



Wright State University Athletics

December 14, 2021



Scope of Project

1. Utilize public data with information provided by Wright State to analyze and compare revenues, expenses, institutional support, private support and departmental operations outcomes.
2. Compare results within NCAA Division 1, NCAA Division 2, and NCAA Division 3.
3. Engage a broad constituency to include students, campus departments, local communities, and other identified parties.
4. Assess branding and fundraising opportunities.
5. Perform qualitative interviews and coordinate limited surveys as determined.
6. Provide observations, considerations, and suggestions to university.

Project Timeline

- **August 1:** Contract begins
- **August 17-20:** Site visit to Wright State University campuses
- Additional meetings via Zoom
- Data Gathering
- **September 15:** Update with Wright State University and MRJ via Zoom
- Additional data gathering
- **September 28-29:** Site visit to Wright State University campus
- **October 29:** Update with Wright State University and MRJ via Zoom
- Additional data gathering
- **November 22:** Finalized report (final draft) update with Wright State University via Zoom
- Additional data gathering
- **December 13-14:** Final presentation – Wright State University, Dayton campus



Wright State University Athletics Profile

Wright State University Athletics

Academic Performance

WRIGHT STATE UNIVERSITY GRADE POINT AVERAGE

	2017	2018	2019	2020	2021
Wright State General Student Population	2.970	3.008	3.022	3.284	3.265
Wright State Student-Athletes	3.258	3.251	3.247	3.462	3.339

FEDERAL GRADUATION RATE

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
Wright State General Student Body	36%	36%	39%	44%	
Wright State Student-Athlete FGR	65%	62%	60%	60%	
Difference	29%	26%	21%	16%	

Federal Graduation Success Rate (by sport)

	Year 1		Year 2		Year 3		Year 4	
	WSU	Fed	WSU	Fed	WSU	Fed	WSU	Fed
Baseball	96	86	96	85	97	86	100	79
Basketball (Men)	100	55	100	50	100	44	100	44
Basketball (Women)	77	40	73	41	80	40	82	38
CC/Track/Field (Men)	75	60	100	100	75	75	80	80
CC/Track/Field (Women)	92	92	90	90	85	85	86	86
Golf (Men)	71	63	75	63	57	38	71	50
Soccer (Men)	90	67	80	54	70	56	68	54
Soccer (Women)	87	77	86	67	89	64	88	58
Volleyball	83	50	80	43	100	62	100	50

Wright State University Athletics Facilities



Horizon League Competitive Results

The McCafferty Trophy is awarded annually to a member institution to for comprehensive athletic success.

Academic Year	Finish
2015-16	2 nd place
2016-17	5 th place
2017-18	4 th place
2018-19	1 st place
2019-20	5 th place
2020-21	5 th place

Average finish = 3.66 (between 3rd and 4th place)

Key observations regarding student engagement with Wright State Athletics

Nearly half of students surveyed associate Wright State Athletics positively with their college experience.

- 48% agree/strongly agree Wright State Athletics is an important part of their student experience.
- 47% agree/strongly agree Wright State Athletics contributes to their sense of pride as a Wright State student.
- 39% agree/strongly agree Wright State Athletics is a nationally recognized name in college sports.
- 87% of Lake campus students indicate they have not attended any athletic events since August 2020.
- Lake campus students indicate interest in adding volleyball as an additional sport.

Notes:

- 10,364 total students received the survey; 2084 students responded, yielding a response rate of 20%.
- Of the 1924 Dayton campus respondents, 79% identified as non-athletes (including Division I, club, or intramural); 7% identified as Wright State Division I athletes.
- Of the 160 Lake campus respondents, 90% identified themselves as non-athletes (including USCAA, Club, or Intramural Sports; 9% identified as Wright State USCAA athletes).

Key observations regarding opportunities to increase student engagement with Wright State Athletics

“Lack of awareness” was the most frequently provided response when prompted to share additional feedback.

Students rated the following items important/very important to increasing their future attendance:

- Offer more student/fan appreciation events
- Promote more community engagement
- More affordable concessions
- Incorporate more Wright State traditions

The responses “Neither agree, nor disagree” or “I am not sure” received frequent responses across the entire survey. This could indicate an opportunity to re-evaluate efforts to engage with students who otherwise have a neutral impression of Wright State Athletics and/or students with whom Wright State has had little to no engagement.

Most frequently reported conflicts that prohibit student attendance:

- Conflicts with work
- Academic demands related to coursework
- Not interested in college sports

Key observations regarding Alumni Engagement with Reference to the Wright State Alumni Attitude Study

Opportunities to build alumni engagement with athletics:

- Alumni surveyed in 2010 and 2020 are less loyal to athletics than the national average provided by AAS.
- 63% responded the success of athletic teams has no impact (36%) or some impact (27%) on their overall opinion of WSU compared to other facets like value/respect for degree (highest impact across all respondent group).
- Students in the current era of graduation (i.e., the Economic Prosperity/Political Polarization Era per AAS) rank success of athletics teams to have between no impact and some impact on their overall opinion of Wright State University. This is the lowest ranking of across all graduation eras.



Revenue & Expense Trends

Revenue & Expense Trends



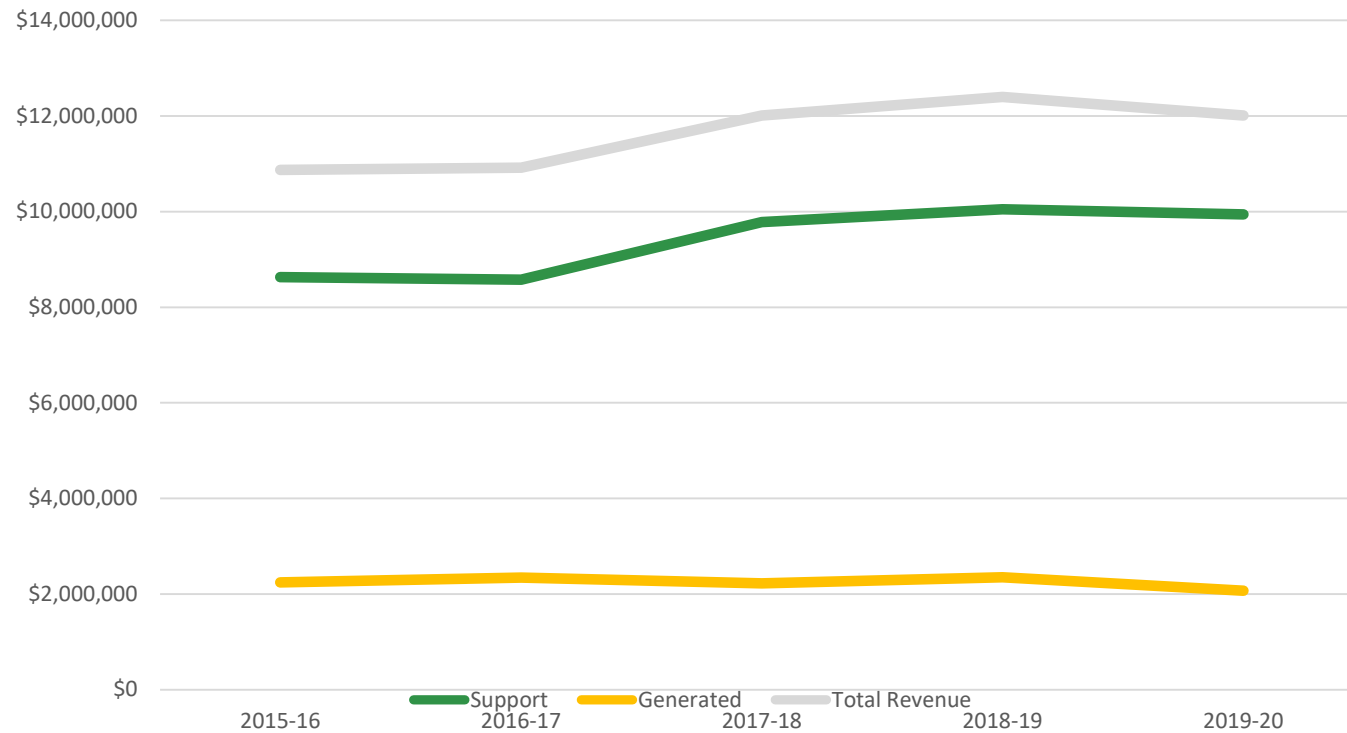
Year	Student Fees	Inst Support	Govt Support	Total Support	%	Tickets	Giving	Conf-NCAA	Royalties	Guarantees	Other	Total Generated	%	Total Revenue
2016		8,610,000	17,325	8,627,325	79.4%	310,488	400,860	441,751	386,525	233,000	470,051	2,242,675	20.6%	\$ 10,870,000
2017	-	8,560,000	13,640	8,573,640	78.5%	320,198	469,715	346,508	461,744	284,000	464,195	2,346,360	21.5%	\$ 10,920,000
2018	-	9,770,000	13,002	9,783,002	81.5%	317,095	211,636	530,361	491,645	306,250	370,011	2,226,998	18.5%	\$ 12,010,000
2019	-	10,040,000	10,880	10,050,880	81.1%	402,508	359,509	547,630	460,067	172,600	406,806	2,349,120	18.9%	\$ 12,400,000
2020	-	9,930,000	8,611	9,938,611	82.8%	405,189	471,679	397,136	474,115	83,500	239,770	2,071,389	17.2%	\$ 12,010,000

Year	Student Aid	Recruiting	Marketing	Salaries	Travel	Guarantees	Equipment	Other	Total Expenses
2016	2,900,000	244,615	358,882	4,750,000	1,200,000	15,319	315,032	2,496,152	\$ 12,280,000
2017	2,950,000	231,888	334,418	5,020,000	1,040,000	153,000	308,180	2,722,514	\$ 12,760,000
2018	2,940,000	182,035	222,959	4,880,000	1,070,000	160,000	196,958	2,258,048	\$ 11,910,000
2019	2,890,000	195,319	218,430	5,040,000	1,270,000	131,500	271,399	2,353,352	\$ 12,370,000
2020	3,000,000	124,880	259,013	5,050,000	858,879	169,395	251,675	2,386,158	\$ 12,100,000

Cash Support from Campus to Athletics

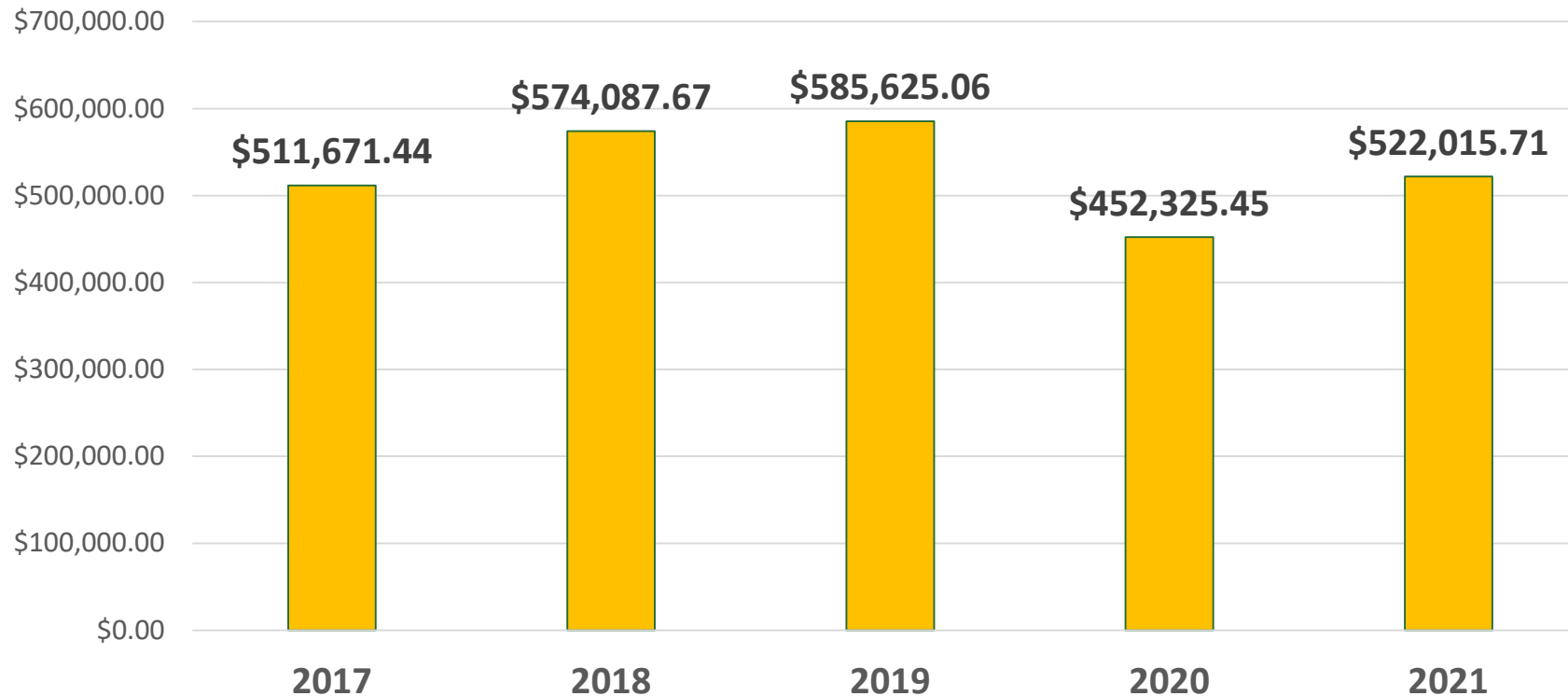
WSU Cash Expenditures Related to Athletics		FY19
Athletic Scholarships		2,511,375
Student Athlete Paid Tuition and Fees		553,923
Less: University Scholarships for Student-Athletes		(439,864)
Institutional Support of Athletics		(10,040,000)
Institutional Cash Expenditures For Athletics		(7,414,566)

Revenue Trends



Year	Total Support	%	Total Generated	%	Total Revenue
2016	8,627,325	79.4%	2,242,675	20.6%	\$ 10,870,000
2017	8,573,640	78.5%	2,346,360	21.5%	\$ 10,920,000
2018	9,783,002	81.5%	2,226,998	18.5%	\$ 12,010,000
2019	10,050,880	81.1%	2,349,120	18.9%	\$ 12,400,000
2020	9,938,611	82.8%	2,071,389	17.2%	\$ 12,010,000

Direct Giving by Fiscal Year



Includes cash gifts, pledge payments, and gifts-in-kind

Unrestricted Cash Gifts

	2017	2018	2019	2020	2021
Number of Donors	77	85	64	81	130
Cash Gifts (unrestricted)					
Outright Gifts	\$28,371.72	\$31,776.05	\$22,574.62	\$44,438.98	\$73,349.79
Pledge Payments	\$5,981.70	\$4,691.33	\$4,863.34	\$3,360.01	\$800.05
Grand Total	\$34,353.42	\$36,467.38	\$27,437.96	\$47,798.99	\$74,149.84

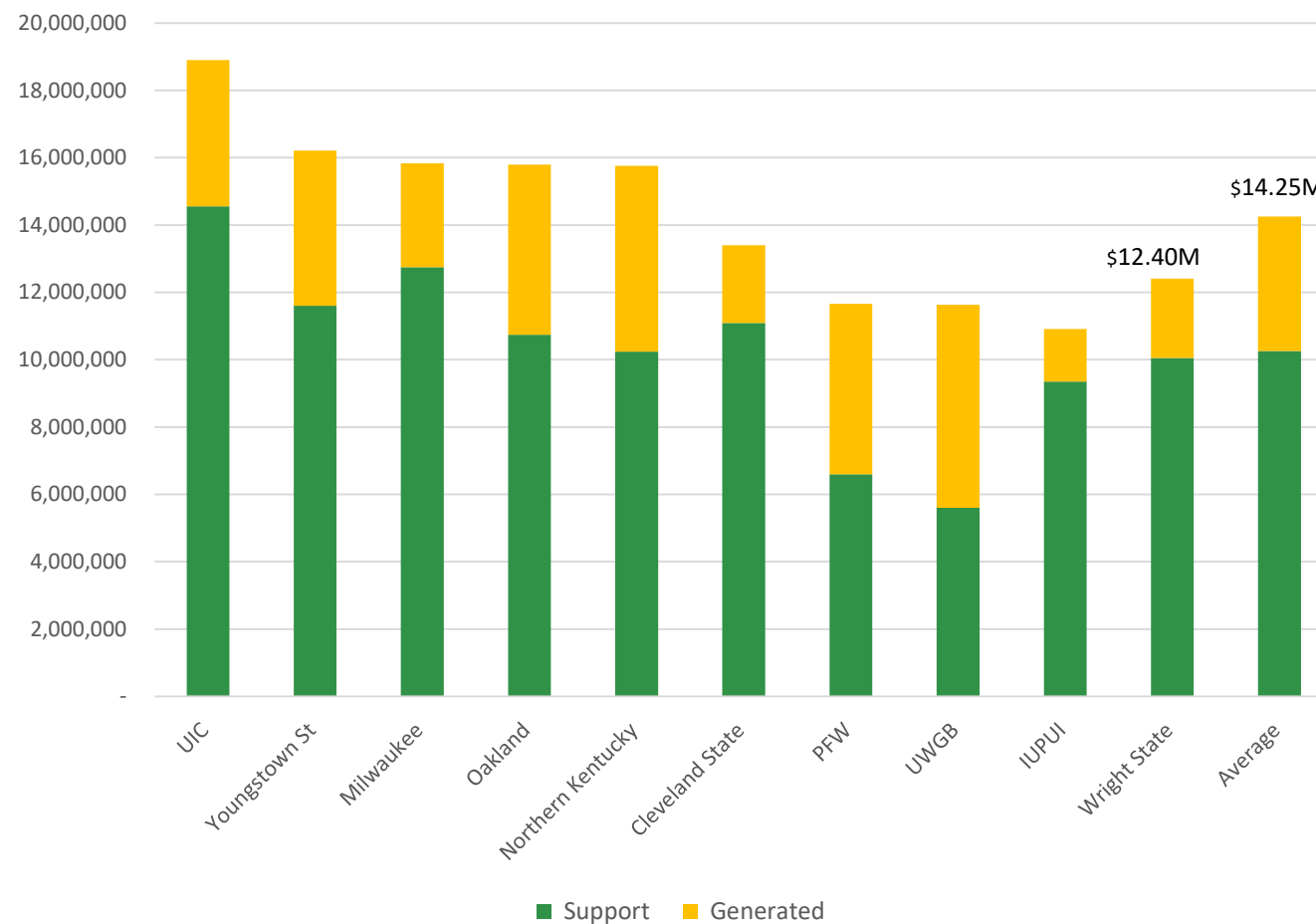
(*all donor information provided by the Wright State University Foundation. All donor gifts to Wright State Athletics are recorded and managed by the WSU Foundation)



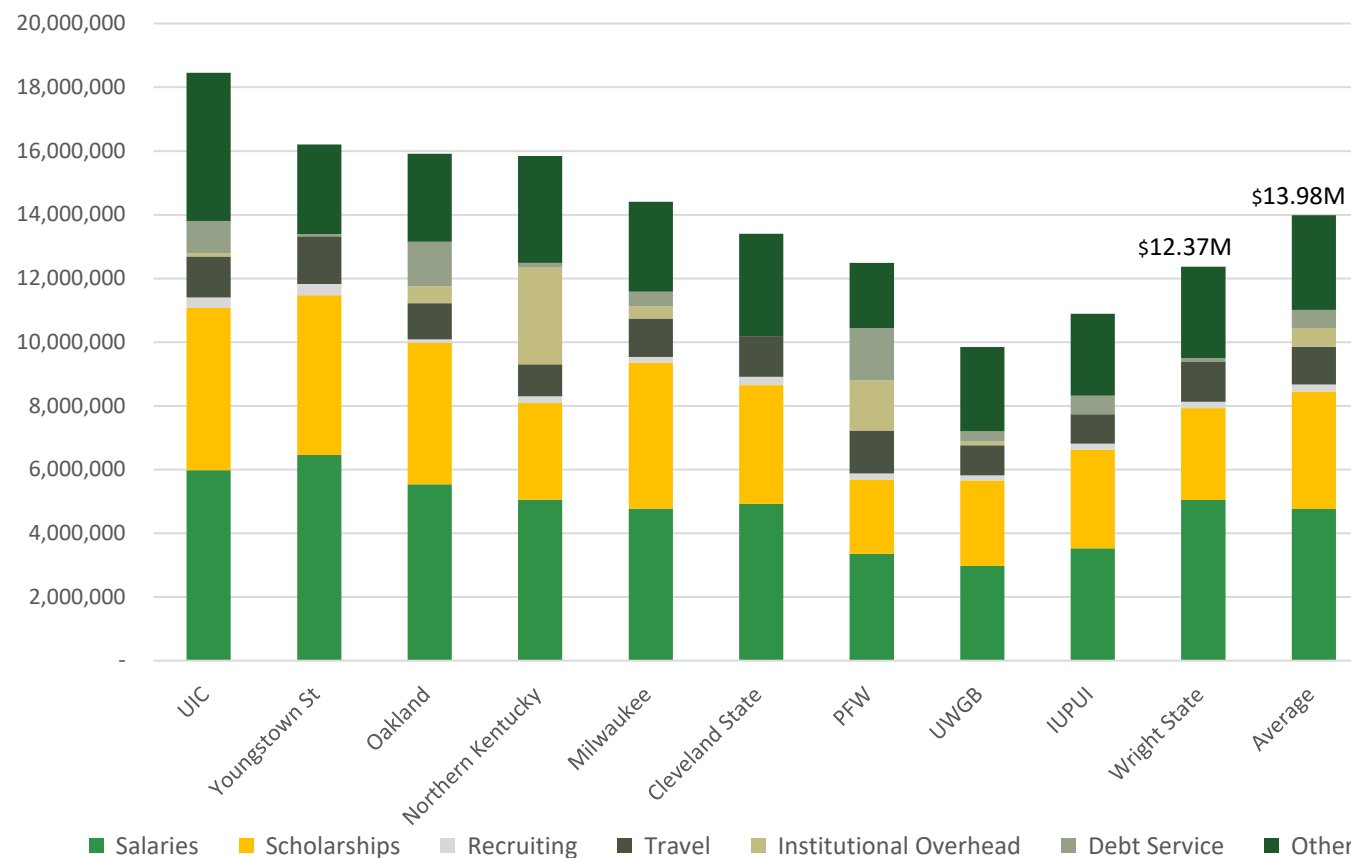
Horizon League Comparison



Total FY19 Revenue



Total FY19 Expenses



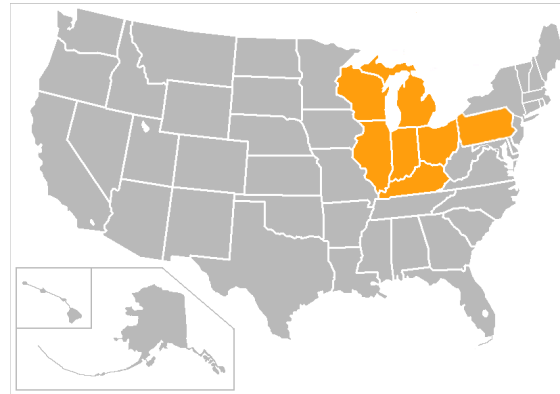
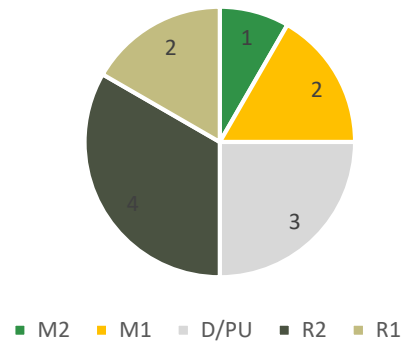
Wright State compared to Wisconsin-Green Bay (example)

FY20	WSU	Wisconsin-Green Bay
Ticket Sales	\$ 405,189	\$ 530,934
Contributions	471,679	1,449,049
Rights / Licensing	961,481	960,082
Student Fees	-	1,530,253
School Funds	9,938,801	4,936,083
Other	229,998	513,869
Total Revenue	\$ 12,007,148	\$ 9,920,270
Coaching / Staff	5,046,428	2,951,337
Scholarships	3,000,928	2,731,570
Facilities / Overhead	1,331,352	731,614
Other	2,724,000	3,417,266
Total Expenses	\$ 12,102,708	\$ 9,831,787

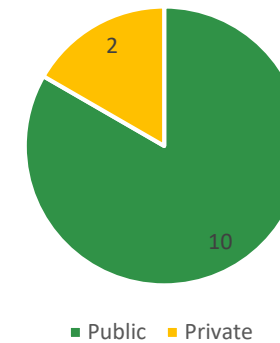
Conference/Institution Profile



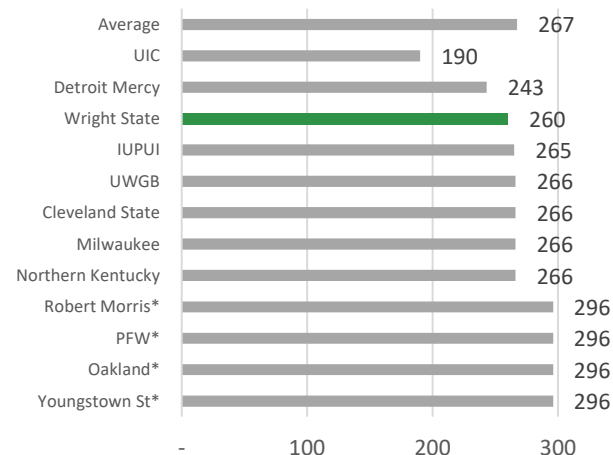
Carnegie Classification



Institution Type

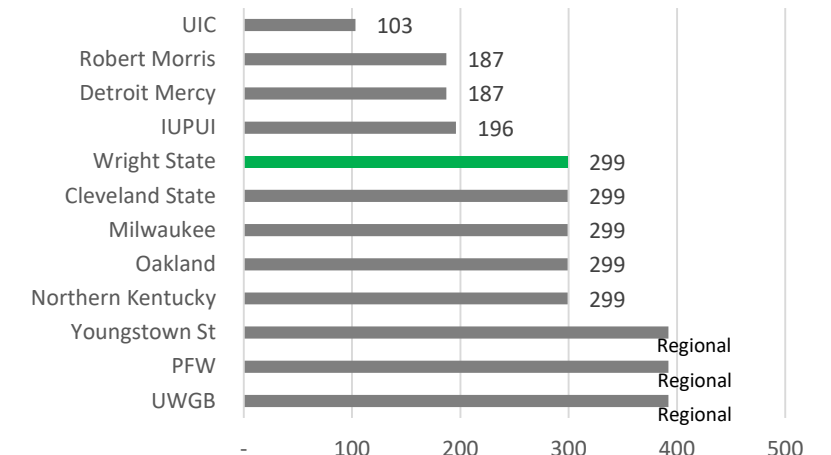


Learfield Cup 2018-1019



<u>Horizon League</u>	
Footprint Population	64,172,093
Members	12 Full
<u>Wright State University</u>	
Enrollment	12,234
Type	Public
Classification	R2
U.S. News National Rank	299

U.S. News and World Report National Rankings





NCAA Divisional Comparisons

Fiscal Year 2019

Divisional Comparisons

Fiscal Year 2019

Wright State			Division I-AAA		Division II		GLIAC		Division III	
<i>Revenue</i>			<i>Average</i>	<i>%</i>	<i>Average</i>	<i>%</i>	<i>Average</i>	<i>%</i>	<i>Average</i>	
Student Fees	-		5,721,429		1,381,765		172,658			
Institutional	10,050,880		5,426,939		3,736,819		7,791,250			
Subtotal Support	10,050,880	81.1%	11,148,368	68.2%	5,118,584	73.4%	7,963,908	77.0%		
Ticket Sales	402,508		531,733		117,717		287,363			
Conference/NCAA	547,630		625,047		63,177		202,773			
Contributions	359,509		1,176,001		508,702		380,729			
Other	1,039,473		2,858,851		1,161,820		1,511,477			
Subtotal Generated	2,349,120	18.9%	5,191,632	31.8%	1,851,416	26.6%	2,382,342	23.0%		
Total Revenues	12,400,000		16,340,000		6,970,000		10,346,250			
<i>Expenses</i>										
Student Aid	2,890,000		3,720,000		1,730,000		3,223,750			
Salaries	5,040,000		5,800,000		2,610,000		3,455,969			
Travel	1,270,000		1,360,000		584,735		854,442			
Other	3,170,000		5,270,000		1,985,265		2,629,589			
Total Expenses	\$ 12,370,000		\$ 16,150,000		\$ 6,910,000		\$ 10,163,750		\$ 3,752,640	



Scenarios

Reclassification

(to NCAA Division 2 or NCAA Division 3)

- Number of sport programs
- Consideration of additional sport, including football
- Alignment with peer and aspirational schools
- Institutional strategic priorities
- Transitional timelines and impact on student-athletes (2- and 3-year waiting periods)
- Limited departmental revenue generation
- Conference affiliations
- History of reclassification over the last 25+ years (# of schools moving from Division 2 or 3 to NCAA Division 1 = 61; # of schools moving from NCAA Division 1 to Division 2 or 3 = 5)

NCAA Schools Transitioned from NCAA D2 or D3 upward to D1

Alabama A&M University (public)
Bellarmine University
Belmont University (private)
Binghamton University (public)
California Baptist University (public) or (private)
California Polytech University (public)
California State University-Northridge (public)
California State University-Sacramento (public)
Central Connecticut State University (public)
Charleston Southern University (private)
Coastal Carolina University (public)
College of Charleston (public)
Coppin State University (public)

Dixie State University
Elon University (private)
Florida Atlantic University (public)
Florida International University (public)
Gardner Webb University (private)
Hampton University (private)
High Point University (private)
IUPUI (public)
Jacksonville State University (public)
Liberty University (private)
Lipscomb University (private)
Merrimack University
Mt. St. Mary's University (private)
Norfolk State University (public)

NCAA Schools Transitioned from NCAA D2 or D3 upward to D1

Norfolk State University (public)
North Alabama University (public) or (private)
Oakland University (public)
Portland State University (public)
Purdue University-Ft. Wayne (public)
Quinnipiac University (private)
Sacred Heart University (private)
Sam Houston State University (public)
SE Louisiana State University (public)
Southeast Missouri State University (public)
Southern Utah State University (public)
Stephen F. Austin State University (public)
Stony Brook University (public)

Tarleton State University
Texas A&M University-Corpus Christi (public)
Troy State University (public)
University of Albany (public)
University of Arkansas-Pine Bluff (public)
University of Buffalo (public)
University of California-Davis (public)
University of California-Riverside (public)
University of California-San Diego
University of Denver (private)
University of Maryland-Baltimore County (public)
University of Missouri-Kansas City (public)
University of North Carolina-Asheville (public)
University of North Carolina-Greensboro (public)

NCAA Schools Transitioned from NCAA D2 or D3 upward to D1

University of St. Thomas

University of Tennessee-Martin (public)

University of Wisconsin-Milwaukee (public)

Winthrop University (public)

Wofford College (private)

Wright State University (public)

NCAA Schools Transitioned from NCAA Division 1 downward to D2 or D3

1. Centenary College (private)
2. Savannah State University (public)
3. West Texas A&M University (public)
4. Winston-Salem State University (public)
5. University of Hartford (private)

Maintain Division 1 Status

- Existing brand is well known.
- Marginal cost savings by moving to D2/3.
- Opportunities exist to enhance Wright State Athletics' impact on university enrollment efforts.
- Revenue growth opportunities for Wright State Athletics are associated primarily with Division 1.
- Wright State should maintain membership in the Horizon League.

Other Considerations

**NCAA Constitution
Commission**

**Name, Image and
Likeness (NIL)**

Conference Alignment

Alston Case

Television Revenues

**Institutional
Reviews/Intercollegiate
Athletics**

**NLRB
Ruling**

Other Questions

1. Facility considerations?
2. Deferred maintenance?
3. Institutional mission and priorities?



Observations and Considerations

Observations and Considerations

1. *Commit to strategic priorities*

Determine no more than five strategic priorities, which should be inclusive, concise, and communicated consistently to all university stakeholders. These priorities should support Wright State's institutional strategic priorities. Wright State Athletics should determine its commitment to these strategic priorities and metrics for measuring success.

Observations and Considerations

2. Determine the level of institutional support for Wright State Athletics

- Wright State is amid significant budget restructuring.
- Funding can be increased or decreased and still meet D1 requirements.
- Budget cutting year-to-year is difficult to navigate within an athletics program.
- Set/determine a base level of institutional support upon which the division can build upon.

Observations and Considerations

3. Leverage Wright State Athletics to support recruitment efforts

- Prioritize collaboration between enrollment management efforts and athletics, focusing on active engagement with head coaches, athletics staff, and student-athletes to promote and advocate for campus recruitment and retention efforts.
- Define/prioritize recruitment strategies for student-athletes in Raider Country and incorporate these initiatives across student-athlete recruitment, marketing/promotions, ticketing, and fundraising efforts.

Observations and Considerations

4. Marketing and Strategic Communications

Incorporate collaborative marketing efforts between Athletics and Wright State marketing and communications to leverage respective strengths.

5. Brand consolidation to leverage greater brand identity

Consolidate Athletics and institutional brands to increase consistency in messaging and identity standards.

Observations and Considerations

6. Strategically review all sport programs

Systematically review sport programs to identify programs on which to focus primary attention. Develop strategic plan to promote targeted collaborations with institutional goals and priorities.

Observations and Considerations

7. Attendance trends and tracking

- Leverage student government, alumni and faculty/staff to develop specific plans to increase attendance at each sport.
- Define and implement a consistent methodology to determine and report attendance. For example, utilize actual turn-style counts with a pre-determined allotment for participants, staff, band, and support personnel.

Observations and Considerations

8. *External revenue generation*

- Significant opportunities exist to grow external revenue based upon peer comparisons and community engagement. This plan should be measurable, achievable, and reviewed regularly.
- Develop five-year plan for revenue generation to include ticketing, annual giving, corporate partnerships, multi-media rights, and ancillary income opportunities.
- Maximize revenue sharing opportunities including concessions, parking, merchandising, signage, and sponsorships.

Observations and Considerations

9. *Integrate “athletics” across campus*

Consider re-positioning academic services and compliance/eligibility from Athletics to campus, in the same way fiscal affairs resides at the campus level. Housing campus recreation and club sports within Athletics may provide another opportunity to increase department efficiencies.

10. *Strategically reinstate programs to meet D1 requirements*

Consider high demand sport programs that complement Raider Country enrollment management/recruitment strategies. Consider using club sports as a feeder/development system for D1 sports.

Observations and Considerations

11. *Celebrate pride points*

Continue capitalizing on and communicating outstanding academic achievements among student-athletes, compliance observance, and contributions to Wright State's efforts to prioritize inclusion, diversity, and equity.



Wright State University Athletics

December 14, 2021

