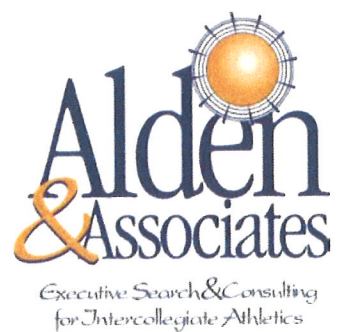
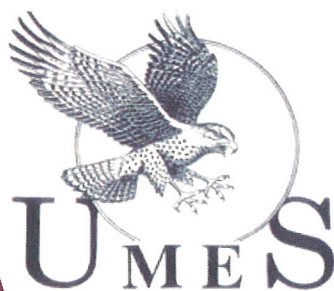




# UMES FOOTBALL FEASIBILITY STUDY

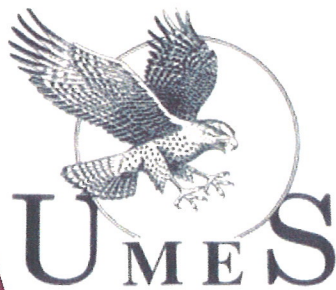
## 2012





# UMES FOOTBALL FEASIBILITY STUDY

## 2012





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# I. Executive Summary

## A. Assignment & Background

Alden & Associates, Inc. was retained by the University of Maryland Eastern Shore (UMES) to examine the feasibility of the reinstatement of a varsity intercollegiate football program. Dr. Betsy Alden and Ms. Andi Seger visited the campus June 14-15, 2012 to begin assessing the possibility of the University sponsoring a varsity football program. The Consultants began researching the assignment by meeting with the University's senior leadership, staff members, alumni, Hawks for Football members and students. The Consultants also toured the campus and visited the athletics and recreation facilities.

## B. Recommendation

Alden & Associates, Inc. believes that the institution could reinstate football at the University of Maryland Eastern Shore only if an ambitious financial plan is developed that has at its base a significant fundraising campaign. Please note, however, that we understand the current economic climate may significantly affect the decision to initiate football at this time. The University will need to be able to financially support a decision to sponsor a varsity football program and marching band, along with the additional women's sports it will need in order to comply with Title IX regulations. The addition of both football and new women's sports will essentially double the size and scope of the existing intercollegiate athletics program. Currently there are three (3) positions that have been lost in the Department of Athletics that will be necessary to replace at a cost of approximately \$150,000, in addition to new staff needed to support the additional programming requirements. In addition to existing personnel issues, the baseball and softball fields are in need of upgrades and repairs at a cost of approximately \$2,000,000. Both of these costs are reflected in the total financial estimates within this Study. It should also be noted that many of the existing coaching positions are part-time and this should be a consideration of funding that has not been included in the study. There must be solid evidence that the necessary dollars can be raised. Again, we believe that the University will need to establish the proper infrastructure to enable the overall intercollegiate athletics program to be successful. This will include additional personnel support, facility development and support, financial support and the expansion of the women's athletics portion of the intercollegiate athletics program. The Consultants, after factoring in approximate annual football revenue, estimate that almost \$3.9 million dollars additional gift and institutional support will be needed on an annual basis (no inflationary costs included in this figure) as well as an initial \$21 million dollar investment in facilities.

### **C. Facilities**

The infrastructure for football is significant given the number of student-athletes involved. There are currently no existing locker facilities or offices/meeting spaces to support football and additional women's sports. The current athletic training and weight training areas are too small and will be unable to handle an expansion of the program. The most significant factor, however, is the actual lack of football practice and game facilities which need to include the fields, seating, press box and all other support facilities, as well as developed facilities for the additional women's sports, including at least one (1) field sport. University representatives should visit other MEAC institutions prior to an actual design of a facility. It will need seating for approximately 10,000 fans, a two story press box, concession area, restrooms, locker rooms, a weight room, and an athletic training room at a minimum. Square footage requirements and costs for offices, and support facilities are outlined in *Chapter VII: Facilities & Football*. The Consultants would encourage that the University build proper facilities to support a competitive football program and resist the urge to simply initiate the program with a minimal level of facilities.

### **D. Finances**

The annual total cost of the football program is detailed below. *Section IV: Fiscal Requirements for NCAA Division I Football Championship Subdivision* further details the costs associated with the reinstatement of football as a varsity sport. Clearly there are considerable start-up costs to consider.

The influx of ninety (90) new football student-athletes in addition to new students recruited for any additional women's sports will almost double the current number of student-athletes attending the University of Maryland Eastern Shore. There will be athletic grant-in-aid (scholarships) costs in excess of \$1,000,000 to apply to the costs of operating football, in addition to other necessary scholarship support that is necessary to be allocated to additional women's sports and the marching band. The overall costs for additional women's sports including operating, personnel costs and scholarship support will be approximately \$1,300,000. The additional costs for the marching band are approximately \$810,000 and include operating, personnel costs, and scholarship support.

Increasing student fees may provide the opportunity to generate revenue given the apparent support of the student body to the restoration of football. A \$50 to \$100 per year increase would allow the University to generate between \$200,000-\$400,000 to assist in buffering the costs of football and other sports. These figures have not been added into the financial summary since this is a significant increase in student fees (8% to almost 17% increase) and may not be something the institution can consider at this point in time given institutional and system priorities.

Alumni support is difficult to assess; an estimate has been added into the financial summary. It is recommended that the University assess this area and assume for the present time that the percentage of giving would mirror the percentage given to other special projects on campus.

There will be an opportunity to generate additional revenue for the institution through football. Estimates of that revenue are difficult to assess. Some income may be generated through corporate sponsorships that can be secured and any game guarantees from at least one (1) away game (estimated to be approximately \$200,000-\$500,000 after the program is well established) and ticket income from home games. The income generated depends in large part upon the commitment of staff time to securing sponsorships from the local community, as well as the success of the marketing plan to attract fans to each home game. Please keep in mind that there will need to be at least one full-time new staff position hired to oversee marketing and ticketing operations.

The tables on the following pages summarize revenue and expenses over a three-year start-up period. The illustrated figures are explained in detail in *Chapter IV: Fiscal Requirements for NCAA Division I FCS Football*.



Table 1			
Three-Year Revenue & Expense Projections for Football			
Revenues	Year I	Year II	Year III <sup>1</sup>
Ticket Sales			\$75,000
Concessions/ Merchandise			\$12,600
Corporate Sales		\$10,000	\$23,800
Guarantees			\$250,000
NCAA Distribution			\$240,000
Miscellaneous			\$11,300
Student Fee Increase		\$36,000 <sup>2</sup>	\$54,000
Gift Giving	\$20,000	\$30,000	\$61,000
TOTAL	\$20,000	\$76,000	\$727,700
Expenses	Year I	Year II	Year III
Operating Expenses <sup>3</sup>	\$65,000	\$262,000	\$330,000
Football Coaching Staff	\$261,300	\$648,560	\$648,560
Other Personnel	\$268,500	\$436,000	\$436,000 <sup>4</sup>
Football Scholarships		\$550,000	\$1,100,000
Other Operating Costs	\$110,000	\$596,150	\$254,000 <sup>5</sup>
TOTAL	\$704,800	\$2,479,710	\$2,768,560
Deficit—Net Football Loss	\$684,800	\$2,403,710	\$2,040,860

- 65 scholarship limit at Div I AA
- 25 would be paying for themselves thus subsidizing costs

James higher than SU?

Robert Morris

Non-scholar Athletes

Depends on Coaching Staff

Steve Sheft

Carl Hargston

Anthony

<sup>1</sup> May be less than these totals for this first year of competition.

<sup>2</sup> Assumes zero percent increase per year in student fees. Figure is based on 60 new players the first year and 90 the second year.

<sup>3</sup> Includes football operating expenses, facility maintenance and recruiting.

<sup>4</sup> Includes equipment manager, strength trainer, sports information staff, etc.

<sup>5</sup> Includes operating costs for athletic training, strength trainings, sports information, marketing, etc.

<b>Table 2</b>			
<b>Three-Year Summary of All Revenues &amp; Expenses</b>			
<b>Total Expenses</b>	<b>Year I</b>	<b>Year II</b>	<b>Year III</b>
Total Football (above table)	\$704,800	\$2,479,710	\$2,768,560
New Women's Sports <sup>6</sup>	\$160,800	\$650,000	\$1,300,000
Marching Band <sup>7</sup>	\$100,500	\$561,440	\$812,680
Total Expenses	\$966,100	\$3,691,150	\$4,881,240
Total Revenues <sup>8</sup>	\$20,000	\$112,000	\$999,000
Necessary Institutional & Gift Support	\$946,100	\$3,579,150	\$3,882,240

The above table summarizes the total revenue & expense projections for the reinstatement of football, the marching band, and the addition of women's sports to meet Title IX regulations. If the institution makes the decision to increase student fees by \$100 per year (a 17% increase) the resulting (approximate) \$400,000 still leaves an annual deficit of almost \$3,400,000. None of these figures have been adjusted for inflationary costs or increases in scholarships due to increased tuition and room & board costs. These figures do not include facility costs of approximately \$21,000,000 for football and new women's sports. Greater detail for both football and other sports is located in *Chapter VII: Facilities & Football*.

<b>Table 3</b>	
<b>Facility Costs</b>	
<b>Facility Costs</b>	<b>Costs</b>
10,000 seat football stadium and supporting structures	\$6,250,000
New women's sport facility <sup>9</sup>	\$1,850,000
40,000 square foot building to support football and new women's sport/locker rooms for existing outdoor sports	\$11,000,000
<b>Subtotal</b>	\$19,100,000
Renovations to Softball & Baseball facilities	\$2,000,000
<b>Total</b>	\$21,100,000

<sup>6</sup> Includes operating budgets, coaching staff and scholarships for golf, swimming and lacrosse or soccer phased in over a three-year period.

<sup>7</sup> Includes operating budgets, directors and scholarships phased in over a three-year period.

<sup>8</sup> Includes revenue from the football revenue table and additional revenue from the addition of women's sports (student fees), as well as marching band (student fees).

<sup>9</sup> Includes field at \$1,000,000 and seating, as well as a share of infrastructure and lights.

## **E. Personnel**

The reinstatement of football will involve the influx of significant resources in the personnel area. The following positions have been identified as important to the success of a varsity intercollegiate football program. Please note that the administrative staff listed is not only for the sponsorship of football, but the addition of new sports and to support its existing program. All staffing is projected to be phased in over a two-year period.

### Administrative Staff

- One (1) Assistant/Associate Director of Athletics
- Two (2) Assistant Sports Information Directors
- Two (2) Assistant Athletic Trainers
- One (1) Clerical staff position in athletics
- One (1) Strength Trainer

### Football Staff

- Head Football Coach
- Eight (8) Full-time and Two (2) Part-time Assistant Football Coaches

## **F. Title IX Compliance**

One of the primary measurement methods for Title IX compliance is matching the student-athlete participation with the ratio of male and female students attending the institution. At the University of Maryland Eastern Shore the student-athlete participation ratio is 50% female and 50% male, while the ratio of students at the institution is 57% female and 43% male. Therefore, the differential related to substantial proportionality at UMES is 7%, which would not be viewed favorably by the U.S. Department of Education's Office of Civil Rights.

The addition of ninety (90) football players will thrust the University further into non-compliance with Title IX. Possible strategies for adding opportunities for female student-athletes include both the addition of women's sports and an increase in the roster sizes of existing women's teams. It is critical, also, that the University formally assess female student interest in new sports. Swimming, golf, lacrosse and soccer are all possible sports to consider. The addition of three (3) of these four (4) sports, along with football, would mean that the student-athlete participation rate would change to 48% female and 52% male, which would increase the institutional differential from seven percent (7%) to nine percent (9%). While the percentage change does not reach proportionality, the addition of the women's sports will be moving the institution forward in a compliant direction. That, coupled with an interest survey given to all female students, will allow the University to be in compliance for the foreseeable future.



It should be noted that additional opportunities for female student-athletes will result in a need for a larger infrastructure (coaches and support staff) for the intercollegiate athletics program. As the University considers the addition of women's sports, it would be prudent to review and enhance any existing five-year gender equity plan, focusing on additional participation opportunities.

#### G. Academic Graduation Rates

In a report released in April 2009 by The Institute for Diversity and Ethics in Sport<sup>10</sup>, it was found that African-American student-athletes are graduating at higher rates than black college students as a whole. Institutions sponsoring NCAA Division I programs, including UMES, generally have support services in place to ensure these types of graduation rates. The addition of football, in particular, will necessitate an increase in these services to provide the excellent support that is currently provided. There is no reason to believe that the graduation rates would not be higher at UMES given its commitment to institution-wide academic excellence, particularly if the current support systems are continued, and ideally enhanced.

#### H. Community & University Relations

The influx of an additional ninety (90) male student-athletes and additional female student-athletes will have a significant impact on the campus. It is important that the University use discretion during the recruitment process to bring in student-athletes who embody the UMES spirit. The institution would need to provide an extensive orientation program for the student-athletes upon their arrival on campus. The combination of these strategies will assist new student-athletes with understanding the expectations of the institution with regard to both behavioral and academic success. It is recommended that UMES use similar discretion in the hiring of the Head Coach and the Assistant Coaches. As much attention must be given to character and integrity of the candidates, as well as football coaching experience and acumen.

*ART, Nugget, Anthony ?*  
All aspects of the University would need to play a role in the reinstatement of football and the addition of new sports programs. The addition of football can be a valuable tool in the recruitment of students to the institution. Community and alumni engagement will assist the University in generating financial support and add to the general exposure of the institution in the Delmarva area.

*~ 300,000 to 400,000 people live within a 35 mile radius of school*

<sup>10</sup> The Institute for Diversity and Ethics in Sport, The University of Central Florida, April 2009.

## I. Timeline

If UMES decides to reintroduce football as a varsity sport, the following timeline is recommended:

Table 4	
Timeline for Football Reinstatement	
Date	Activities
Years reflect fiscal calendar	
September—Year I	<ul style="list-style-type: none"> <li>Announce the reinstatement of football with competition beginning in selected year</li> <li>Work with MEAC on future scheduling</li> <li>Begin to establish partnerships and sponsorships</li> <li>Begin search to hire Head Coach</li> </ul>
November/December—Year I	<ul style="list-style-type: none"> <li>Name Head Coach</li> <li>Hire four assistant coaches</li> <li>Begin recruiting</li> <li>Begin planning phase for program, including facilities, staffing, recruiting and scheduling</li> <li>Continue raising start-up costs</li> <li>Order practice gear and equipment</li> </ul>
March/April –Year I	<ul style="list-style-type: none"> <li>Complete facility planning and fundraising phase; begin construction and renovation of facilities.</li> <li>Run first Spring Workout period for transfers and current students who want to play football</li> </ul>
May/June—Year I	Declare to NCAA intent to play
July/August—Year II	<ul style="list-style-type: none"> <li>Hire remainder of assistants</li> <li>Continue recruiting</li> <li>Order game uniforms and remainder of equipment</li> </ul>
September—Year II	<ul style="list-style-type: none"> <li>Begin practice with squad</li> <li>Secure scrimmages</li> </ul>
March/April—Year II	Hold second spring workout
July—Year III	Complete all construction and renovation
August—Year III	Hold first pre-season training camp
September—Year III	Play first intercollegiate football game

## **J. Conclusion**

The addition of football could be a positive move for the University. The addition of football is an opportunity to have a social activity on campus that provides a festive and fun atmosphere on campus for students, faculty, staff and alumni to rally around on a number of autumn weekends. Given the right safeguards and a positive Title IX environment, as mentioned earlier, the addition of football to the campus environment may seem to be a positive one for the University of Maryland Eastern Shore if the necessary dollars for overall departmental competitive athletics success can be secured prior to the decision related to reinstatement.

That being said, it is also important to state here that in our discussions with various campus personnel, the response to bringing back football was met with great concern. The individuals we met with do not believe the University currently has the resources to effectively run the current intercollegiate athletics program, therefore adding football and additional women's sports would place a serious financial burden on the institution. These costs are related to both start-up costs and long-term sport maintenance costs (which are provided in *Section IV: Fiscal Requirements for NCAA Division I FCS Football*).

## **K. 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 Maryland Eastern Shore (UMES) might have and look forward to continuing to be of assistance to the University. It has been our pleasure to work with such a distinguished institution and its staff. We appreciate the confidence the University has had in working with our firm. Thank you.

# I. Introduction

## A. Introductory Remarks

Alden & Associates, Inc. was retained by the University of Maryland Eastern Shore (UMES) in May 2012 to prepare a confidential report regarding the reinstatement of varsity football at the University. This feasibility study is designed to provide the needed information which will allow the institution to make informed decisions regarding the future of the intercollegiate athletics program at the University of Maryland Eastern Shore.

The document is presented in a sectional format that includes the primary issues related to the addition of football to the current intercollegiate athletics program at the University of Maryland Eastern Shore. Every attempt has been made to thoroughly exhaust the issues by providing answers that are comprehensively researched and investigated.

It is important to note that the information presented in this Study is based on data collected by Alden & Associates, Inc. from the Department of Education website regarding numerous NCAA institutional members, the NCAA, the Mid-Eastern Athletic Conference (MEAC), campus interviews, information provided by UMES, and anecdotal information. The specific charge to the Consultants was to assist the University in determining the future status of its potential membership as a NCAA institution in the Football Championship Subdivision (FCS) division. Of primary focus were the financial ramifications to the University with the reinstatement of football as a varsity sport. The information presented in this Study provides empirical data, as well as financial figures regarding the costs associated with starting football in the short term.

The Consultants visited the University of Maryland Eastern Shore campus June 14-15, 2012. A listing of the individuals and groups interviewed is contained at the end of this Study. The Consultants also viewed all athletics-related facilities, both indoor and outdoor. In the analysis of information collected, benchmarking was done using the most recent data available from *EADA Reports*, conference information, including appropriate comparisons with the select institutions, and various surveys and studies.

Alden & Associates, Inc. appreciates the opportunity to serve in a consulting capacity to the University of Maryland Eastern Shore on this important assignment. We look forward to being of assistance to the University in the future.

## B. Study Emphasis

The University of Maryland Eastern Shore secured the services of Alden & Associates, Inc. to assist them in the development of its intercollegiate athletics program, specifically related to the reinstatement of football. Football was a varsity

sport at UMES from 1946 until it was dropped at the end of the 1979 season. UMES is one of four historically black colleges or universities in Maryland, along with Morgan State University, Coppin State University and Bowie State University. Morgan State and Coppin State are MEAC members; only Morgan State sponsors football. Bowie State sponsors football and competes in the Central Intercollegiate Athletic Association (CIAA), a NCAA Division II conference. Delaware State is a HBCU institution located within one and one-half hours of UMES and is a member of the MEAC.



### III. Comparative Analyses

#### A. Introduction

The Equity in Athletics Disclosure Act (EADA) was the primary source of information for the following tables. The data was taken from the above-listed institutions' 2010-2011 EADA Reports. The EADA Reports include all varsity intercollegiate sports sponsored at a college or university, regardless of conference affiliation. It is a requirement for all institutions receiving federal funding to annually submit the requested data.

The Consultants reviewed the 2010-2011 financial data relative to NCAA institutions and have presented it in a number of different formats for comparative value. The data was summarized for the following groups:

- Mid-Eastern Athletic Conference (MEAC) athletic programs
- MEAC football programs
- Top Ten NCAA Division I Football Championship Subdivision (FCS) programs

The MEAC analysis provides current information relative to the financial position of the University of Maryland Eastern Shore against the other Conference member institutions. If UMES decides to reinstate football, it is important to compare the operating budgets of the NCAA Division I FCS programs as well since UMES will compete as a member of that division for football.

#### B. Data Comparison Summary–MEAC Athletic Programs

The MEAC consists of thirteen (13) members with Coppin State University being the only member that does not sponsor football. Figures below do not include Coppin State.

<b>Table 5</b>				
<b>MEAC Comparative Data</b>				
<b>MEAC</b>	<b>Average</b>	<b>Median</b>	<b>Top 3 Average<sup>11</sup></b>	<b>UMES</b>
Enrollment	5,370	4,977	3,875	3,658
# of Male Student-Athletes	189	182	208	71
# of Female Student-Athletes	124	119	123	72
Sports Sponsorship-Men	5	5	5	5
Sports Sponsorship-	7	7	7	6

<sup>11</sup> Top 3 as determined by the final 2011 MEAC standings.

Women				
Total Departmental Expenses	\$9,528,022	\$9,579,686	\$11,064,646	\$4,554,750
Total Team Operating Expenses	\$7,133,793	\$6,997,627	\$7,756,283	\$3,062,753
Recruiting Expenses	\$133,130	\$118,935	\$138,991	\$71,516
Athletic Financial Aid	\$3,398,719	\$3,252,525	\$3,680,146	\$1,329,687
Head Coach Salary-Men's Sports	\$85,104	\$82,863	\$82,872	\$48,108
Head Coach Salary-Women's Sports	\$42,649	\$42,567	\$40,865	\$29,913
Assistant Coach Salary-Men's Sports	\$43,732	\$40,296	\$36,372	\$44,645
Assistant Coach Salary-Women's Sport	\$26,869	\$26,626	\$24,927	\$27,154

When reviewing the above table it can be assumed that the twelve (12) MEAC institutions shown (Coppin State University is not included) have significant resources involved in their respective intercollegiate athletics programs. All 12 of these institutions have significantly higher costs than those shown for the University of Maryland Eastern Shore. Detailed information provided later in this report will assist in determining if all of the significant difference can be attributed to football.

### C. Data Comparison Summary–Top Ten NCAA Division I FCS Programs

This table is provided for context in order to view the size and scope of the program that UMES currently offers in contrast to these programs.

Table 6				
Top Ten NCAA Division I FCS Programs				
Top 10 FCS	Average	Median	Top 3 Average <sup>12</sup>	UMES
Enrollment	11,127	10,876	15,025	3,658
# of Male Student-Athletes	276	257	347	71
# of Female Student-Athletes	213	205	284	72
Sport Sponsorship-Men	6	6	9	5
Sport Sponsorship-Women	8	8	10	6

<sup>12</sup> Top 3 as determined by the final 2011 NCAA rankings.

Total Departmental Expenses	\$17,003,251	\$15,643,795	\$24,168,870	\$4,554,750
Total Team Operating Expenses	\$11,441,878	\$11,070,086	\$15,129,345	\$3,062,753
Recruiting Expenses	\$307,528	\$357,777	\$390,584	\$71,516
Athletic Financial Aid	\$4,665,715	\$3,962,413	\$6,845,485	\$1,329,687
Head Coach Salary-Men's Sports	\$110,774	\$105,989	\$146,797	\$48,108
Head Coach Salary-Women's Sports	\$66,408	\$59,432	\$90,805	\$29,193
Assistant Coach Salary-Men's Sports	\$44,907	\$42,609	\$58,422	\$44,645
Assistant Coach Salary-Women's Sports	\$28,793	\$26,767	\$41,306	\$27,154

The top programs in the FCS average over 10,000 students in terms of enrollment, in addition to the size of their respective intercollegiate athletics programs. In addition, in almost every category the top programs are significantly better resourced than UMES even taking into consideration the additional costs UMES would incur in reinstating football.

## IV. Fiscal Requirements for NCAA Division I FCS Football

### A. Introduction

The financial implications of initiating and maintaining a collegiate football program are considerable and far reaching. There are numerous areas that must be initiated, strengthened and/or enhanced. The general categories of expenses include capital expenditures for facilities and equipment [including start-up and annual], personnel, and annual operating expenses. In addition, the escalation of costs over time due to general inflation, salary increases and the need to remain competitive with regard to facilities, are all to be considered when exploring the addition of football.

### B. FCS Fiscal Environment

The Consultants have used the most recent data available, the *2010-2011 Equity in Athletics Disclosure Act* information, as well as information from the National Collegiate Athletic Association to provide the basis for the financial information provided in this report.

The FCS environment is one in which institutions rely heavily on institutional support with the intercollegiate athletics programs considered one of many extracurricular programs. In the most recent NCAA data published in 2009, institutional support at public institutions for FCS programs averaged over \$6.2 million dollars per year. We have used data from the 2011-2012 NCAA FCS rankings to determine the top ten FCS programs; this data will serve as a reference point for benchmarking against the University of Maryland Eastern Shore and the MEAC.

### C. FCS Football Revenues & Expenses

Expense figures vary greatly within the FCS institutions that sponsor football. Revenue figures are particularly difficult to track as institutions oftentimes handles revenue very differently, causing difficulties in comparison from institution-to-institution. Revenues in FCS institutions generally derive from seven (7) sources, in addition to institutional support, and all are dependent upon the particular institution, as well as the geographic location of the institution. These sources include:

1. Gift giving
2. Ticket sales
3. Corporate support
4. NCAA distributions
5. Guarantees

6. Concessions
7. Miscellaneous

Cash contributions and post-season tournaments are a function of the development of the program. While there is no direct evidence of increased cash contributions based upon winning, the development of the football program and the success of all of the varsity sports teams, brings added exposure to an institution, as well as goodwill, and may be beneficial to the institution in generating dollars. Until the University has developed a specific plan for gift giving through the alumni it should use the same percentage as is given for other UMES special projects.

The figures listed in the table below are from the NCAA publication entitled *"Revenue & Expenses 2004-2009, NCAA Division I Intercollegiate Athletics Programs Report."* Only public institutions competing in the FCS and in the Division I non-football division are included in the table below. Please note that these figures are total departmental figures which are not specifically attributed to football, however football figures are included as part of the figures in the FCS column.

<b>Table 7</b>			
<b>NCAA Division I Revenue Averages</b>			
<b>Annual Revenue</b>	<b>FCS</b>	<b>DI Non-Football</b>	<b>UMES</b>
Ticket Sales	\$427,000	\$165,000	\$28,927
NCAA Distributions	\$473,000	\$308,000	\$230,606
Guarantees	\$501,000	\$178,000	\$326,800
Gifts	\$644,000	\$421,000	\$40,000
Corporate Sponsorships	\$287,000	\$192,000	\$16,000
Concession Sales	\$36,000	\$14,000	\$4,950
Miscellaneous	\$141,000	\$135,000	\$11,000
<b>Subtotal</b>	<b>\$2,509,000</b>	<b>\$1,413,000</b>	<b>\$658,283</b>
Institutional Support	\$4,192,000	\$2,409,000	\$2,100,271
Student Fee Support	\$2,075,000	\$3,246,000	\$1,791,120
<b>Total</b>	<b>\$8,776,000</b>	<b>\$7,068,000</b>	<b>\$4,549,674</b>

It is significant that UMES generates approximately forty-seven percent (47%) of the average NCAA Division I non-football institution. When reviewing sources of revenue in the FCS institutions, it can be assumed that similar amounts can be generated through NCAA distributions and guarantees. The areas of concern are ticket sales, concession sales, gifts, corporate sponsorships and miscellaneous and are computed based on the individual percentage of revenue that is currently being generated (47%). The table below provides the revenue projections; please note that it does not include the \$200,000-\$400,000 that may be possible with student-fee increases. Institutional support is shown at the existing amount and student fees have only been increased by the amount of dollars generated by the addition of ninety (90) football players.



<b>Table 8</b>	
<b>Additional Football Projected Annual Revenue</b>	
	<b>UMES</b>
Ticket Sales	\$75,000
NCAA Distributions	\$240,000
Guarantees <sup>13</sup>	\$250,000
Gifts	\$61,000
Corporate Sponsorships	\$23,800
Concession Sales	\$12,600
Miscellaneous	\$11,300
<b>Subtotal</b>	<b>\$673,700</b>
Institutional Support	\$0
Student Fee Support	\$54,000
<b>Total</b>	<b>\$727,700</b>

<b>Table 9</b>				
<b>Summary Information for Football Operating Expenses</b>				
	<b>Top 10 FCS</b>	<b>Top 3 FCS Ranking</b>	<b>MEAC</b>	<b>Top 3 MEAC Ranking</b>
Average Operating Expenses	\$578,483	\$824,531	\$366,468	\$470,760
Median Operating Expenses	\$509,459	N/A	\$279,379	N/A
Average Total Expenses	\$3,815,930	\$4,903,473	\$2,612,439	\$3,002,412
Median Total Expenses	\$3,756,843	N/A	\$2,576,487	N/A

As noted in the above tables, the estimated additional revenue may cover more than the annual operating costs for football; however it does not come close to providing the additional revenues needed to cover the total costs for football, including personnel and athletic grant-in aid, facilities, or without considering the additional

<sup>13</sup> This type of guarantee may not be available in the first few years of sponsoring football. This is only an estimate as guarantees range from \$100,000 to over \$500,000 and more.

costs for facilities or additional women's sports, which includes all budgetary support areas as well.

#### D. MEAC Football Expense Averages

While it is helpful to look at the national picture of FCS football playing institutions, it is important to understand that MEAC institutions sponsoring football vary. Therefore, it is wise, when assessing the costs of football, to compare the costs of football with the MEAC as well as the cost figures of the Top Ten FCS institutions.

<b>Table 10</b>			
<b>MEAC Football Expense Averages</b>			
<b>Institution</b>	<b># of FB Players</b>	<b>Cost Per Participant</b>	<b>Total FB Operating Expenses</b>
Bethune-Cookman	123	\$7,193	\$884,796
Florida A & M	90	\$6,974	\$627,667
North Carolina A & T	54	\$8,165	\$440,917
Delaware State	80	\$4,478	\$383,070
South Carolina State	105	\$2,868	\$301,100
Hampton	97	\$2,787	\$270,379
Savannah State	117	\$2,239	\$261,918
Morgan State	79	\$3,300	\$260,735
Norfolk State	98	\$2,310	\$226,383
Howard	91	\$2,221	\$202,146
NC Central	122	\$1,410	\$172,034
<b>Average</b>	<b>96</b>	<b>\$3,995</b>	<b>\$366,468</b>
<b>Median</b>	<b>97</b>	<b>\$2,868</b>	<b>\$270,379</b>

#### E. Specific Football Expense Considerations

Salaries and benefits are a significant and critical portion of the athletics budget and will be addressed in *Section V: Personnel Needs of FCS Programs*. Facilities and coaching personnel are important areas that will ultimately determine the success of the program. There are some positions that can be delayed, and added over time as the program grows, but the institution is going to have escalating costs in this area.

Team travel, recruiting, equipment and supplies are all a function of the number of student-athletes and scheduling. Costs cannot be cut in areas of liability, but they can be reduced by keeping the number of student-athletes and staff tight in the travel area. Recruiting must be done to secure the student-athletes, but all expenses should be annually reviewed to ensure that the money spent is on things that will improve the program; tough decisions may need to be made. Expenses also need to be annually monitored to ensure compliance with Title IX. Also, game officials, other game expenses, and contract services, again, are simply a function of the program.

The last area, capital costs and debt services will be very heavy in the early years and will always be a part of the program, perhaps to a lesser extent once the program is underway. Annual capital costs represent a significant portion of the total athletics expenditures. This may be in financing costs (if football seating is financed), bond payments, annual maintenance and repair costs, and major equipment costs.

<b>Table 11</b>			
<b>Total Football/Department Expenses</b>			
<b>Football Expenses</b>	<b>Year I Start-up</b>	<b>Year II Practice Year</b>	<b>Year III<sup>14</sup> Competition Year</b>
<b>Team-Related</b>		(60 players & staff)	(90 players & staff)
Cost To Outfit 90 Players	\$5,000	\$90,000	\$60,000
Cost for Equipment/Supplies	\$35,000	\$35,000	\$20,000
Pre-Season Camp		\$25,000	\$25,000
Officials		\$2,000	\$30,000
Transportation <sup>15</sup>		\$5,000	\$60,000
Housing			\$30,000
Meals		\$5,000	\$15,000
Misc. Program Expenses		\$40,000	\$30,000
Subtotal	<b>\$40,000</b>	<b>\$202,000</b>	<b>\$270,000</b>
<b>Recruiting Costs</b>	\$25,000	\$40,000	\$40,000
Subtotal	<b>\$25,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>Football Salary Costs</b>			
Salaries for Coaches <sup>16</sup>	\$195,000	\$484,000	\$484,000
Benefits for Coaches (34%)	\$66,300	\$164,560	\$164,560
Subtotal	<b>\$261,300</b>	<b>\$648,560</b>	<b>\$648,560</b>
<b>Ancillary Costs</b>			
Full-Time Administrator Salary	\$50,000	\$50,000	\$50,000
Full-Time Administrator Benefits (34%)	\$17,500	\$17,500	\$17,500
Assistant SID Salaries (2)	\$35,000	\$70,000	\$70,000
Assistant SID Benefits	\$11,900	\$23,800	\$23,800
Marketing & Promotion	\$40,000	\$40,000	\$40,000
Marketing Benefits (34%)	\$13,600	\$13,600	\$13,600
Assistant Trainer Salary (2)	\$35,000	\$70,000	\$70,000
Assistant Trainer Benefits	\$11,900	\$23,800	\$23,800

<sup>14</sup> No inflationary costs included. Year III should be used for ongoing annual costs.

<sup>15</sup> Includes one flight per season.

<sup>16</sup> Includes six-month salary and benefits for the head coach and 4 assistant coaches.

The University must make every effort to ensure the safety of the football players, as well as all student-athletes. Football is a high-risk sport, and therefore requires additional dollars spent for safety and medical care. In addition, insurance costs will increase not only due to the influx of new students with football, but the premiums for football will be higher than for the general student population. This increased cost, projected at approximately \$40,000 by UMES has been included as a part of the costs for adding football. This will vary greatly depending upon the company used and the benefits included in the premiums.

#### **G. Sports Information & Marketing/Promotions<sup>18</sup>**

Costs in the area of sports information equipment should be factored into equipment costs for the football press box. Equipment costs are shown in Table 11, but there will be additional game day costs to incur, including phone lines, food for the media, wireless internet, etc.

The marketing and promotions area will necessitate a significant amount of dollars in order to get the program off the ground in a successful manner. In the early years it will be difficult to secure sufficient revenue to cover these costs. Should the program become successful, trade-out dollars, radio broadcast fees and corporate sponsorships can defray a significant amount of the cost.

#### **H. Athletic Financial Aid**

It is important to include athletic grant-in-aids in the analysis of costs associated with the reinstatement of football. The NCAA limits athletic grant-in-aids in football to sixty-three (63). The University will need to commit to a significant allocation of the maximum allowable financial aid if the University is to field a competitive football program.

An investment of sixty (60) full athletic grant-in-aids, consisting of forty (40) in-state packages and twenty (20) out-of-state packages would amount to approximately \$1,382,000 at 2012-2013 costs. These scholarships would be phased in over time to provide a four-year spread in recruiting. In addition, dollars will need to be provided for additional grant-in-aids in women's sports to remain within Title IX compliance. There will also be additional summer school grant-in-aids necessary, as well as marching band scholarships.

#### **I. Marching Band**

We are providing this information for the University as it is the Consultants understanding that the institution may desire to add a marching band if football is reinstated. Historically black colleges and universities have a long history of successful marching bands beginning in 1910 with Florida A & M. By the 1960s,

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<sup>18</sup> Costs included in Table 10.

Black college marching bands had taken their place as a distinctive performance tradition that was not like the predominately white marching bands of the 60s.<sup>19</sup> The following estimated costs should be considered with the addition of football. The consultants have assumed one hundred and twenty (120) band members and thirty (30) full in-state scholarships over time for the purposes of this study over a two (2) year period. Those numbers, both in band member size and the number of full scholarships may increase over time as there is no NCAA limit on band size or scholarship support.

<b>Table 14</b>		
<b>Marching Band Expenses<sup>20</sup></b>		
<b>Expenses</b>	<b>First Football Season</b>	<b>Second Football Season<sup>21</sup></b>
<b>Travel</b>		
Travel to 2 Away Games	\$20,000	\$26,000
Pre-Season Drill Week	\$4,600	\$7,000
<b>Subtotal</b>	<b>\$24,600</b>	<b>\$33,000</b>
<b>Salary Costs</b>		
Director	\$45,000	\$45,000
Benefits	\$15,300	\$15,300
Associate Director	\$30,000	\$30,000
Benefits	10,200	\$10,200
Percussion Instructor (PT)	\$12,000	\$12,000
<b>Subtotal</b>	<b>\$112,500</b>	<b>\$112,500</b>
<b>Equipment/Supplies</b>		
Instruments <sup>22</sup>	\$70,000	\$40,000
Uniforms for 120 Students	\$40,000	\$20,000
Music/Other	\$10,000	\$500
<b>Subtotal</b>	<b>\$120,000</b>	<b>\$60,500</b>
<b>Facilities Maintenance</b>		
Field Marking & Maintenance	\$2,000	\$2,000
<b>Subtotal</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Total</b>	<b>\$259,100</b>	<b>\$208,000</b>

<sup>19</sup> Taken from Lewis, William Dukes. *Marching to the Beat of a Different Drum: Performance Traditions of Historically Black Colleges and Universities Marching Bands*, Thesis, UNC Chapel Hill, 2003.

<sup>20</sup> Costs are spread out over a two-year period assuming it will take two years to reach 120 students.

<sup>21</sup> No inflationary costs included.

<sup>22</sup> There may also be an opportunity to rent instruments at approximately \$35,000 per year.



## **J. Student Fee Revenue**

There may be opportunities to secure additional monies to buffer the costs of football and other sports by increasing the amount of student fees. The process of increasing student fees is generally done through a carefully developed referendum. In many cases, an increase of \$25 or \$50 per semester is used. Given the number of enrolled students, an increase of \$50 per year would generate approximately \$200,000; \$100 per year would result in \$400,000 per year (based on 4,000 enrolled students). Due to the current economic climate this additional revenue has not been added into the financial summary. The \$100 increase would amount to approximately a 15% increase in each student's commitment to athletics. If the climate changes in the next two to three years the University might choose to consider this approach. At best, the student fee allotment would not provide the revenue necessary to cover all football expenses, but would cover the annual football operating expenses if taken in isolation.

## V. Personnel Needs of FCS Programs

### A. Introduction

A FCS intercollegiate football program will have personnel needs not only in terms of an actual coaching staff, but also needs for support staff positions. Institutional personnel will be impacted, as well as the departmental personnel, due to the influx of eighty (80) to one hundred (100) football players, with approximately ninety percent (90%) of them as new students at the University. We have identified the various areas and will discuss each in their respective sections below. It is of critical importance that any new sports that are added, including football, should be done so with additional support positions in order that existing sports are not negatively impacted.

### B. Administrative Staff Positions in Athletics

The following administrative positions are recommended with the addition of football. The University should keep in mind that the addition of football and women's sports will essentially double the size of the intercollegiate athletics program, moving from 143 student-athletes to in excess of 275 student-athletes.

- Full-time Administrative Staff Member

The athletic administration area is an area that is currently understaffed to meet the needs of a NCAA Division I program. A minimum of one full-time administrator will be needed to cover the additional workload involved with both football and any new women's sports programs. In addition, at least one part-time staff member should be added to the athletic compliance area.

- Athletic Equipment Manager

The sponsorship of additional sports at UMES, particularly football, will require additional staffing in the form of a full-time equipment manager, a position the Department of Athletics does not currently have. The high demand of football will require that the athletic equipment manager receive special training and certification related to his/her duties as an equipment manager. There is a national association, the Athletic Equipment Managers Association (AEMA), which we believe should help guide the University in this area.

It is important to note that we strongly encourage, from a risk management/liability perspective, that the institution require its athletics equipment manager to seek certification by the AEMA. The possible sponsorship of varsity football brings with it a whole new emphasis on liability.

- Assistant Athletic Trainers & Strength Trainers

The University will need to ensure that the sports medicine/athletic training and strength training areas are properly staffed and equipped for the advent of football and other additional sports. The current strength & conditioning and athletic training facilities are too small for proper use by a varsity football program—this will be addressed in *Section VII: Facilities & Football*. Currently the institution is understaffed in the athletic training area. The addition of football and other sports will necessitate two (2) additional athletic training staff members, not only because of the pure number of new student-athletes, but because of the type and frequency of injuries that will occur. It also will be important to have the presence of a team physician on-site during home football games. In addition, a strength trainer should be hired to cover football and other new sports.

- Assistant Sports Information & Marketing/Promotions Directors

The addition of football will necessitate additional support in this area. It is the Consultants understanding that a position is frozen in this area. This position will need to be hired along with an additional staff member for sports information and a staff member in the area of marketing/promotions.

- Office Staff

The University should ensure sufficient clerical support to handle the addition of football and other sports. It will be necessary to add a full-time position.

- Other Staff

It is important that the University of Maryland Eastern Shore review staffing levels in the area of academic support, academic advisement, financial aid and the Registrar's office. These areas will need to provide additional support to the Compliance Office in athletics to ensure that appropriate support is provided to the numerous student-athletes who will be coming into the intercollegiate athletics program. These student-athletes will need similar support to the current student-athletes, particularly with football. Once again the student-athlete population will essentially double.

### **C. Football Coaching Staff**

A FCS football program can be staffed in many different configurations, however, in order to ensure a successful launch to the program, it is essential that proper attention be paid to hiring the staff. With the largest squad on campus, it is important for there to be multiple coaches who are regularly available to not only coach the squad, but to counsel and discipline the squad as well.

The table below indicates the number of assistant football coaches at each of the MEAC football institutions. The head football coaches at all institutions are full-time employees with their institutions. All assistants listed are either part-time football coaches and full-time employees, or part-time employees/volunteers.

<b>Table 15</b>			
<b>MEAC Football Staffing</b>			
<b>Institution</b>	<b>Number of Full-Time Assistants</b>	<b>Number of Part-Time Assistants</b>	<b>Number of Part-Time Assistants also Full-Time Employees</b>
Bethune-Cookman	11	0	0
Delaware State	11	0	0
Florida A & M	10	0	0
Hampton	8	2	1
Howard	6	6	2
Morgan State	7	1	0
Norfolk	7	3	3
NC A & T	6	2	2
NC Central	8	0	0
Savannah State	7	0	0
SC State	8	2	2

It is important to note that there are numerous reasons why colleges and universities have successful football programs, including coaching staff, recruiting, scholarship dollars and facilities. Successful football coaches indicate that one of the most important reasons for success is continuity in the coaching staff. It is extremely detrimental to the success of a program to lose assistant coaches on a regular basis. A program will always lose some coaches to higher level positions at other institutions, but it is important not to lose assistant coaches in lateral position moves to other institutions. Frequently this loss is a result of paying salaries that are too low in comparison to other conference institutions. It is important to regularly review the salaries of these staff members.

## VI. Scheduling & Sponsorship of Football

### A. Introduction

Sponsoring football is a major decision for any institution in higher education. The ramifications for reinstating the football program can significantly affect a campus, whether financially, socially or culturally. Decisions will need to be made regarding scheduling, timeframe, and NCAA rules and regulations regarding football.

### B. Game Scheduling

The FCS allows each institution to schedule eleven (11) football games during the regular season. The University would be able to schedule at least eight (8) of the eleven (11) games through a conference schedule. Other non-conference institutions within the FCS may be scheduled and/or perhaps a NCAA Division I FBS or II team. Should the University make the decision to reinstate varsity football, it would be imperative to begin the scheduling process as soon as possible—the majority of football games are generally scheduled several years in advance. Included in the proposed football travel costs is one game that will necessitate an airline flight. The majority of the schedule can be based upon bus travel to keep costs down. In the event of a second game outside the geographical region it would be advisable to secure additional guarantee money to buffer the cost.

### C. Game Guarantees

In Table 1 a guarantee of approximately \$200,000 to \$300,000 for one away game per season is included on the income side. There will not be an opportunity for this type of revenue in the early years until the program is solidly established. The University should use this game as an opportunity to play a NCAA Division Football Bowl Subdivision (FBS) program once the UMES football program is established. It is good for the players to play competition at a higher level and it is helpful in bringing in additional revenue to the program, particularly if UMES can keep its costs low in terms of traveling to the other institution. In developing the remainder of the schedule the institution may select one of two routes. The first is to try and schedule home and away games with an institution over a two-year period without the exchange of guarantees. The second route is to set a two-year home and away schedule with an institution with the exchange of a smaller guarantee, ensuring that the guarantee is large enough to cover travel expenses.

### D. Black Football Classics

Historically black colleges and universities also have a long history of playing in "Football Classics." There may be an opportunity for participation in such a Classic after the program has become firmly established. The revenue generated through



contracts with the Classics depends upon the particular game, however it should be considered in the same category as any guarantee game as discussed above.

## **E. Marketing & Promotions**

The reinstatement of football provides a wonderful opportunity for the University of Maryland Eastern Shore to engage the local community, students, alumni and parents, as well as providing a useful recruitment tool for the institution. It is critically important that the entire University be a part of football planning, particularly game day planning. A marketing plan will need to be developed so that each segment of the game day experience is marketed and promoted to the local and regional communities, students, parents, alumni and prospective students. Examples of the types of marketing and promotions are listed below and simply serve as suggestions. The first season (and first game) should be marketed in particular as “something that shouldn’t be missed” in the local community.

### Community Engagement

- Institutional personnel, particularly the new head football coach, should join and/or speak to the local Rotary, Jaycees, and other community organizations.
- Offer special opportunities at each game for children’s activities prior to the game on the grounds<sup>23</sup>. These activities can include a “carnival atmosphere” and music.
- Engage local church groups by offering the parishioners opportunities to host activities in conjunction with the game.
- Engage local radio stations in terms of setting up a remote location at the game site within the pre-game festivities area.

### Student Engagement

- Provide opportunities for student groups to meet at pre-game activities.
- Allow dining services to set up and provide lunch for students prior to the game at the game site instead of only at the dining service location.
- Set up step contests and other activities the night before each home game to get in the spirit for the weekend and announce the winners at the game the next day.
- Provide a “students only” seating section at the game and provide give-a-ways at the game for students only.

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<sup>23</sup> All activities prior to the game should be held inside the gates in order to take advantage of the fact that the fans will have paid for a ticket to the game.

- Ask students and faculty to wear the University's colors on the Friday before a game to generate interest and enthusiasm.

#### Alumni Engagement

- Invite different classes back and have sections and/or organized activities in the pre-game area.
- Recognize the football alumni classes at home games and at pre-game festivities as well as during half-time.
- Encourage music alumni to participate in activities with the band, such as guest conductors, their own performance, etc.
- Use football home games to recognize other outstanding alumni outside of athletics.

A home football game should involve all aspects of campus, including athletics, student affairs, music department, admissions, alumni affairs, the President's Office, and institutional advancement if the program is to be successful and beneficial to the entire University. It can be a great recruiting tool if all aspects of the institution take ownership in putting on the event. Prospective students want to enroll at an institution that will provide them not only the best education, but a socially vibrant environment as well.

## VII. Facilities & Football

### A. Introduction

During the Consultants' visit to campus, all UMES on-campus athletics facilities were viewed including the athletic training room, equipment cages and locker rooms. Facilities must be an important component in relation to the decision toward the reinstatement of football and possibly other sports. UMES does not have a regulation football field and infrastructure. It also does not have the supporting areas necessary in terms of size and equipment in the training room, weight room and locker rooms. The addition of football will also necessitate the addition of women's sports as indicated throughout this Study. At least one additional women's sport is recommended as a field sport, necessitating additional field space and supporting facilities. While specific square footage is only shown for football, the expenses are found in Table 16 on Page 37 which includes the approximate costs of the additional facilities and facility renovations.

### B. Recommended Indoor Space Specifically for Football

- Locker Room—One room for 90 players with 24" lockers and approximately 3,000 square feet. Square footage includes shower and restroom facility.
- Sufficient space for visiting teams—1,500 square feet
- Small Officials locker rooms—500 square feet
- Athletic Training Room—1,500 square feet
- Expansion of existing weight room- 2,500 square feet
- Equipment Room—1,500 square feet
- Men's and Women's Restrooms—300 square feet
- Head Coach Office—150 square feet
- Assistant Coaches Offices— 9 @ 120 square feet (2 part-time coaches to share)
- Separate video area—150 square feet

Football will need an offensive and defensive staff conference room. It will also be important to provide some type of facility that can accommodate the entire football team at one time for meetings. This may be done in another building on campus if necessary.

### Athletic Training Room

The size of the current Athletic Training Room appears to be adequate for the existing teams in the intercollegiate athletics program. The addition of ninety (90) football players, plus additional student-athletes due to the addition of other sports will necessitate additional space. The facility is simply not large enough to accommodate a football team, existing teams and any other new teams. The approximate size necessary is approximately 1,500 square feet.

### Equipment Room

The addition of football will require a professional equipment room not only for football, but other sports as well. The sport of football will necessitate square footage in the range of 1,500-2,000 square feet, as well as additional washers (2-3), dryers (2-3), and storage areas for equipment. There will also be the need for additional square footage for any other sports that may be added. In addition, there will be the need for space for equipment maintenance and repair.

### Staff Offices

Individual private offices will need to be provided for all newly hired staff, including administrative staff.

### Weight Room

The University will need to add strength training and conditioning space to the existing square footage of space for football as the existing facility is too small to accommodate not only football, but any newly added women's sports. It will be important to have a minimum of at least 2,500 additional square feet to handle existing teams, football and any new teams. Football will also necessitate the purchase of additional weight equipment, both free weights and machines. There may be an opportunity to add to the existing space by moving into the room next to the existing weight room. If a separate football facility is built as part of the stadium, it should be located there to accommodate not only football, but other sports practicing in the nearby outdoor spaces.

## **C. Football Game Facility**

There is no existing facility on campus that can be used to host a home football game. The existing field is not suited for regulation football. It does not appear that there is an appropriate facility in the area for rental in the short term. If there are those possibilities in the short term it may be worthwhile to explore them, but only as a temporary fix to an established stadium on campus or a nearby facility for collegiate football. There is suitable land space on campus to build a game facility and supporting infrastructure. The overall dimension of a football field is 120 yards X

53 and 1/3 yards and the practice field should be sized as a regulation field. There also needs to be at least two (2) yards around the outside perimeter.

#### D. Summary

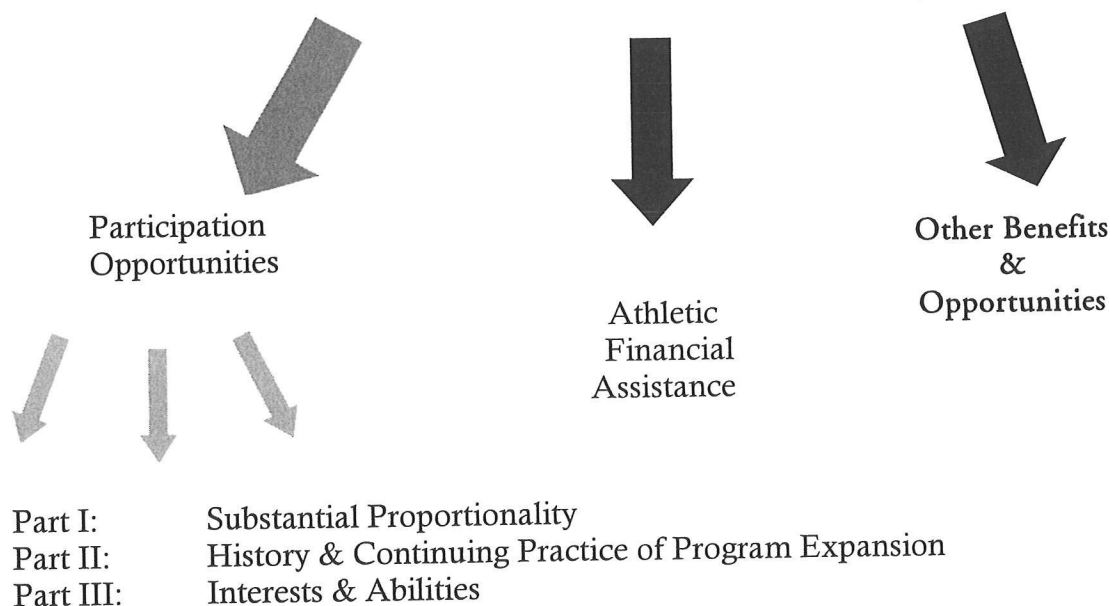
While the cost of adding football is spread across many areas, the physical plant/facilities area will be one of the major costs. There are two issues to focus on—the first is the annual maintenance cost of facilities, which must be factored into any budgeted move to add football. These costs, while not excessive, are reflected in *Section IV: Fiscal Requirements for NCAA Division I FCS Football* and can be considered as part of the annual operating budget. The second and major cost is the need to initially develop the practice/game facilities necessary for the addition of football and new women's sports, including building space and a practice field. Often institutions are able to find methods of financing and/or funding these types of improvements resulting in no significant out-of-pocket costs to an institution's operational arm. Gift dollars are the most common way to finance these types of facilities as state money is generally not available. If bonding is used there must be a revenue stream to offset the costs of those bonds.

<b>Table 16</b>	
<b>Facility Costs Summary</b>	
Football Practice/Game Field (Grass or Artificial)	\$1,000,000
Women's Field Sport Practice/Game Field	\$1,000,000
Infrastructure/drainage, etc. for both fields	\$1,000,000
10,000 seats-football (used \$300 per seat to accommodate railings, ramps, etc. plus seats)	\$3,000,000
Seating/small press box for women's field	\$100,000
Lights for football and new women's sport	\$500,000
Press box/radio & television booths/coaches booths, restrooms/President's box, etc.	\$1,000,000
Spectator restrooms, concessions, etc.	\$500,000
Building to house all football facilities including weight room, training room, offices, locker rooms for football and locker rooms for baseball & softball or other women's sport-40,000 sq. ft. (used \$250 per square ft)	\$10,000,000
Furniture, weight room equipment, training room equipment	\$1,000,000
<b>Subtotal</b>	<b>\$19,100,000</b>
Renovations to baseball & softball facilities	\$2,000,000
<b>Total</b>	<b>\$21,100,000</b>

## VIII. Title IX

The formal structure of this abbreviated Title IX Review will follow the basic tenets of the Title IX legislative format. With this being stated, the framework of Title IX is as follows:

### A. Title IX Framework<sup>24</sup>



### B. Language of Title IX

- (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 program.
- (b) Separate teams: When an institution sponsors a team in a particular sport for members of one sex but does not sponsor that 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.
- (c) Equal opportunity: An institution that sponsors interscholastic, intercollegiate, club or intramural athletics shall provide equal athletic opportunity for members of both sexes. In determining whether equal opportunities are available, eleven (11) areas are considered and discussed

<sup>24</sup> Please note that paraphrased language from the Title IX regulations is used throughout the document.





later in this section.

Unequal aggregate expenditures for members of each sex or unequal expenditures for male and female teams if an institution sponsors separate teams will not constitute noncompliance with this section, the equality of opportunity will be considered.

### **C. Participation Opportunities**

The law requires that the selection of sports and levels of competition effectively accommodate the interests and abilities of both sexes. The first area of Title IX compliance addressed in this review is participation opportunities. The Department of Education's Office of Civil Rights (OCR) issued the "Three-Part Test," which assists an institution in determining whether it is in compliance with Title IX. There are three primary "parts" of this test:

Part I: Substantial Proportionality

Part II: History & Continuing Practice of Program Expansion

Part III: Interests & Abilities

It is important to note that an institution receiving federal funding must comply with Part I OR Part II OR Part III. The institution under review does not need to comply with all three parts.

#### **Part I: Are Participation Opportunities Substantially Proportionate to Enrollment**

Under Part I of the Three-Part Test, an institution must provide intercollegiate level athletic participation opportunities for male and female students in numbers substantially proportionate to their respective full-time undergraduate enrollments. For example, if an institutional enrollment is 60% female and 40% male, participation opportunities should reflect that same rate in order to meet Part I.

Countable Participants are defined as:

- 1.) Students receiving the institutionally-sponsored support normally provided to student-athletes competing at the institution involved, e.g., coaching, equipment, medical and training room services, on a regular basis during a sport's season and are participating in organized practice sessions and other team meetings and activities on a regular basis during the sport's season and are listed on the eligibility or squad lists. If an athlete competes in two (2) sports, the athlete is counted twice. Athletes are counted as participants on the date of the first contest and after.

- 2.) Athletes not competing due to injury but continue to receive financial aid on the basis of athletic ability.

#### Part I—Substantial Proportionality Analysis at UMES

Using 2010-2011 Equity in Athletics Disclosure Act (EADA) institutional data, it is determined that the undergraduate student population at UMES was 3,658. The student population consisted of 1,557 undergraduate males or 43% and 2,101 undergraduate females, or 57% of the student population.

Using the same institutional data from the 2010-2011 EADA report it is determined that the student-athlete population for 2010-2011 was 143. The male student-athlete population was 71, or 50% of the student-athlete population. The female student-athlete population was 72, or 50% of the student-athlete population.

The differential between female undergraduate students (57%) and female undergraduate student-athletes (50%) is 7%. OCR does not issue a specific differential that an institution must meet, however 7% would not be viewed favorably and would be determined to not be in compliance with Part I—Substantial Proportionality.

The sponsorship of football would add an additional 90<sup>25</sup> male student-athletes to the participation opportunities offered by the University. By adding 90 participation opportunities to the male student-athlete numbers, the following would occur:

The undergraduate student population with football at UMES would change to 3,748 (3,658 + 90). The student population would consist of 1,647 male undergraduates, or 44%, and 2,101 female undergraduates, or 56% of the student population.

The student-athlete population would be 233. The male student-athlete population would be 161, or 69% of the student-athlete population. The female student-athlete population would still be 72, or 31% of the student-athlete population. The differential between female undergraduates (56%) and female student-athletes (31%) would be 25% which would not be viewed favorably with the Department of Education's Office of Civil Rights. *This is a difference of 25% between current participation opportunities and future (with football) participation opportunities.*

While this review has been based on the 2010-2011 EADA data, it is important to note that UMES has a current imbalance in the number of male and female student-athletes based on proportionality even without the addition of football.

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<sup>25</sup> The number "90" was selected as a minimum number even though the average number of football players at the MEAC is 97, as the program will just be developing.

## **Part II: A History and Continuing Practice of Program Expansion for the Underrepresented Sex**

Under Part II of the Three-Part Test, an institution can show that it has a history and continuing practice of program expansion.

The following factors will be considered, among others, as evidence that may indicate a history of program expansion or an assessment of interest.

- an institution's record of adding intercollegiate teams, or upgrading teams to intercollegiate status, for the underrepresented sex;
- an institution's record of increasing the numbers of participants in intercollegiate athletics who are members of the underrepresented sex; and
- an institution's affirmative responses to requests by students or others for addition or elevation of sports.
- an institution's current implementation of a nondiscriminatory policy or procedure for requesting the addition of sports (including the elevation of club or intramural teams) and the effective communication of the policy or procedure to students; and
- an institution's current implementation of a plan of program expansion that is responsive to developing interests and abilities.
- an institution's use of a survey to assess interest.

### **Part II—History & Continuing Practice of Program Expansion at UMES**

The history and continuing practice of program expansion, particularly for the underrepresented sex, finds there has not been any expansion of the athletics program in over ten (10) years. In addition, roster sizes have not increased substantially over time. Due to the lack of expansion, the institution does not meet the criteria of a continuing practice of program expansion under the Title IX regulations.

It is probable, given the current 2010-2011 differential (7%) in substantial proportionality, and 25% with the addition of football, that UMES would benefit from serious analysis regarding the offering of additional women's varsity sport participation opportunities.

### **Part III: Fully and Effectively Accommodating the Interests and Abilities of the Underrepresented Sex.**

In making this determination, an institution must consider the following factors:

a) Is there sufficient unmet interest to support an intercollegiate team?

- requests by students and admitted students that a particular sport be added;
- requests that an existing club sport be elevated to intercollegiate team status;
- participation levels in club or intramural sports;
- interviews with students, admitted students, coaches, administrators and others regarding interest in particular sports;
- results of questionnaires of students and admitted students regarding interests in particular sports; and
- participation levels in interscholastic sports by admitted students. For example, the institution needs to review the high school sports offered in the state.

An institution's evaluation of interest should be done periodically so that the institution can identify in a timely and responsive manner any developing interests and abilities of the underrepresented sex.

b) Is there sufficient ability to sustain an intercollegiate team?

- the athletic experience and accomplishments in interscholastic, club or intramural competition of students and admitted students interested in playing the sport;
- opinions of coaches, administrators, and student-athletes at the institution regarding whether interested students and admitted students have the potential to sustain a varsity team; and
- if the team has previously competed at the club or intramural level, whether the competitive experience of the team indicates that it has the potential to sustain an intercollegiate team.

Neither a poor competitive record nor the inability of interested students or admitted students to play at the same level of competition engaged in by the institution's other student-athletes is conclusive evidence of lack of ability. It is sufficient that interested students and admitted students have the potential to

sustain an intercollegiate team.

c) Is there a reasonable expectation of competition for the team?

- competitive opportunities offered by other schools against which the institution competes; and
- competitive opportunities offered by other schools in the institution's geographic area, including those offered by schools against which the institution does not currently compete.

### Part III—Interests & Abilities Analysis at UMES

The determination of this Consultant regarding Part III of the Three-Part Test is that there has been limited assessment of incoming female student interest in athletics. There has been discussion of additional sports for women, including golf, swimming, lacrosse, soccer or, perhaps sand volleyball. This lack of assessment places the institution in a position of liability under the Title IX regulations. The possibility of starting additional women's sports should be strongly considered by the University. It is also important to develop formal policies and procedures for the initiation of a new sport in the event that female students continue to come forward with such a request along with general discussion concerning the addition of women's sports.

#### **D. Athletic Financial Assistance**

An institution must provide reasonable opportunity for the awarding of financial assistance to members of each gender in proportion to the number of students of each gender participating in the intercollegiate athletics program. Proportionality must be attained in this analysis of athletic financial assistance. OCR gives less than a 1% differential that institutions must meet for compliance.

At the University of Maryland Eastern Shore, the reported unduplicated<sup>26</sup> numbers are as follows:

<b>Table 17</b>				
<b>Athletic Financial Assistance</b>				
<b>Student-Athletes</b>	<b>#</b>	<b>%</b>	<b>Athletic Scholarships</b>	<b>%</b>
Male	71	50%	\$644,427	48.5%
Female	72	50%	\$685,260	51.5%

The differential between female student-athletes (50%) and the percentage of athletics-based aid (51.5%) is a positive 1.5%. The differential reflects an

<sup>26</sup> For the purpose of determining compliance in the area of financial aid the EADA report requires that an athlete be counted once, regardless of the number of sports the athlete participates in yearly.



environment in which female student-athletes receive athletics-based aid at a slightly higher percentage than the ratio of male to female student-athlete percentages and the University is in compliance in this area. The addition of football and/or the addition of female student-athletes will need to be closely monitored in order that the institution does not fall into non-compliance.

## **E. Other Benefits & Opportunities**

This section of the review includes information specific to the internal operations of the intercollegiate athletics program at the University of Maryland Eastern Shore. Please note that the Consultants will not comment on these areas given the fact that the primary charge was a feasibility study regarding the reinstatement of football.

The regulation requires that institutions must provide equal athletic opportunities for members of both sexes. In determining whether an institution is providing equal opportunity, eleven (11) factors must be considered. Please note that in certain components it is difficult to determine an exact scenario, i.e., the specific details of the component are not necessarily "black and white" in detail. OCR recognizes that certain components are difficult to document, such as equipment and supplies and support services are more subjective in analysis, while recruitment of student-athletes is based on quantitative analysis and therefore easier to determine non-compliance.

### **1. Equipment & Supplies [34 C.F.R. section 106.41 (c) (2)]**

The quality, suitability, amount, maintenance and replacement, and availability of equipment and supplies provided to all varsity teams must be considered regarding the following:

- Uniforms.
- Other apparel.
- Sport-specific equipment and supplies.
- Instructional devices.
- Conditioning and weight training equipment.

### **2. Scheduling of Games and Practice Times [34 C.F.R. Section 106.41 (c) (3)]**

The following components are reviewed regarding scheduling of games and practices:

- Number of competitive events per sport.
- Number and length of practice opportunities and the time of day practice opportunities are scheduled.
- The time of day competitive opportunities are scheduled.
- The opportunities to engage in pre-season and post-season competition.

### **3. Travel and Per Diem Allowances [34 C.F.R. Section 106.41 (c) (4)]**

The component of travel and per diem allowances includes the following factors:

- Modes of transportation.
- Housing during travel.
- Length of stay before and after.
- Per diem allowances.
- Dining arrangements.

### **4. Opportunity to Receive Coaching and the Assignment and Compensation of Coaches [34 C.F.R. Section 106.41 (c) (5) (6)]**

The analysis of coaching compensation and assignment is the most subjective area of compliance. The factors assessed include:

- Availability.
- Assignment.
- Compensation.

### **5. Opportunity to Receive Tutoring and the Assignment and Compensation of Tutors [34 C.F.R. Section 106.41 (c) (5) (6)]**

The factors assessed include:

- Availability.
- Assignment.
- Compensation.

### **6. Provision of Locker Rooms, Practice and Competitive Facilities [34 C.F.R. Section 106.41 (c) (7)]**

The factors to be considered regarding locker rooms, and practice and competitive facilities are availability, quality and exclusivity of use.

### **7. Provision of Medical and Training Facilities and Services [34 C.F.R. Section 106.41 (c) (8)]**

The factors to be considered in this component include the availability and quality of:

- Medical personnel.
- Athletic training staff.
- Athletic training facilities.

- Conditioning facilities.
- Insurance coverage.

#### **8. Provision of Housing and Dining Facilities and Services [34 C.F.R. Section 106.41 (c)(9)]**

The two primary factors reviewed for compliance in this component are:

- Provision of housing facilities and services.
- Provision of dining facilities and services.

#### **9. Publicity [34 C.F.R. Section 106.41 (c) (10)]**

The three primary factors reviewed for compliance in this component are:

- Quality and availability of sports information personnel.
- Access to other publicity resources for men's and women's programs.
- Quantity and quality of publications and promotional devices for men's and women's programs.

#### **10. Support Services [34 C.F.R. Section 106.41]**

This component focuses on two areas:

- Administrative support.
- Secretarial support.

#### **11. Recruitment of Student-Athletes [34 C.F.R. Section 106.41 (c)]**

This area is addressed by determining the level of recruiting support provided to both the men's and women's program. This support looks at the following:

- Percentage of recruiting dollars provided to each program
- Provision of recruiting cars and other resources

### **F. Summary**

This summary will present an overview of participation opportunities and financial aid assistance with respect to the intercollegiate athletics program at the University of Maryland Eastern Shore.

#### **Participation Opportunities**

##### **Part I: Substantial Proportionality**

With a 7% differential between the female undergraduate student population and the

female undergraduate student-athlete population, UMES is not in compliance with Part I of Participation Opportunities based upon the 2010-2011 EADA data. The addition of football, even with the addition of more than one women's sport, will make it difficult to meet Part I.

## **Part II: History & Continuing Practice of Program Expansion**

Under Part II of the Three-Part Test, an institution can show that it has a history and continuing practice of program expansion, which is demonstrably responsive to the developing interests and abilities of the underrepresented sex. In effect, Part II looks at an institution's past and continuing remedial efforts to provide nondiscriminatory participation opportunities through program expansion.

The addition of two (2) to three (3) sports for women, along with roster management, will provide the institution with some relief under Part II, but will not provide significant long term relief.

## **Part III: Interests & Abilities**

Part III determines whether an institution is fully and effectively accommodating the interests and abilities of the underrepresented sex. While disproportionately high athletic participation rates by an institution's students of the overrepresented sex (as compared to their enrollment rates) may indicate that an institution is not providing equal athletic opportunities to its students of the underrepresented sex, an institution may satisfy Part III where there is evidence that the imbalance does not reflect discrimination, i.e., where it can be demonstrated that, notwithstanding disproportionately low participation rates by the institution's students of the underrepresented sex, the interests and abilities of these students are, in fact, being fully and effectively accommodated.

Given the factors presented earlier, the University may have some difficulty meeting compliance regarding Title IX under Part III of Participation Opportunities. The factors of Interests & Abilities should be reviewed for possible future compliance. This includes the development of formal policies, plans, and procedures for the introduction of new women's sports at the University.

### **Athletic Financial Assistance**

An institution must provide reasonable opportunity for the awarding of financial assistance to members of each gender in proportion to the number of students of each gender participating in the intercollegiate athletics program. OCR gives institutions less than a 1% differential that they must meet in order to reach compliance.

At UMES, the differential between female student-athletes (50%) and amount of athletic financial assistance awarded to female student-athletes (51.5%) is a +1.5%

differential, therefore the University is in compliance regarding athletic financial assistance.

### **Other Benefits & Opportunities**

The primary factors related to "Other Benefits & Opportunities are that the services available to the women's sports teams be equitable to the services available to the men's sports teams. In reviewing the EADA document and budgets provided by the institution, along with a campus tour, there does not appear to be any glaring discrepancies, however please keep in mind that Alden & Associates, Inc. was not hired to complete a Title IX Review for the University.

#### **G. UMES Title IX Compliance Strategies**

- Without performing a comprehensive Title IX Review, it is apparent that the University has Title IX violations, particularly related to Participation Opportunities. The institution must seek to rectify these violations as a part of their plan to advance their intercollegiate athletics program. The Consultants believe that roster management of its current sport offerings will bring the institution into compliance in this area.
- Concurrent with the discussion of the reinstatement of football must be a discussion of participation opportunities for women in the intercollegiate athletics program. While the 2010-2011 7% participation discrepancy can be handled with roster management, the addition of football as a varsity program causes serious issues with regard to participation opportunities. Currently, UMES offers all of the sports sponsored by the MEAC on the women's side and all but football on the men's side. In addition, UMES offers men's golf. The institution may seek relief, at least for the near future, under Part II if a combination of roster management and the addition of women's sports is used to move toward proportionality. It is doubtful that the University can use Part III even if there are set policies and planning documents for the addition of women's programs and if an interest survey is done annually. Clearly, even though the institution may choose to use Part III, it should look into the addition of women's sports and roster management as recommended.
- The University should increase certain women's sports participation opportunities within reason. This strategy must include additional support staff being assigned to these expanding women's teams, including coaches, athletic trainers, and possibly sports information personnel. All of the female student-athletes must be given the opportunity to both practice and compete. This strategy is not designed to "fill up" the roster, but to offer legitimate participation opportunities for the women. Also, the budgets for these teams must be increased as additional women are recruited and become playing members of these respective teams. This roster management approach will help reduce the effects of

adding male football players even though it will fall short of actual Title IX compliance.

- The table below combines roster management with the addition of women's sports to offset football. There has been interest in both golf and swimming so those sports should be heavily considered. Sand volleyball is another opportunity that will provide an additional twelve (12) opportunities for women, but only related to the participation ratio. Please note that for athletic financial aid comparisons for Title IX, an individual student-athlete only counts one time, so sand volleyball players would not count in the total student-athlete count if they also played fall volleyball. For that reason sand volleyball has not been included, but lacrosse has. Lacrosse is a very popular and growing sport; while it is not a MEAC sport there is tremendous competition in Delaware, Maryland and Virginia.

<b>Table 18</b>			
<b>UMES Participation Rate Projections</b>			
<b>Men's Sports</b>	<b>2010-2011 Roster</b>	<b>Proposed Roster</b>	<b>Net Change</b>
Baseball	22	22	0
Basketball	14	13	-1
Golf	6	6	0
Tennis	6	6	0
Track & Field	23	23	0
<i>Football (Proposed)</i>		90	+90
<b>Total</b>	<b>71</b>	<b>160</b>	<b>+89</b>
	<b>50%</b>	<b>52%</b>	
<b>Women's Sports</b>	<b>2010-2011 Roster</b>	<b>Proposed Roster</b>	<b>Net Change</b>
Basketball	15	15	+0
Bowling	8	10	+2
Softball	15	20	+5
Tennis	6	8	+2
Track & Field	19	30	+11
Volleyball	9	14	+5
<i>Swimming (proposed)</i>		20	+20
<i>Golf (proposed)</i>		8	+8
<i>Lacrosse or Soccer (proposed)</i>		25	+25
<b>Total</b>	<b>72</b>	<b>150</b>	<b>+78</b>
<b>Participation Rates</b>	<b>50%</b>	<b>48%</b>	



## **IX. Impact on Campus Culture**

### **A. NCAA FCS Football**

The notion that football student-athletes are entitled to special treatment simply because they are football players ideally should not prevail within colleges and universities. Football is different than other sports simply because of the numbers of student-athletes that practice and play on a daily basis. Their equipment may be more costly per individual because of safety issues, but they are simply students who want to play the game.

### **B. Football Game Day Experience**

A university football game is a wonderful venue at which to program ancillary activities that support other phases of the University, such as institutional advancement activities, student organizations, community service components, and outreach activities. Pre-game tailgates, pep rallies, step contests, homecoming celebrations and class reunions can all be a rich tapestry woven around the central activity of a football game. The reinstatement of the program at the University of Maryland Eastern Shore would add to the University's appeal to some prospective students looking to enroll, from their perspective, at a more traditional institution, where football takes a prominent place in the student and institutional culture. Most certainly, those prospective students who visit on a Saturday afternoon or evening when there is a home football game would get a very different perspective than current UMES prospective students experience. An opportunity to plan major student recruitment events around home football games is a time-tested successful strategy.

In addition to the football game itself and the activities listed above, the football game day experience usually includes a performance by the marching band. At many historically black colleges and universities, the marching band is a critical part of the game day experience and is not to be missed. The environment provided by the marching band adds positively to the entire game day experience and provides a level of excitement surrounding the game that cannot be created elsewhere. UMES may want to pursue the development of its existing band to include football.

#### Recommended Strategies for Integration of Football

1. The hiring of the head coach is one of the most critical aspects of initiating the football program. The head coach must understand the culture of the institution with regard to academics, behavioral expectations and leadership expectations. The proper coach will need to provide outstanding leadership.
2. Ensure that the proper infrastructure is in place to support, not only the

addition of football, but to properly support the entire athletics program.

3. Use care in assigning recruited football players to residence halls. There should be a good mix of students so that football players are not grouped together in particular residence halls/areas.
4. The coach needs to provide leadership to the team by providing incentives to his players with regard to behavior, academics, and expectations for the players. In addition to year-end awards based on the player's practice and play throughout the season, team awards should be given for community service activities, academics, and sportsmanship.
5. Immediately after the season there should be a year-end review of all aspects of the program. There must be continued education and review of policies and procedures on an annual basis.

These recommendations are simply suggestions which we believe can positively set the stage for success. We also believe that leadership will set the standard for the program, both in the coaching ranks, as well as the selection of the captains for the team.

## X. List of Interviews

The following individuals/groups were interviewed on June 14-15, 2012:

Table 19	
Individuals/Groups Interviewed by Alden & Associates, Inc.	
Board of Visitors	University of Maryland Eastern Shore
Dr. Mortimer Neufville	Interim President
Dr. Juliette B. Bell	Incoming President
Dr. Ron Forsythe	Vice President, Technology & Commercialization
Dr. Ronnie Holden	Vice President, Administrative Affairs
Dr. Anthony Jenkins	Vice President, Student Affairs & Enrollment Management
Mr. Gains Hawkins	Vice President, Institutional Advancement
Dr. Henry Brooks	Faculty Athletics Representative
✓ Mr. Keith Davidson	Director of Athletics
Mr. Leon Bivens	Director of Physical Plant
Ms. Kim Dumpson	Director of Alumni Affairs
Mr. James Kellam	Director of Financial Aid
Dr. Tyrone Young	Director of Admissions
Ms. Cheryl Holden-Duffy	Director of the Office of the Registrar
Mr. G. Stan Bradley	Associate Director of Athletics for External Affairs & Media Relations
Ms. Pat Nativio	Assistant Director of Athletics for Sports Medicine
Ms. LaShawn Nastvogel	Head Strength & Conditioning Coach
Ms. Colleen Dean	Assistant Athletic Director of Academics/Head Cheerleading Coach & Dance Advisor
Ms. Joanne Johnson-Shaw	Chair, Hawks for Football
✓ Dr. Bryant C. Mitchell	Vice Chair, Hawks for Football
✓ Ms. Delphine Stanley Lee	Treasurer, Hawks for Football
Mr. William Gordon	Sargent at Arms, Hawks for Football
Mr. Thomas Nock	Fundraising Committee, Hawks for Football
Mr. Paul Trotter	President, National Alumni Association
Ms. Dianna Rogers-Ford	Third Vice President, National Alumni Association
Ms. Shana Washington	President, Student Government
Ms. Porshey Thompson	President, Campus Activities Board
Select Alumni Football Players: Art Shell, Emerson Boozer, Mack Austin, Jim Wallace, Roger Brown, Curtis Gentry	University of Maryland Eastern Shore
Community Members	Princess Anne Community & Vicinity

✓ Adhoc non-voting members