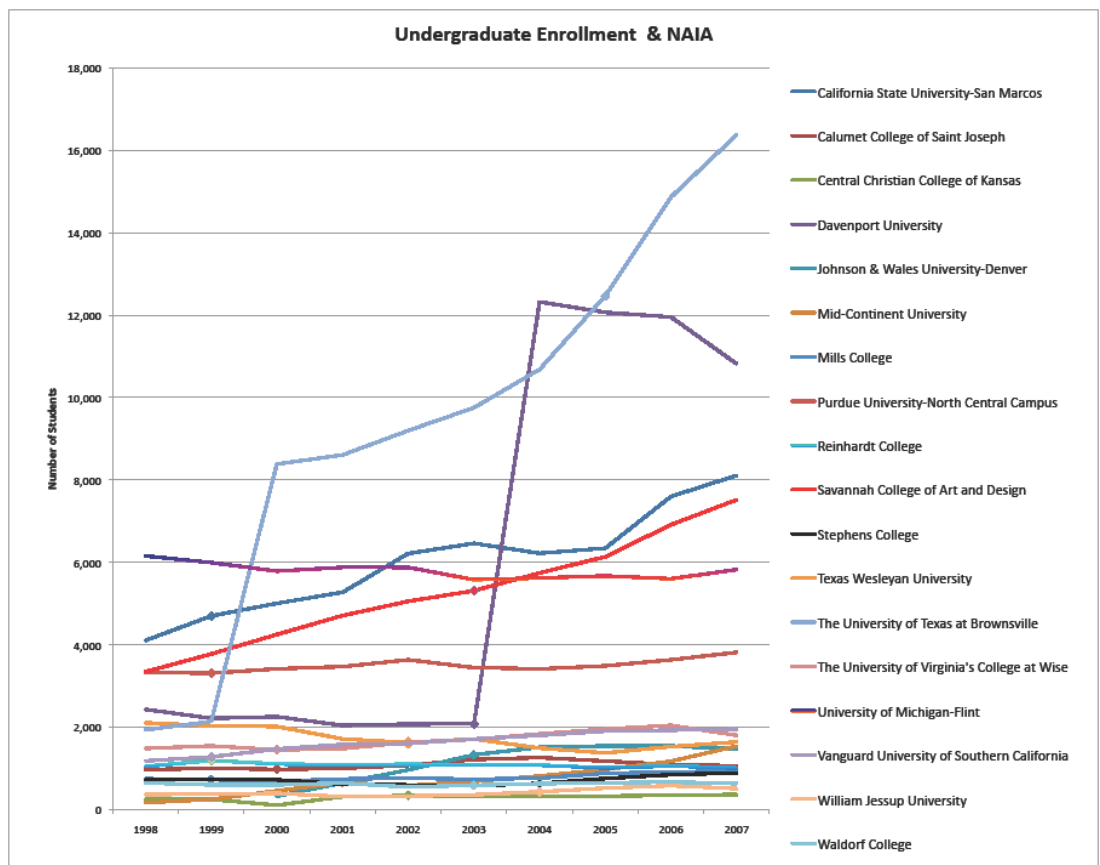
After completion of the form, the contact person should return the completed form to the Director of Athletics Office. The request will then be evaluated by the Director of Athletics & Recreation, the Director of Athletics staff, and the Athletics Advisory Committee. These persons shall conduct a hearing at which all interested persons may appear and present their point of view with respect to the desirability of adding the intercollegiate sport. The University officials participating in the hearing shall consider such factors as availability of competition, number of students interested in participating in the sport as well as the skill level that they possess, availability of practice and game facilities, and financial costs and affordability to the University in making a determination on the request. Officials of the Department of Athletics & Recreation may also confer with other administrative officials of the University for additional information pertinent to the request.

After a determination is made, all interested persons whose names and addresses are available to the Department of Athletics & Recreation will be notified of the determination. In the event that the request is granted and a recommendation is made for the addition of the sport, the Director of Athletics Office will assume responsibility for keeping the interested parties informed as to the progress being made in funding and establishing the new intercollegiate sport.

F. Athletics & Enrollment Growth

One of the potential benefits of starting an intercollegiate athletics program is the publicity the sports teams will bring to the institution. Another benefit is that the respective teams will ideally have a positive impact on enrollment. The recent growth in intercollegiate athletics programs nationally is being fueled by colleges and universities hoping to attract additional students (student-athletes), as well as other institutions seeking to satisfy a growing number of 18- to 24-year-olds who are demanding a traditional collegiate experience, complete with an intercollegiate athletics program.

The University's Institutional Research Office provided an analysis regarding enrollment at sixteen (16) colleges and universities who were new members to the NAIA.



Please note that some of these institutions may have already had existing intercollegiate athletics programs, such as Mills College which competes in the NCAA Division III. The following table provides a synopsis of the data:

Institution	NAIA Year I	Year I Enrollment	2007	% Increase
CSU-San Marcos	1999	4,699	8,109	73%
Calumet	2000	975	1,060	9%
Central Christian	2002	337	364	8%
Johnson & Wales [CO]	2003	1,328	1,466	39%
Mid-Continent	2001	653	1,540	135%
Mills	2005	881	941	6.8%
Purdue-North Central	1999	3,308	3,815	-15%
Reinhardt College	1999	1,190	1,008	15%
Savannah Arts & Design	2003	5,311	7,519	42%
Stephens	2005	754	890	18%
Texas Wesleyan	2002	1,623	1,640	1%
UT at Brownsville	2005	12,467	16,378	31%
UVA College at Wise	2000	1,447	1,803	25%
Vanguard	1999	1,278	1,955	53%
Waldorf	2003	592	630	6.4%
William Jessup	2004	431	509	18%

As mentioned above, the institution's 2005 strategic plan emphasized the strategic direction of enhancing the culture of student-centeredness. Specifically, this direction seeks to expand the recruitment reach of the Flint campus within the traditional region and beyond, which in turn will help to build phased-in housing, transforming the institution from a commuter campus to a mixed commuter and residential campus.

An intercollegiate athletics program can play a significant role in meeting new student enrollment targets. At smaller institutions, it is not unusual for as many as a quarter of new freshmen and transfers to be participating in intercollegiate athletics and, to varying degrees, be coach-recruited. Often these institutions will add new sports as a key element in achieving enrollment growth goals. Many higher education administrators are optimistic that athletics recruiting will be a productive strategy to counter the sinking enrollment issues facing many institutions.

A close partnership among athletics, admissions and financial aid is critical to the success of the link between athletics and enrollment growth. Hosting athletic open houses where this endeavor is a true partnership between admission personnel and athletic staff is an excellent strategy. Building a system that allows the coaches to focus on what they do best: coach and build relationships one-on-one with prospective students and families will have the most success.

Setting clear expectations for coaches regarding enrollment targets can help an institution ensure a return on its investment in athletics. Each athletic team should be

evaluated and an appropriate roster size determined, and in some cases a junior varsity team can be added. New sports can be started after careful market research to determine demand and cost to operate. The athletic director's job expectations should change to include meeting the overall athletic recruitment goal. Each coach also should have individual recruitment goals in much the same way as the admission staff representatives.

While it is difficult to predict how many students would be attracted to UM-Flint if the University decides to sponsor a full seven sport intercollegiate athletics program, a conservative formula would be to multiply the number of student-athletes in the program in Year I [143] by two (2). Using this formula results in a student increase of 286. When multiplied by the cost of tuition/fees (\$7,564) this would result in additional gross revenue of \$2,163,304. After subtracting the cost of scholarships (\$100,000) the net revenue in Year I would be \$2,063,304. Obviously this additional revenue would be available to offset the cost of the intercollegiate athletics program. If the institution pursued the phased implementation option the enrollment benefits and tuition revenue growth would build more slowly.

Community College Information

There are 28 community colleges in the State of Michigan. The following community college’s offer an intercollegiate athletics program and are members of the National Junior College Athletic Association (NJCAA).

Institution	# of Student-Athletes	Town/City
Alpena Community College	43	Alpena
Delta College	66	Saginaw
Glen Oaks Community College	69	Centreville
Gogebic Community College	35	Ironwood
Grand Rapids Community College	198	Grand Rapids
Henry Ford Community College	72	Dearborn
Jackson Community College	105	Jackson
Kalamazoo Valley Community College	100	Kalamazoo
Kellogg Community College	106	Battle Creek
Kirtland Community College	38	Roscommon
Lake Michigan College	78	Benton Harbor
Lansing Community College	136	Lansing
Macomb Community College	155	Warren
Mott Community College	90	Flint
Muskegon Community College	134	Muskegon
Oakland Community College	91	Farmington Hills
Schoolcraft College	99	Livonia
St. Clair County Community College	84	Port Huron
Wayne County Community College	59	Detroit
Total	1,758	

The total number of potential students is 1,758, depending on the sports the University decides to offer. Please note that the information on numbers of student-athletes at each community college is taken from the Department of Education's EADA website.

According to the NAIA rulebook, the policy on transfer students is:

SECTION H. TRANSFER: PREVIOUS IDENTIFICATION ONLY AT A JUNIOR COLLEGE—A student whose immediately previous identification and participation was with a two-year institution and who transfers to an NAIA member institution shall not be required to meet the 16-week residency requirement. The student shall fulfill all academic requirements of NAIA and is entitled to only four seasons of participation in a given sport at the intercollegiate level.

The UM-Flint transfer policy: 2.0 GPA and 12 transferable credits.

G. New Academic Program Offerings

With the addition of an intercollegiate athletic program, it appears that additional academic degree program offerings should be considered within two of the four schools at the University of Michigan-Flint. Within the School of Health Professions & Studies (SHPS), a Physical Education program could be developed to encourage students' extensive preparation in education courses leading to K-12 certification, as well as providing students with strong preparation in the liberal arts.

Also, within the School of Health Professions & Studies (SHPS), either a Sports Medicine or Athletic Training academic program could be developed in conjunction with the Physical Therapy program. This program would prepare students for entry-level work in secondary schools, colleges and universities, sports medicine clinics, professional sport programs and other healthcare environments.

As these programs are developed, academic appointments linking the Physical Education program, the Sports Medicine and/or Athletic Training program to the newly created department of Athletics and Recreation would allow for seamless interaction between the athletic department and academic programs.”

H. Intercollegiate Athletics Advisory Board

The Chancellor of the University of Michigan-Flint should appoint an Advisory Board for Intercollegiate Athletics that encompasses faculty, staff, students, alumni and senior executive officers of the University. The advisory board would provide overall guidance towards the establishment of intercollegiate athletics at the University. We would be happy to provide Bylaws and general information regarding the establishment of the UM-Flint Advisory Board for Intercollegiate Athletics.

X. Conclusions & Recommendations

A. Introduction

The University of Michigan—Flint contracted Alden & Associates, Inc. to conduct a feasibility study regarding the initiation of an intercollegiate athletics program. The assignment was to examine factors relevant to such an action and assess its viability.

Upon visiting the campus in September 2008, the Consultants quickly determined that the University is appropriately poised and prepared to initiate a varsity level sports program. The primary work to be done relates to the designation and hiring of an administrative and coaching staff, as well as construction, conditioning and cosmetic upgrades to all of the facilities.

Our recommendation is a positive one—we believe the University, when an infusion of resources is possible as noted in Section VI, is fully capable of starting such a program. The start-up costs are not insignificant; however, the University will see positive gains fairly quickly in both the types of student-athlete recruits that are brought to campus and the increased vibrancy in campus life, which will justify the expenditure.

Clearly, the single largest challenge to the introduction of an intercollegiate athletics program at Michigan—Flint is financial. The Consultants estimate an annual operating budget for a seven (7) sport NAIA intercollegiate athletics program to start at approximately \$540,000. A phased implementation over three (3) years is also outlined.

The initiation of a program of intercollegiate athletics would be a 1-5 year(s) proposition and the steps would include the following:

- Improved maintenance, care and upkeep of practice and contest facilities for the selected sports;
- Employment of administrative and coaching staff;
- Recruitment of qualified student-athletes to fill team rosters;
- Institutional membership in a national collegiate athletics association; and
- Institutional membership in a regional collegiate athletics conference.

Because of its location and financial resources, the Consultants believe that, at this time, the University of Michigan—Flint would be best suited to join the NAIA. This is due largely to the fact that there are no minimum sports sponsorship requirements,

coupled with the geographical location of the member institutions in the Wolverine-Hoosier Athletic Conference (WHAC). We believe the WHAC would be an excellent conference in which the University could compete. We also want to state that over a period of time the University can actively prepare for membership in the NCAA where the membership requirements are far steeper and more costly.

B. Recommendations

- The Consultants recommend that before a final decision is made whether or not to introduce intercollegiate athletics to the University of Michigan—Flint, a detailed cost estimate be obtained for the development needs related to the facilities for the program. We would recommend that the University retain the services of an athletics facilities architectural firm and we would be pleased to recommend several firms to the University.
- It is of critical importance that any intercollegiate athletics program started by the University be developed within the rules, regulations and spirit of Title IX. This Study includes a section [Section VIII] on the basics of Title IX for your consideration.
- The establishment of a seven (7) sport program, including men's and women's soccer, men's and women's basketball, baseball, softball, and women's cross country would provide as many as 100-150 opportunities for full-time undergraduate students to participate in intercollegiate athletics. It is the opinion of the Consultants that the current undergraduate student body probably does not include many varsity level student-athletes. Therefore, the addition of an athletics program would provide incentive for the recruitment of 100-150 new undergraduate students into the University community bringing with them a different type of student energy, diversity, excitement and collegiality. This number will probably double with aspiring varsity student-athletes who may not make the teams and other students who choose the institution because it has an athletic program.
- It is our recommendation that the University focus on joining both the NAIA and the WHAC.
- The Consultants recommend that the University combine the athletics, club sports, intramurals and recreation programs and personnel under one department. Additionally, we recommend that the reporting line be to the Vice Chancellor of Administration. This organizational relationship will allow the University to maximize its facilities and personnel deployment to maximum benefit.

- In summary, the initiation of an intercollegiate athletics program has the potential to achieve the following objectives:
 - 1.) Attract new and diverse students.
 - 2.) Improve campus life by offering a traditional college experience.
 - 3.) Improve relationships with the local business and civic community.
 - 4.) Increase local media coverage.
 - 5.) Generate external revenue support.

C. Thank You

Alden & Associates, Inc. is pleased to have contributed to the knowledge regarding this important process. We are available to answer any questions that the Administration at the University of Michigan—Flint and the Blue Ribbon Commission on Athletics might have and look forward to continuing to work with the University regarding this feasibility study and associated projects.

It has been our pleasure to work with such a distinguished institution, including Chancellor Persons, the senior administrative staff and the Blue Ribbon Commission on Athletics. We particularly appreciate the efforts of Mr. David Lossing, Dr. Jack Kay, Mr. Bill Golling and the Honorable Duncan Beagle for assisting us in our work and collection of materials. Finally, we appreciate the confidence the University and Commission has had in working with our firm.