



# HARTFORD HAWKS

## UNIVERSITY OF HARTFORD ATHLETICS FEASIBILITY STUDY

CONFIDENTIAL - FEBRUARY 12, 2021



CARRSPORTS

EXECUTIVE SEARCH & CONSULTING

*Respected for Integrity, Expertise and Creativity in Intercollegiate Athletics*

860-977-3441 | 3010 Sunny Ridge Drive | Odenton, MD 21113 | [www.CarrSportsConsulting.com](http://www.CarrSportsConsulting.com)





# CONTENTS

<b>Executive Summary.....</b>	<b>3</b>
<i>Introduction .....</i>	<i>3</i>
<i>Context.....</i>	<i>4</i>
<i>Methodology .....</i>	<i>4</i>
<i>Comprehensive Conclusions and Recommendations.....</i>	<i>5</i>
<i>Attachments .....</i>	<i>7</i>
<b>I. Introduction .....</b>	<b>13</b>
<i>The Charge.....</i>	<i>13</i>
<i>Study Context.....</i>	<i>13</i>
<i>Methodology .....</i>	<i>14</i>
<i>Feasibility Study Format .....</i>	<i>15</i>
<i>Key Planning Resources .....</i>	<i>15</i>
<b>II. Feasibility Study Assumptions.....</b>	<b>17</b>
<b>III. Analysis of Hartford Athletics NCAA Membership Models .....</b>	<b>19</b>
<b>MODEL I REMAIN IN THE AMERICA EAST CONFERENCE.....</b>	<b>20</b>
<i>Attachments .....</i>	<i>24</i>
<b>MODEL II REVIEW OTHER DIVISION I CONFERENCE OPTIONS .....</b>	<b>30</b>
<i>Attachments .....</i>	<i>39</i>
<b>MODEL III EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS .....</b>	<b>50</b>
<i>Attachments .....</i>	<i>60</i>
<b>IV. Comprehensive Conclusions and Recommendations .....</b>	<b>76</b>
<b>Exhibits.....</b>	<b>78</b>



# Executive Summary

## INTRODUCTION

Maintaining a sustainably successful Division I athletics program has significant funding and infrastructure requirements, as well as long-term implications for the University of Hartford (UHart) and the University of Hartford Department of Athletics (Athletics). Accordingly, President Woodward formed and charged the President's Task Force on Athletics<sup>1</sup> (Task Force) with conducting an analytically focused examination of the future of Athletics, specifically under UHart's current NCAA Division I model (Division I). This examination focused primarily on "ways to reduce costs, evaluating ways to achieve excellence, and refining the role of Athletics in the University, community and our Conference"<sup>2</sup>. The continued practicality of UHart's membership in the NCAA Division I America East Conference (AEC) received rigorous review.

CarrSports Consulting, LLC (CarrSports) was retained to provide an objective analysis and recommendations based on UHart's parameters for determining the most suitable model for UHart Athletics. The models, in keeping with those of the Task Force, are identified below:

**Model I: Remain in the America East Conference**

**Model II: Review other NCAA Division I (Division I) conference options**

**Model III: Examine NCAA Division III (Division III) membership and conference options**

The above models presume maintaining UHart's current sports offerings and a planned reduction of institutional funding for Athletics over the next four years. Each model analysis was guided by six overarching assumptions:

- UHart's preferred Athletics model will continue an emphasis on academic excellence, student-athlete well-being, and holistic development.
- NCAA rules compliance and alignment with the University's Mission will be foundational to any Athletics model.
- UHart will implement a substantial reduction in institutional funding for Athletics seeking a more financially self-sustainable Athletics model. The current Division I funding model is not sustainable.
- Athletics' contribution to UHart's enrollment management goals will include generating a significant increase in net tuition revenues from student-athlete enrollment. Present student-athlete net tuition revenues are negligible.
- Athletics' expenses, along with UHart's student-athlete financial aid discount rate (around 94%), are inconsistent with UHart's institutional size and operating capacity, and run significantly counter to the University's general student population discount rate.
- Athletics' future organizational design and facility enhancements will be strategically aligned with the broader enrichment of campus life. Campus wellness, health, recreation, intramurals, and club sports will be formally integrated with Athletics.

Consistent with intercollegiate athletics nationwide, UHart's model will also be significantly influenced by enrollment uncertainty, University budgeting instability, as well as the unpredictability of NCAA governance and legislation. Additionally, University and Athletics' operations and planning will continue to be influenced by the COVID-19 pandemic through FY 2021-2022 and beyond.

<sup>1</sup>President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*. November 2020.

<sup>2</sup>President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward; p.1*. November 2020.



## CONTEXT

Within the AEC, UHart's student-athletes have excelled in the classroom, as measured by claiming the AEC's Harrison Cup, awarded to the top academic institution in the Conference, six out of the last seven years<sup>3</sup>. In contrast, its sports teams and individual student-athletes have had only sporadic competitive success at the Conference, regional and national levels. The Hawks have never won the AEC Commissioner's Cup<sup>4</sup>; over the last ten years UHart has averaged eighth-place in the then nine-member AEC. Likewise, Athletics has had marginal success in common Division I areas such as revenue generation, non-athlete student participation, and institutional brand enhancement.

Financially, one of the primary goals of the Task Force report is to reduce Athletics' costs and maintain financial stability. For example, the "annual net loss for Athletics has more than doubled from FY 2000 to FY 2020."<sup>5</sup> Notably, "most revenue and expenses have remained fairly flat over the past five years, with only student-athlete financial aid showing a significant increase over the period."<sup>6</sup>

The rising costs in student-athlete financial aid are mainly attributed to an accelerated increase in student-athlete financial and combo aid. For example, the student-athlete discount rate was 93% in FY 2018-19 and 96% in FY 2019-20. Budget planning shows the student-athlete discount rate at 94% in FY 2020-21. Recent data showed that Athletics consumed over 9.15% of total University resources,<sup>7</sup> while student-athletes represented approximately 6.77% of the undergraduate enrollment.

By contrast, Division III benchmark data estimates Athletics' net revenue versus expenses decrease from an approximately \$13M in FY 2021-22 to around \$3.8M as a Division III member. Additionally, using FY 2022-23 as a hypothetical year for Division III membership along with a 57% Discount Rate, student-athlete payments and net University revenue would both increase to approximately \$5.1M.

This financial reality, coupled with parameters outlined in the assumptions on the previous page, conclusively shows that Athletics' current Division I funding model is not viable, nor does it achieve the goal of becoming more self-sustaining. Therefore, Models I and II are not realistic options for UHart, and membership in Division III should be explored.

## METHODOLOGY

In addition to following the University's specified assumptions, CarrSports' conclusions were reached using the following methodology:

- Conducted listening sessions with select University leadership and examined applicable University, Athletics, AEC, NCAA, Division I and Division III materials
- Collaborated with University leadership in developing Feasibility Study Assumptions
- Confirmed Athletics Title IX equity compliance
- Benchmarked UHart Athletics with AEC and other potential Division I and Division III conferences (FY 2018-19 EADA data (*US Department of Education Equity in Athletics Data Analysis*)):
  - **Division I**
    - America East Conference (AEC); UHart is the only private institution

<sup>3</sup> The Academic Cup, established by the America East Board of Directors in 1995, is presented to the institution whose student-athletes post the highest grade-point average during that academic year. The award was named for long time University of Hartford President, Walter Harrison, in 2017.

<sup>4</sup> The Commissioner's Cup annually recognizes the strongest athletic program in the AEC as determined by a scoring system which rewards a school for success both during the regular season and championship competition in the Conference's 19 sports.

<sup>5</sup> President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*; p.7. November 2020.

<sup>6</sup> Ibid.

<sup>7</sup> President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*; p.4. November 2020.



- Metro Atlantic Athletic Conference (MAAC); all private institutions
- Northeast Conference (NEC); nine private and one public institution; six full NEC members who play Division I FCS football
- **Division III**
  - Commonwealth Coast Conference (CCC); all private institutions
  - Little East Conference (LEC); all public institutions
  - New England Women's and Men's Athletic Conference (NEWMAC); all private institutions and the United States Coast Guard Academy
- Performed an analysis on each of the Task Force's three prospective UHart Athletics models, incorporating relevant data points
- Modeled UHart's current financial Division I position with a hypothetical Division III model representative of the Division III conferences noted above. Also see Executive Summary Attachments:
  - *Executive Summary Attachment: University of Hartford Athletics Budget Models Division I to Division III Comparison*
  - *Executive Summary Attachment: Operating Budgets History, Projections and Estimates for Transition into Division III*
- Collaborated with UHart leadership in developing a theoretical pro forma illustrating the potential financial benefits to the University by reducing operating expenses, as well as the student-athlete discount rate. Also see Executive Summary Attachment:
  - *Executive Summary Attachment: Financial Aid Discount Rate History and Projections*

## COMPREHENSIVE CONCLUSIONS AND RECOMMENDATIONS

This Feasibility Study presents CarrSports' objective analysis and recommendations, based on the University's prevailing parameters for determining the best Athletics model for UHart. Additionally, the EADA benchmarking data used by this Study sometimes differs by respective reporting institutions. Financial projections should be viewed as estimates and intended as a tool for preliminary decision-making.

### CONCLUSIONS

1. Given the financial reality of this Study, coupled with parameters outlined in the assumptions on the previous page, Athletics' current Division I-funding model is not viable and cannot achieve the goal of becoming more self-sustaining.
2. It will take a sizable infusion of additional revenues to effectively support UHart's continued membership in Division I (Models I and II).
3. Adding student-athletes by increasing team rosters or through the expansion of sports offerings would increase net tuition revenues for the University.
4. Therefore, continued Division I membership (Models I and II) are not realistic or sustainable options for UHart. Membership in Division III should be explored.

### RECOMMENDATIONS

1. UHart should explore viable membership options in NCAA Division III that will align with the University's Mission.
2. UHart should examine the AEC Constitution and Bylaws to determine financial and timing implications for exiting the AEC.



3. Considerations should be given to financial impact of AEC Exit Fees (see AEC Principals for Resignation).<sup>8</sup>
4. UHart should engage the Board of Regents, campus leadership, and select external constituents in the communication and decision-making process relative to changes in the Athletics' model.
5. Secure membership in a Division III conference before departing the AEC.
6. After exploring Division III, develop a detailed transition plan before departing the AEC for Division III. Essential components include:
  - Follow Division III transition guidelines
  - Examine impact on Title IX equity compliance
  - Develop process and timeline for complying with Division III guidelines
  - Create appropriate financial pro forma(s)
  - Continue facilities planning to accommodate the integration of campus wellness, health, recreation, intramurals, and club sports; the possible increase in student-athlete enrollment and sports offerings should also be considered in campus planning
  - Incorporate transition planning into a three-to five-year strategic plan for Athletics and campus wellness, health, recreation, intramurals, and club sports

<sup>8</sup> Excerpt from *2019-20 America East Constitution*, (2020): p. 4-5

Article 3.4 Resignation. The principals for resignation from the Conference are:

- a) A member institution wishing to resign from the Conference shall notify the Commissioner in writing of its intention at least two years prior to the date of resignation from the Conference. The two-year period shall commence on the June 30 following the notification, with the effective date of the resignation being two years subsequent to said June 30;
- b) Upon notice of an institution's intention to withdraw from America East; the institution's teams become ineligible, on a date to be determined by the remaining members of the Board of Presidents, to compete for Conference championships;
- c) Exit Payments. {Revised: November 2013}

(5) Resignation. A member institution that resigns from the Conference will required to remain in the AEC for an additional two years and shall make a payment of \$1,000,000 to the Conference. This payment shall be due 30 days after the effective date of the resignation.



## ATTACHMENTS

### EXECUTIVE SUMMARY

The following attachments represent a higher level of detail

CONFIDENTIAL





## EXECUTIVE SUMMARY ATTACHMENT

UNIVERSITY OF HARTFORD ATHLETICS BUDGET MODELS DIVISION I  
TO DIVISION III COMPARISON

University of Hartford Athletics Budget Models Division I to Division III Comparison			
	Projected Division I	Estimated Division III	DIVISION I / DIVISION III Difference
<b>Revenue Summary</b>			
Student Fees	\$500,000	\$500,000	-
Department Operating Revenue	\$1,800,000	\$600,000	\$(1,200,000)
<b>Total Revenue</b>	<b>\$2,300,000</b>	<b>\$1,100,000</b>	<b>\$(1,200,000)</b>
<b>Expense Summary</b>			
Athletic Aid	\$6,189,000	-	\$(6,189,000)
Compensation	\$5,550,000	\$3,623,000	\$(1,927,000)
Operating Expenses	\$3,625,000	\$1,260,000	\$(2,365,000)
<b>Total Expenses</b>	<b>\$15,364,000</b>	<b>\$4,883,000</b>	<b>\$(10,481,000)</b>
Net Revenue vs Expense	\$(13,064,000)	\$(3,783,000)	

**Note #1:** In the above table, the Division I model uses FY22 projected revenue and expenses as a reference to show the financial impact of moving to Division III. The Division III Estimated Revenue represents UHart revenue estimates while expenses estimates are from the 3 conferences included in this study and as noted in Note #4 below.

**Note #2:** The first year of official membership in a Division III conference is preceded by the transitional years required to gain acceptance and attain full member status. Budgets during the transition years will vary and therefor may alter the difference column.

**Note #3:** It should be noted that all financial data reported in this project are derived from the EADA data base for FY 2019 which is the most recent reporting year available. Because the EADA reports data in aggregate by different categories, the data was compiled and reported by either median or averages to illustrate the most accurate estimates. Lastly, due to the variance in reporting budgets and sources of funding at the Division III level, expense budgets according to the above noted categories are derived from estimated averages across the conferences included in this study.

**Note #4:** The Division III model Department Operating Revenue estimate includes modest ticket sales and corporate sponsorships, Sports Center, Fitness and Leisure, and fundraising used primarily to offset operating expenses for sports.





**Note #5:** The Division III model Expense estimates for compensation and operating are derived from the EADA data from the 3 conferences included in this study. Because the EADA reports data in aggregate by different categories, the data was compiled according to averages and adjusted to arrive at reasonable estimates. Then that FY19 data was adjusted at 3% annual inflation.

**Note #6:** Additional financial considerations do not include: 1) AEC Conference exit fees, 2) Division III conference entry fees, 3) Division III provisional membership fees and annual dues, 4) Coaches' contract obligations, 5) Fulfillment of Division I financial aid obligations, 5) Other third-party contract obligations (concessions, multi-media, apparel, etc.).

CONFIDENTIAL



## EXECUTIVE SUMMARY ATTACHMENT

## OPERATING BUDGETS HISTORY, PROJECTIONS AND ESTIMATES FOR TRANSITION INTO DIVISION III

Operating Budgets History, Projections and Estimates for Transition into Division III						
	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	Estimated Division III	FY 2022 to Division III
<b>Revenue Summary</b>						
Student Fees	\$470,000	\$475,000	\$460,000	\$500,000	\$500,000	-
Department Operating Revenue	\$2,133,000	\$1,732,000	\$903,000	\$1,800,000	\$600,000	\$(1,200,000)
<b>Total Revenue</b>	<b>\$2,603,000</b>	<b>\$2,207,000</b>	<b>\$1,363,000</b>	<b>\$2,300,000</b>	<b>\$1,100,000</b>	<b>\$(1,200,000)</b>
<b>Expense Summary</b>						
Athletic Aid	\$6,472,000	\$6,842,000	\$6,781,000	\$6,189,000	-	\$(6,189,000)
Compensation	\$5,401,000	\$5,203,000	\$4,466,000	\$5,550,000	\$3,623,000	\$(1,927,000)
Operating Expenses	\$3,178,000	\$3,219,000	\$2,659,000	\$3,625,000	\$1,260,000	\$(2,365,000)
<b>Total Expenses</b>	<b>\$15,051,000</b>	<b>\$15,264,000</b>	<b>\$13,906,000</b>	<b>\$15,364,000</b>	<b>\$4,883,000</b>	<b>\$(10,481,000)</b>
Net Revenue vs Expenses / (University Support)	\$(12,448,000)	\$(13,057,000)	\$(12,543,000)	\$(13,064,000)	\$(3,783,000)	

**Note #1:** In the above table, the Division I model uses FY22 projected revenue and expenses as a reference to show the financial impact of moving to Division III. The Division III Estimated Revenue represents UHart revenue estimates while expense estimates are from the 3 conferences included in this study and as noted in Note #6 below.

**Note #2:** The first year of official membership in a Division III conference is preceded by the transitional years required to gain acceptance and attain full member status. Budgets during the transition years will vary and therefore may alter the difference column.

**Note #3:** It should be noted that all financial data reported in this project are derived from the EADA data base for FY19 which is the most recent reporting year available. Because the EADA reports data in aggregate by different categories, the data was compiled and reported by either median or averages to illustrate the most accurate estimates. Lastly, due to the variance in reporting budgets and sources of funding at the Division III level, expense budgets according to the above noted categories are derived from estimated averages across the conferences included in this study.

**Note #4:** FY19 & FY20 REVENUE and EXPENSES data is from NCAA Financial Statements as reported by the University. FY21 & FY22 provide best estimates given the uncertainty and restrictions of activities during the pandemic.



**Note #5:** The Division III model Department Operating Revenue estimate includes modest ticket sales and corporate sponsorships, Sports Center, Fitness and Leisure, and fundraising used primarily to offset operating expenses for sports.

**Note #6:** The Division III model Expense estimates for compensation and operating are derived from the EADA data from the 3 conferences included in this study. Because the EADA reports data in aggregate by different categories, the data was compiled according to averages and adjusted to arrive at reasonable estimates. Then the FY19 data was adjusted at 3% annual inflation.

**Note #7:** Additional financial considerations do not include: 1) AEC Conference exit fees, 2) Division III conference entry fees, 3) Division III provisional membership fees and annual dues, 4) Coaches' contract obligations, 5) Fulfillment of Division I financial aid obligation, 5) Other third-party contract obligations (concessions, multi-media, apparel, etc.)

CONFIDENTIAL



## EXECUTIVE SUMMARY ATTACHMENT

## FINANCIAL AID DISCOUNT RATE HISTORY AND PROJECTIONS

## Financial Aid Discount Rate History and Projections

	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected at Current Discount Rate	FY 2023 Projected Based on Number of Student-Athletes Billed & Desired Discount Rate		
# of Student-Athletes	305	297	360	325	325	325	400	500
Annual Average Tuition Rate	\$38,000	\$39,000	\$40,000	\$42,000	\$43,000	\$43,000	\$43,000	\$43,000
Annual Full Cost of Attendance	\$53,000	\$55,000	\$57,000	\$58,000	\$61,000	\$61,000	\$61,000	\$61,000
Total Aid Distributed (A)	\$10,452,000	\$11,302,000	\$13,014,000	\$12,700,000	\$13,100,000	\$8,000,000	\$10,000,000	\$12,000,000
Tuition Billed (B)	\$11,221,000	\$11,739,000	\$13,795,000	\$13,554,000	\$13,961,000	\$13,961,000	\$17,182,000	\$21,478,000
(A) / (B) = Discount Rate	93%	96%	94%	94%	94%	57%	58%	56%
Student-Athlete Payments	\$4,632,000	\$4,309,000	\$4,813,000	\$6,222,000	\$6,606,000	\$11,706,000	\$14,254,000	\$16,798,000
Less Educational Cost Estimate	\$(3,020,000)	\$(2,950,000)	\$(3,564,000)	\$(3,298,000)	\$(3,380,000)	\$(3,380,000)	\$(3,380,000)	\$(3,380,000)
Net Revenue to University	\$1,612,000	\$1,359,000	\$1,249,000	\$2,924,000	\$3,226,000	\$8,326,000	\$10,874,000	\$13,418,000

**Note #1:** The above data for FY19-FY22 Tuition Billed and Total Aid Distributed was provided by the UHart Budget Office. For FY22 and FY23, the same data was calculated based on Full Cost of Attendance and # of Student-Athletes. The additional FY23 Projected columns show the increases relative to # of Student-Athletes and Total Aid Distributed.

**Note #2:** The Discount Rate is calculated by the Total Aid Distributed then divided by the Tuition Billed to the student-athletes.

**Note #3:** The balance paid by student-athletes, after their financial aid is applied, is then reduced by the Educational Cost Estimate to arrive at the Net Revenue to the University.

**Note #4:** FY23 shows the Discount Rate at the current 94% and the amount of Total Aid Distributed must be reduced to \$8M or \$5.1M less to arrive at the desired 57%.

**Note #5:** At the 57% Discount Rate, FY23 shows that Student-Athlete Payments and Net Revenue to University would both increase approximately \$5.1M. The increase in the number of student-athletes and in Total Aid Distributed will increase the Net University Revenue proportionally.



# I. Introduction

## THE CHARGE

Maintaining a sustainably successful Division I athletics program has significant funding and infrastructure requirements, as well as long-term implications for the University of Hartford (UHart) and the University of Hartford Department of Athletics (Athletics). Accordingly, President Woodward formed and charged the President's Task Force on Athletics<sup>9</sup> (Task Force) with conducting a purposeful and analytical examination of the future of Athletics, especially UHart's current NCAA Division I model (Division I). This examination focused primarily on "ways to reduce costs, evaluating ways to achieve excellence and refining the role of Athletics in the University, community and our Conference"<sup>10</sup>. The appropriateness of the University's membership in the NCAA Division I America East Conference (AEC) was also considered.

CarrSports Consulting, LLC (CarrSports) was retained to provide an objective analysis and recommendations based on UHart's parameters for determining the most practical model for UHart's intercollegiate athletics program. The models, consistent with those of the Task Force, are identified below:

**Model I: Remain in the America East Conference**

**Model II: Review other NCAA Division I (Division I) conference options.**

**Model III: Examine NCAA Division III (Division III) membership and conference options.**

### NCAA Divisional Membership

- Division I: 350
- Division III: 445

Note: Each model assumes maintaining UHart's current sports offerings and a planned reduction in of institutional funding to Athletics over the next four years.

Consistent with intercollegiate athletics nationwide, UHart's model will also be significantly influenced by enrollment uncertainty, University budgeting instability, as well as the unpredictability of NCAA governance and legislation. Additionally, University and Athletics' operations and planning will continue to be influenced by the COVID-19 pandemic through FY 2021-2022 and beyond.

## STUDY CONTEXT

### UNIVERSITY OF HARTFORD

The University of Hartford was officially established in 1957 as a private institution. Attracting a diverse student population of 6,700, UHart is recognized regionally and nationally for challenging academics, outstanding students, exceptional faculty, student life, and supportive culture. Hartford's student-athletes consistently number around 300 and are spread across 17 Division I sports.

Athletics has excelled in the classroom as measured by its claim to the AEC's Harrison Cup as the AEC's top academic school six out of the last seven years<sup>11</sup>. UHart's student-athletes regularly have a higher GPA and graduation rate than the University's general student population. While the University's sports teams and individual student-athletes have had sporadic competitive success at the

### University of Hartford

## Mission Statement

Dedicated to learning, personal growth, knowledge creation and the betterment of society, the University engages students in acquiring the knowledge, skills, and values necessary to thrive in and contribute to a pluralistic, complex world.

<sup>9</sup> President's Task Force on Athletics *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*. November 2020.

<sup>10</sup> President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*; p.1. November 2020.

<sup>11</sup> The Academic Cup, established by the America East Board of Directors in 1995, is presented to the institution whose student-athletes post the highest grade-point average during that academic year. The award was named for long time University of Hartford President, Walter Harrison, in 2017.



Conference, regional and national levels, the Hawks have never won the AEC Commissioner's Cup<sup>12</sup>. Over the last 10 years, UHart has averaged a Commissioner Cup eighth-place finish in the then nine-member AEC.

Additionally, other measures of Athletics excellence have been marginally successful compared to many Division I athletic departments. Those include revenue generation, non-athlete student participation, and institution brand enhancement. Further, UHart's current Division I model is not prepared to effectively support the University's vision of more formal integration of Athletics with campus wellness, health, recreation, intramurals, and club sports. This combined programming will require strategic allocation of limited resources.

One of the overarching goals of the Task Force report is to reduce Athletics' costs and maintain financial stability. This challenge is documented within the Task Force report: the "annual net loss for Athletics has more than doubled from FY 2000 to FY 2020."<sup>13</sup> Notably, "most revenue and expenses have remained fairly flat over the past five years, with only student-athlete financial aid showing a significant increase over the period."<sup>14</sup> However, the net total loss has increased from \$10.23M in FY 2015 to \$11.56M in FY 2018-19. The rising costs in student-athlete financial aid are primarily attributed to an accelerated increase in student-athlete financial and combo aid. For example, the student-athlete discount rate was 93% in FY 2018-19 and 96% in FY 2019-20.

Further, recent data showed that Athletics consumed over 9.15% of total University resources,<sup>15</sup> while student-athletes represented approximately 6.77% of the undergraduate enrollment.

## METHODOLOGY

CarrSports' approach to assessing and recommending the most viable model for UHart's intercollegiate athletics program is outlined below.

- Conducted listening sessions with select University leadership and examined applicable University, Athletics, AEC, NCAA, Division I and Division III materials
- Collaborated with University leadership in developing Feasibility Study Assumptions
- Confirmed Athletics Title IX equity compliance
- Benchmarked UHart Athletics with AEC and other potential Division I and Division III conferences (FY 2018-19 EADA data (*US Department of Education Equity in Athletics Data Analysis*)):
  - **Division I**
    - America East Conference (AEC); UHart is the only private institution
    - Metro Atlantic Athletic Conference (MAAC); all private institutions
    - Northeast Conference (NEC); nine private and one public institution; six full NEC members who play Division I FCS football
  - **Division III**
    - Commonwealth Coast Conference (CCC); all private institutions
    - Little East Conference (LEC); all public institutions
    - New England Women's and Men's Athletic Conference (NEWMAC); all private institutions and the United States Coast Guard Academy

<sup>12</sup> The Commissioner's Cup annually recognizes the strongest athletic program in the AEC as determined by a scoring system which rewards a school for success both during the regular season and championship competition in the Conference's 19 sports.

<sup>13</sup> President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*; p.7. November 2020.

<sup>14</sup> Ibid.

<sup>15</sup> President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*; p.4. November 2020.



- Performed an analysis on each of the Task Force's three prospective UHart Athletics models, incorporating relevant data points
- Modeled UHart's current financial Division I position with a hypothetical Division III model representative of the Division III conferences noted above. Also see Executive Summary Attachments:
  - *Executive Summary Attachment: University of Hartford Athletics Budget Models Division I to Division III Comparison*
  - *Executive Summary Attachment: Operating Budgets History, Projections and Estimates for Transition into Division III*
- Collaborated with UHart leadership in developing a theoretical pro forma illustrating the potential financial benefits to the University by reducing operating expenses, as well as the student-athlete discount rate. Also see Executive Summary Attachment:
  - *Executive Summary Attachment: Financial Aid Discount Rate History and Projections*

## FEASIBILITY STUDY FORMAT

The Feasibility Study is arranged as follows:

### Executive Summary

- I. Introduction
  - II. Feasibility Study Assumptions
  - III. Analysis of Hartford Athletics NCAA Membership Models
    - Model I: Remain in the America East Conference
    - Model II: Review other NCAA Division I Conference Options
    - Model III: Examine NCAA Division III Membership and Conference Options
  - IV. Comprehensive Conclusions and Recommendations
- Exhibits

## KEY PLANNING RESOURCES

- *President's Task Force on Athletics Final Report, November 2020*
- *President's Task Force on Athletics, November 2020 (PowerPoint)*
- *2020-2021 NCAA Division I Manual*
- *2020-2021 NCAA Division III Manual*
- *U. S. Department of Education Equity in Athletics Data Analysis (EADA) FY 2018-19*
- *Division III 2020-21 Facts and Figures*  
[https://ncaaorg.s3.amazonaws.com/about/d3/D3\\_FactandFigures.pdf](https://ncaaorg.s3.amazonaws.com/about/d3/D3_FactandFigures.pdf)
- *NCAA Division III New Member Calendar of Activities*  
[https://ncaaorg.s3.amazonaws.com/membership/d3/D3Mem\\_NewMemCalendarOfActivities.pdf](https://ncaaorg.s3.amazonaws.com/membership/d3/D3Mem_NewMemCalendarOfActivities.pdf)
- *Model for Success for a Division III Athletics Program*  
<https://www.ncaa.org/sites/default/files/Model%2BDIII%2BAthletics%2BProgram-December%2B2013.pdf>
- *Application for NCAA Division III Provisional and Reclassifying Membership*  
[https://ncaaorg.s3.amazonaws.com/membership/d3/D3Mem\\_ApplicationProvReclassMbshp.pdf](https://ncaaorg.s3.amazonaws.com/membership/d3/D3Mem_ApplicationProvReclassMbshp.pdf)





- *Division III Best Practices Guide for Presidents and Chancellors*  
[https://ncaaorg.s3.amazonaws.com/about/d3/best/D3\\_BestPracticesPresidentsChancellors.pdf](https://ncaaorg.s3.amazonaws.com/about/d3/best/D3_BestPracticesPresidentsChancellors.pdf)

CONFIDENTIAL



## II. Feasibility Study Assumptions

Determining the optimal model for the University of Hartford's Intercollegiate Athletics Department (Athletics) has significant funding and infrastructure requirements, as well as long-term implications for the University. Additionally, University of Hartford (UHart) and Athletics planning, and operations will continue to be influenced by the COVID-19 pandemic, as well as other economic and environmental factors through FY 2021-2022 and beyond.

Accordingly, these Feasibility Study Assumptions (Assumptions) establish a shared understanding of the environment in which Athletics currently operates, as well as expectations for the University's preferred NCAA membership model.

1. Athletics will comply with all University, Board of Regents, state, federal, NCAA, and conference requirements.
2. Athletics' future organizational design and facility enhancements will be strategically aligned with the broader enrichment of campus life. Campus wellness, health, recreation, intramurals, and club sports will be formally integrated with Athletics.
3. UHart is dedicated to the principles of equal opportunity and non-discrimination; this pledge includes compliance with all federal Title IX regulations, including those measuring gender equity. Athletics' core value of Diversity, Equity and Inclusion will align with the UHart Office of Student Engagement and Inclusion's Mission and Vision.
4. UHart's student-athletes achieve or exceed the same high level of academic performance as their non-athlete peers. Further, UHart anticipates continued high achievement from Athletics in primary NCAA academic metrics such as Academic Progress Rate (APR), Academic Success Rate (ASR), Graduation Success Rate (GSR), and Federal Graduation Rates (FGR).
5. Athletics is not viewed as a major contributor to UHart's branding and enrollment goals. Net tuition revenues from student-athlete enrollment are negligible.
6. University resources presently allocated to Athletics may be better utilized in advancing UHart's enrollment management strategy. FY 2018-19 data shows that Athletics consumed over 9.15% of total University resources<sup>16</sup>, while its student-athletes represent only approximately 6.77% of undergraduate enrollment.
7. In addition to the recent Athletics budget reductions, the University's planned FY 2022 - FY 2025 10% annual subsidy reductions to Athletics will severely restrict UHart's viability as a Division I member.
8. Athletics' expenses, particularly the current 94% discount rate, are inconsistent with UHart's institutional size and operating capacity. The current funding model is not sustainable.
9. UHart's Division I funding model and documented limitations will not provide UHart's student-athletes with opportunities to compete at the highest level, nor varsity teams that consistently compete for conference championships and postseason opportunities.

<sup>16</sup> President's Task Force on Athletics. *President's Task Force on Athletics Spring 2020—Final Report by Gregory Woodward*. November 2020.



10. UHart's emphasis on student-athlete academic excellence, well-being, and holistic development along with NCAA rules compliance will remain consistent with the University's Mission.
11. Within the Division I model, new NCAA legislation, including more liberal student-athlete transfer policies, allowing student-athletes to benefit financially from the use of their name, image, and likeness (NIL), and Cost of Attendance (COA), will significantly alter the current Division I model.
12. Athletics is committed to engaging the Hartford community and region to position the University as a valued partner with business, industry, government, and non-profit organizations.

CONFIDENTIAL



### III. Analysis of Hartford Athletics NCAA Membership Models

MODEL I:  
Remain in the America East Conference

MODEL II:  
Review other NCAA Division I Conference Options

Model III:  
Examine NCAA Division III Membership and  
Conference Options



## MODEL I

### REMAIN IN THE AMERICA EAST CONFERENCE





### AMERICA EAST CONFERENCE HISTORY

The AEC was founded as the Eastern College Athletic Conference-North, a men's basketball-only conference in 1979. The conference was known as the ECAC-North from 1979 to 1988 and the North Atlantic Conference (all sports) from 1988 to 1996. The University of Hartford joined in 1985.

**CONFERENCE OFFICE:** Boston, MA

### MEMBERSHIP DEMOGRAPHICS

- The AEC has traditionally been a nine-member conference until the addition of NJIT in the Fall of 2020.
- Nine of the ten AEC members are public institutions; UHart is the only private school member.
- Per the 2018-19 EADA data, UHart has the lowest undergraduate enrollment (4,426), and Stony Brook University the highest (16,243) of AEC members.
- The average AEC undergraduate enrollment is 7,161.

### VARIANCE IN ATHLETICS BUDGETS

Fiscal Year 2018-19 AEC athletics department budgets range from a low of approximately \$14.6M (UMBC) to a high of approximately \$32.2M (New Hampshire). UHart's FY 2018-19 athletics budget of \$15.4M ranked 8<sup>th</sup>. The AEC median is approximately \$20.5M.

Note: See *Table 1 - AMERICA EAST CONFERENCE - FY 2019 BUDGETS – ALL EXPENSES* on the following page.

### SPORTS SPONSORSHIP

The AEC sponsors 18 sports (8 men and 10 women). UHart competes in eight of the AEC's ten sponsored women's sports; and, of UHart's 8 men's sports, seven compete in the AEC. UHart's men's and women's golf teams compete in the Big Sky Conference and Metro Atlantic Athletic Conference (MAAC) Championships, respectively.

Note: See *Table 2 - AMERICA EAST CONFERENCE - FY 2019 SPORTS SPONSORED* on the following page

### STUDENT-ATHLETE PARTICIPATION

AEC total student-athlete participation ranges from a low of 360 (UHart) to a high of 717 (New Hampshire) with a median of 576. UHart's student-athletes numbered 360 or 9<sup>th</sup> out of nine AEC members.

Note: See *Table 3 - AMERICA EAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s* on the following page.

### *US News & World Report* 2021 Best National University Rankings (National Universities)

University of Hartford	217
Stony Brook University	8
Binghamton University	88
New Jersey Institute of Technology	118
University of Vermont	118
University of New Hampshire	143
University at Albany	160
University of Maryland Baltimore County	160
University of Massachusetts Lowell	176
University of Maine	206



AMERICA EAST CONFERENCE - FY 2019 BUDGETS – ALL EXPENSES					TABLE 1
	Low	Median	High	UHart	UH-Rank
MEN'S AEC SPONSORED SPORTS	2,839,046	4,836,145	5,782,686	5,574,305	3rd
MEN'S ALL SPORTS TOTALS	4,797,861	8,652,692	11,858,693	5,943,035	7th
WOMEN'S AEC SPONSORED SPORTS	4,438,829	5,819,013	6,858,999	5,479,263	6th
WOMEN'S ALL SPORTS TOTALS	4,438,829	6,507,785	10,479,459	5,774,628	6th
M & W AEC SPONSORED SPORTS	7,494,458	10,698,117	12,166,039	11,053,568	4th
M & W ALL SPORTS TOTALS	9,236,690	15,160,477	22,053,987	11,717,663	7th
<b>ATHLETIC DEPT TOTAL BUDGET</b>	<b>14,604,969</b>	<b>20,509,064</b>	<b>32,206,155</b>	<b>15,413,249</b>	<b>8th</b>

Source of Data - FY 2019 EADA (includes Payroll, Operating and Athletic Financial Aid)

AMERICA EAST CONFERENCE - FY 2019 SPORTS SPONSORED					TABLE 2
	Low	Median	High	UHart	
MEN'S AEC SPONSORED SPORTS	5	7	8	7	
MEN'S ALL SPORTS	8	8	11	8	
WOMEN'S AEC SPONSORED SPORTS	8	9	9	8	
WOMEN'S ALL SPORTS	9	10	12	9	
M & W AEC SPONSORED SPORTS	14	16	17	15	
M & W ALL SPORTS	17	18	21	17	

Source of Data - FY 2019 EADA

AMERICA EAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s					TABLE 3
	Low	Median	High	UHart	UH-Rank
MEN'S AEC SPONSORED SPORTS	187	219	301	187	9th
MEN'S ALL SPORTS	195	314	357	195	9th
WOMEN'S AEC SPONSORED SPORTS	158	237	298	158	9th
WOMEN'S ALL SPORTS	165	242	360	165	9th
M & W AEC SPONSORED SPORTS	345	483	538	345	9th
M & W ALL SPORTS	360	576	717	360	9th
MEN'S AEC SPONSORED SPORTS	187	219	301	187	9th

Source of Data - FY 2019 EADA



**MODEL I: REMAIN IN THE AMERICA EAST CONFERENCE  
ADVANTAGES, DISADVANTAGES, CONCLUSIONS AND RECOMMENDATIONS****ADVANTAGES**

- Hartford's long tenure in the AEC provides security and familiarity
- No conference exit or entry fee
- ESPN+ platform provides exposure for the University and Athletics
- UHart has claimed the AEC Harrison Cup as the Conference's top academic school six out of the last seven years

**DISADVANTAGES**

- Only private institution in the conference
- Smallest enrollment of AEC member schools
- Athletics budget ranks eighth out of nine AEC members (FY 2018-19)
- Athletics facilities are not comparable to most AEC members
- Lack of competitiveness; Commissioner's Cup average of eighth in the then nine-team conference over the past ten years
- Proposed Athletics budget reductions will further reduce UHart's competitive position and diminish the quality of the student-athlete experience

**CONCLUSIONS**

- As the only private school, lowest enrollment and next to last Athletics budget in the AEC does not position UHart for long-term success in its current conference.
- UHart's current Athletics' funding model coupled with the proposed 10% per annum reductions to Athletics' budget from FY's 2022–2025 will compound an already challenging financial situation.
- Membership in the Division I AEC is not a viable or sustainable option for UHart.

**RECOMMENDATIONS**

- UHart should explore Division III membership.
- UHart should examine the AEC Constitution and Bylaws to determine financial and timing implications for exiting the AEC.
- UHart should review prospective Division III conferences' governance and bylaws to determine financial and timing implications before exiting the AEC.
- Explore and secure membership in a Division III conference before departing the AEC.
- Develop a thorough transition plan before departing the AEC and moving to a new conference.



## ATTACHMENTS

### MODEL I: REMAIN IN THE AMERICA EAST CONFERENCE

The following attachments represent a higher level of detail

CONFIDENTIAL



## ATTACHMENT 1

## MODEL I – REMAIN IN THE AMERICA EAST CONFERENCE

## AMERICA EAST CONFERENCE - FY 2019 Sports Budgets (ALL Expenses)

Men's Sports		Hartford	Binghamton University	Stony Brook University	University at Albany	University of Maine	UMBC	UMass Lowell	Univ. New Hampshire	University of Vermont	Tot
1	Baseball	1,203,085	771,789	1,111,875	645,637	995,313	485,069	1,050,895			7
2	Basketball	2,303,817	1,753,592	2,392,346	1,799,859	1,432,766	2,222,771	1,882,325	1,601,005	2,261,158	9
3	Cross Country	74,988	54,904	79,574	37,724	41,671	63,740	110,100	61,836	60,729	9
4	Lacrosse	882,912	561,001	1,064,705	894,543		720,512	949,867		1,299,589	7
5	Soccer	875,167	592,384	754,002	620,730		595,496	841,686	1,092,157	862,890	8
6	Swimming / Diving		247,066			167,523	357,830				3
7	Track - Indoor	117,168	148,698	190,092	389,493	100,887	176,222	382,848	204,646	197,369	9
8	Track - Outdoor	117,168	148,698	190,092	448,159	100,887	176,222	382,848	204,646	197,369	9
MEN'S AEC SUB-TOTALS		5,574,305	4,278,131	5,782,686	4,836,145	2,839,046	4,797,861	5,600,568	3,164,290	4,879,104	
Ranking		3	7	1	5	9	6	2	8	4	
MEN'S Non Conference Sports Offered											
	Ice Hockey					2,190,998		3,052,124	2,756,369	2,312,342	4
	Football			6,076,007	4,450,095	4,287,134			5,264,384		4
	Golf	368,730	212,297								2
	Skiing								389,485	612,325	2
	Tennis		336,489								1
	Wrestling		607,027								1
	SUB-TOTALS	368,730	1,155,813	6,076,007	4,450,095	6,478,132	-	3,052,124	8,410,238	2,924,667	
MEN'S ALL SPORTS TOTALS		5,943,035	5,433,944	11,858,693	9,286,240	9,317,178	4,797,861	8,652,692	11,574,528	7,803,771	
Ranking		7	8	1	4	3	9	5	2	6	



## ATTACHMENT 1

## MODEL I – REMAIN IN THE AMERICA EAST CONFERENCE

AMERICA EAST CONFERENCE - FY 2019 Sports Budgets (ALL Expenses)											
Women's Sports		Hartford	Binghamton University	Stony Brook University	University at Albany	University of Maine	UMBC	UMass Lowell	Univ. New Hampshire	University of Vermont	Tot
1	Basketball	2,045,795	1,393,152	1,691,404	1,438,682	1,372,435	1,445,287	1,578,140	1,347,430	1,698,738	9
2	Cross Country	60,927	57,299	99,788	34,396	83,907	74,011	103,963	119,561	66,611	9
3	Field Hockey				759,794	730,621		958,208	1,027,490	988,215	5
4	Lacrosse	716,041	531,306	1,011,326	655,896		849,043	847,763	856,990	1,023,683	8
5	Soccer	1,011,000	617,588	918,827	793,952	761,866	503,813	844,020	1,110,424	907,569	9
6	Softball	712,316	647,875	854,382	730,652	783,358	295,588	852,480			7
7	Swimming / Diving		302,957	305,782		466,395	372,858		653,865	622,124	6
8	Track - Indoor	107,795	179,060	312,669	524,078	228,415	191,195	291,675	379,476	256,036	9
9	Track - Outdoor	107,795	179,060	312,669	449,196	228,415	191,195	291,675	379,476	256,036	9
10	Volleyball	717,594	625,152	876,506	847,916		515,840	739,860	984,286		7
WOMEN'S AEC TOTALS		5,479,263	4,533,450	6,383,353	6,234,562	4,655,412	4,438,829	6,507,785	6,858,999	5,819,013	
Ranking		6	8	3	4	7	9	2	1	5	
WOMEN'S Non Conference Sports Offered											
	Tennis		273,499	508,166							2
	Gymnastics								1,255,206		1
	Ice Hockey					1,104,049			1,785,040	1,653,416	3
	Skiing								580,214	668,053	2
	Golf	295,365			379,854						2
SUB-TOTALS		295,365	273,499	508,166	379,854	1,104,049	-	-	3,620,460	2,321,469	
WOMEN'S ALL SPORTS TOTALS		5,774,628	4,806,949	6,891,519	6,614,416	5,759,461	4,438,829	6,507,785	10,479,459	8,140,482	
Ranking		6	8	3	4	7	9	5	1	2	



## ATTACHMENT 1

## MODEL I – REMAIN IN THE AMERICA EAST CONFERENCE



## AMERICA EAST CONFERENCE - FY 2019 Sports Budgets (ALL Expenses)

	Hartford	Binghamton University	Stony Brook University	University at Albany	University of Maine	UMBC	UMass Lowell	Univ. New Hampshire	University of Vermont
AMERICA EAST TOTALS	11,053,568	8,811,581	12,166,039	11,070,707	7,494,458	9,236,690	12,108,353	10,023,289	10,698,117
Ranking	4	8	1	3	9	7	2	6	5

ALL SPORTS TOTALS	11,717,663	10,240,893	18,750,212	15,900,656	15,076,639	9,236,690	15,160,477	22,053,987	15,944,253
Ranking	7	8	2	4	6	9	5	1	3

Expenses Not Allocated by Sport	3,695,586	5,395,613	7,932,059	5,136,441	5,059,401	5,368,279	6,600,495	10,152,168	4,564,811
TOTAL ATHLETIC DEPT BUDGET	15,413,249	15,636,506	26,682,271	21,037,097	20,136,040	14,604,969	21,760,972	32,206,155	20,509,064
Ranking	8	7	2	4	6	9	3	1	5



## ATTACHMENT 1

## MODEL I – REMAIN IN THE AMERICA EAST CONFERENCE

AMERICA EAST CONFERENCE - FY 2019 Sports Sponsored										
	AMERICA EAST	Hartford	Binghamton University	Stony Brook University	University at Albany	University of Maine	UMBC	UMass Lowell	Univ. of New Hampshire	University of Vermont
MEN'S AEC SPONSORED SPORTS	8	7	8	7	7	6	8	7	5	7
MEN'S ALL SPORTS		8	11	8	8	8	8	8	8	9
WOMEN'S AEC SPONSORED SPORTS	10	8	9	9	9	8	9	9	9	8
WOMEN'S ALL SPORTS		9	10	10	10	9	9	9	12	10
M & W AEC SPONSORED SPORTS	18	15	17	16	16	14	17	16	14	15
M & W ALL SPORTS		17	21	18	18	17	17	17	20	19

Source of Data - FY2019 EADA



## ATTACHMENT 1

## MODEL I – REMAIN IN THE AMERICA EAST CONFERENCE



## AMERICA EAST CONFERENCE - FY 2019 Student-Athlete Participation #'s

	Hartford	Binghamton University	Stony Brook University	University at Albany	University of Maine	UMBC	UMass Lowell	Univ. of New Hampshire	University of Vermont
MEN'S AEC SPONSORED SPORTS	187	213	229	219	189	270	301	206	237
Ranking	9	7	4	5	6	2	1	8	3
MEN'S ALL SPORTS TOTALS	195	261	344	314	315	270	332	357	280
Ranking	9	8	2	5	4	7	3	1	6
WOMEN'S AEC SPONSORED SPORTS	158	221	230	264	237	217	237	298	272
Ranking	9	7	6	3	5	8	4	1	2
WOMEN'S ALL SPORTS TOTALS	165	230	242	270	261	217	237	360	310
Ranking	9	7	5	3	4	8	6	1	2
M & W AEC SPONSORED SPORTS	345	434	459	483	426	487	538	504	509
Ranking	9	7	6	5	8	4	1	3	2
M & W ALL SPORTS	360	491	586	584	576	487	569	717	590
Ranking	9	7	3	4	5	8	6	1	2

Source of Data - FY 2019 EADA





## MODEL II

### REVIEW OTHER DIVISION I CONFERENCE OPTIONS





### METRO ATLANTIC ATHLETIC CONFERENCE HISTORY

The MAAC was founded in 1980 by six charter members and is currently comprised of eleven institutions (all-sports) and 17 Associate members, including two AEC members (Hartford and Albany).

**CONFERENCE OFFICE:** Edison, NJ

### MEMBERSHIP DEMOGRAPHICS

- The MAAC is comprised of 11 private institutions.
- Per the 2018-19 EADA Reports, Quinnipiac University's undergraduate enrollment is the highest (7,051), and Canisius College the lowest (2,153) of MAAC members.
- The average MAAC undergraduate enrollment is 3,703. UHart's undergraduate enrollment (4,426) would be in the upper tier of the MAAC.
- All MAAC members are located in Connecticut, New Jersey, and New York.

### US News & World Report

#### 2021 Best National University Rankings

University of Hartford	217	N
Fairfield University	3	R
Marist College	11	R
Manhattan College	13	R
Siena College	15	R
Canisius College	19	R
Monmouth College	23	R
Niagara University	23	R
Iona College	50	R
Rider University	38	R
St. Peter's University	75	R
Quinnipiac University	153	N

R - Regional Universities North  
N - National Universities

### VARIANCE IN ATHLETICS BUDGETS

MAAC FY 2018-19 athletic department budgets range from a low of approximately \$7.6M (Saint Peter's), to a high of approximately \$28.7M (Quinnipiac). The median MAAC athletic budget for FY 2018-19 is approximately \$18.8M. UHart's FY 2018-19 budget of \$15.4M would rank seventh in the MAAC.

Note: See *Table 1 – METRO ATLANTIC ATHLETIC CONFERENCE - FY 2019 EXPENSE BUDGETS* on the following page.

### SPORTS SPONSORSHIP

The MAAC sponsors 25 sports (11 men's and 14 women's) with the recent addition of esports. The MAAC would accommodate all UHart sports, including men's and women's golf and esports.

Note: See *Table 2 – METRO ATLANTIC ATHLETIC CONFERENCE - FY 2019 SPORTS SPONSORED* on the following page.

### STUDENT-ATHLETE PARTICIPATION

MAAC total student-athlete participation ranges from a low of 298 (Saint Peter's) to a high of 723 (Marist) with a median of 485. UHart's student-athletes numbered 360 or 10th out of eleven MAAC members.

Note: See *Table 3 - METRO ATLANTIC ATHLETIC CONFERENCE – FY 2019 STUDENT-ATHLETE PARTICIPATION #'s* on the following page.



METRO ATLANTIC ATHLETIC CONFERENCE - FY 2019 EXPENSE BUDGETS					TABLE 1
	Low	Median	High	UHart	UH-Rank
MEN'S MAAC SPONSORED SPORTS	2,902,729	6,023,367	7,740,110	5,943,035	7th
MEN'S ALL SPORTS	2,902,729	6,725,207	2,955,329	5,943,035	8th
WOMEN'S MAAC SPONSORED SPORTS	2,525,286	6,132,057	9,062,859	5,774,628	7th
WOMEN'S ALL SPORTS	2,525,286	6,132,057	7,981,606	5,774,628	7th
M & W MAAC SPONSORED SPORTS	5,428,015	12,441,716	6,076,578	11,717,663	7th
M & W ALL SPORTS	5,428,015	2,857,264	24,267,718	1,717,663	7th
<b>ATHLETIC DEPT TOTAL BUDGET</b>	<b>7,588,471</b>	<b>8,793,576</b>	<b>8,680,434</b>	<b>5,413,249</b>	<b>7th</b>

Source of Data - FY 2019 EADA (includes Payroll, Operating and Athletic Financial Aid)

METRO ATLANTIC ATHLETIC CONFERENCE - FY 2019 SPORTS SPONSORED					TABLE 2
	Low	Median	High	UHart	UH-Rank
MEN'S MAAC SPONSORED SPORTS	120	195	300	195	6
MEN'S ALL SPORTS	151	219	431	195	8
WOMEN'S MAAC SPONSORED SPORTS	137	235	292	165	11
WOMEN'S ALL SPORTS	137	254	340	165	11
M & W MAAC SPONSORED SPORTS	298	422	566	360	10
M & W ALL SPORTS	298	485	723	360	10

Source of Data - FY 2019 EADA

METRO ATLANTIC ATHLETIC CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s					TABLE 3
	Low	Median	High	UHart	
MEN'S MAAC SPONSORED SPORTS	6	9	10	8	
MEN'S ALL SPORTS	7	9	11	8	
WOMEN'S MAAC SPONSORED SPORTS	8	10	12	9	
WOMEN'S ALL SPORTS	8	11	13	9	
M & W MAAC SPONSORED SPORTS	16	19	21	17	
M & W ALL SPORTS	16	19	23	17	

Source of Data - FY 2019 EADA



## MODEL II: REVIEW OTHER DIVISION I CONFERENCE OPTIONS METRO ATLANTIC ATHLETIC CONFERENCE ADVANTAGES, DISADVANTAGES, CONCLUSIONS AND RECOMMENDATIONS

### ADVANTAGES

- Members are all private institutions
- Comprised of institutions with similar academic profiles to Hartford
- UHart would be the second highest nationally-ranked institution in the Conference per the US News & World Report rankings (2021)
- UHart's enrollment is better aligned with MAAC member institutions
- The footprint of the MAAC (Connecticut, New Jersey, and New York) directly coincides with the Hartford Enrollment Management and Marketing Office's student recruitment footprint
- UHart sports sponsorship is fully aligned with the MAAC
- Potential for more competitive success
- UHart's facilities are more comparable to MAAC
- The MAAC is a stable conference with strong leadership and eleven full members
- Residual media coverage from competing against NEC schools in metro NYC
- The MAAC is considered one of the premier conferences in the country for esports.
- Travel distances are more attractive; less missed class time and travel expenses, as well as possible increases in home game attendance
- Possibilities for enhanced rivalries with Quinnipiac and Fairfield
- The MAAC sport sponsorship profile of 25 sports would provide sport expansion opportunities for UHart

### DISADVANTAGES

- UHart - AEC exit fees
- UHart – MAAC entry fees
- UHart's athletic budget would be near the bottom of MAAC member institutions
- The MAAC mandates Cost of Attendance (COA) for both men's and women's basketball
- The MAAC's membership academic profile is not as strong as the AEC

### CONCLUSIONS

- UHart's current Athletics' funding model coupled with the proposed 10% per annum reductions to Athletics' budget from FY's 2022–2025 will compound an already challenging financial situation.
- Membership in the Division I MAAC is not a viable or sustainable option for UHart.



**MODEL II: REVIEW OTHER DIVISION I CONFERENCE OPTIONS  
METRO ATLANTIC ATHLETIC CONFERENCE ADVANTAGES, DISADVANTAGES, CONCLUSIONS AND  
RECOMMENDATIONS**

**RECOMMENDATIONS**

- UHart should explore Division III membership.
- UHart should examine the AEC Constitution and Bylaws to determine financial and timing implications for exiting the AEC.
- UHart should review prospective Division III conferences' governance and bylaws to determine financial and timing implications before exiting the AEC.
- Explore and secure membership in a Division III conference before departing the AEC.
- Develop a thorough transition plan before departing the AEC and moving to a new conference.



### NORTHEAST CONFERENCE HISTORY

When established with eleven members in 1981, the NEC was initially known as the ECAC Metro Conference. The Conference's name changed to the Northeast Conference in 1988. Current membership is comprised of ten full members (all-sports) and seven affiliate members.

**CONFERENCE OFFICE:** Somerset, NJ

### MEMBERSHIP DEMOGRAPHICS

- NEC is comprised of 10 member institutions, all private except for Central Connecticut State University.
- Per the 2018-19 EADA data, Central Connecticut State University's undergraduate enrollment would be the highest (7,571), and St. Francis University the lowest (1,469) within the NEC.
- The average NEC undergraduate enrollment is 3,284. UHart's undergraduate enrollment (4,426) would rank in the upper half of the NEC.

### *US News & World Report* 2021 Best National University Rankings

University of Hartford	217	N
Bryant University	7	R
St. Francis College (Brooklyn)	13	R
Saint Francis University	26	R
Wagner College	26	R
Mount St. Mary's University	38	R
Merrimack College	45	R
Fairleigh Dickinson University	50	R
Central Connecticut State	105	R
Sacred Heart University	217	N
Long Island University	272	N

R - Regional Universities North  
N - National Universities

### VARIANCE IN ATHLETICS BUDGETS

Fiscal Year 2018-19 NEC athletic budgets range from a low of approximately \$8.3M (St. Francis College), to a high of nearly \$26.3M (Sacred Heart). The NEC median budget is approximately \$16.5M. UHart's FY 2018-19 budget of \$15.4M would rank seventh in the NEC.

Note: See *Table 1 – NORTHEAST CONFERENCE - FY 2019 EXPENSE BUDGETS* on the following page.

### SPORTS SPONSORSHIP

The NEC sponsors 24 sports (11 men's and 13 women's) which would accommodate all UHart's sports, except esports.

Note: See *Table 2 – NORTHEAST CONFERENCE - FY 2019 SPORTS SPONSORED* on the following page.

### STUDENT-ATHLETE PARTICIPATION

NEC total student-athlete participation ranges from a low of 314 (Fairleigh Dickinson) to a high of 940 (Sacred Heart) with a median of 564. UHart's student-athletes numbered 360 or 8<sup>th</sup> out of nine NEC members.

Note: See *Table 3 – NORTHEAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s* on the following page.



NORTHEAST CONFERENCE - FY 2019 EXPENSE BUDGETS					TABLE 1
	Low	Median	High	UHart	UH-Rank
MEN'S NEC SPONSORED SPORTS	2,711,227	6,459,234	10,658,505	5,943,035	7th
MEN'S ALL SPORTS	3,009,528	6,815,597	10,658,505	5,943,035	7th
WOMEN'S NEC SPONSORED SPORTS	2,527,292	4,813,650	7,090,405	5,774,628	4th
WOMEN'S ALL SPORTS	2,701,767	5,875,157	9,187,568	5,774,628	6th
M & W NEC SPONSORED SPORTS	5,238,519	11,803,833	16,784,387	11,717,663	6th
M & W ALL SPORTS	5,711,295	13,089,085	19,756,621	11,717,663	7th
<b>ATHLETIC DEPT TOTAL BUDGET</b>	<b>8,289,239</b>	<b>16,524,184</b>	<b>26,326,420</b>	<b>15,413,249</b>	<b>7th</b>

Source of Data - FY 2019 EADA (includes Payroll, Operating and Athletic Financial Aid)

NORTHEAST CONFERENCE - FY 2019 SPORTS SPONSORED					TABLE 2
	Low	Median	High	UHart	
MEN'S NEC SPONSORED SPORTS	5	9	11	8	
MEN'S ALL SPORTS	6	9	14	8	
WOMEN'S NEC SPONSORED SPORTS	8	10	13	9	
WOMEN'S ALL SPORTS	9	11	18	9	
M & W NEC SPONSORED SPORTS	16	20	23	17	
M & W ALL SPORTS	16	22	32	17	

Source of Data - FY 2019 EADA

NORTHEAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s					TABLE 3
	Low	Median	High	UHart	UH-Rank
MEN'S NEC SPONSORED SPORTS	157	272	416	195	7th
MEN'S ALL SPORTS	157	294	446	195	8th
WOMEN'S NEC SPONSORED SPORTS	130	201	363	165	7th
WOMEN'S ALL SPORTS	144	238	494	165	8th
M & W NEC SPONSORED SPORTS	295	500	703	360	7th
M & W ALL SPORTS	314	564	940	360	8th
MEN'S NEC SPONSORED SPORTS	157	272	416	195	7th

Source of Data - FY 2019 EADA



**MODEL II: REVIEW OTHER DIVISION I CONFERENCE OPTIONS****NORTHEAST CONFERENCE ADVANTAGES, DISADVANTAGES, CONCLUSIONS AND RECOMMENDATIONS****ADVANTAGES**

- All are private institutions, except for Central Connecticut State University
- UHart's enrollment is more aligned with NEC member institutions
- UHart may experience more competitive success in the NEC
- NEC would accommodate all UHart sports except esports
- UHart's athletic facilities are more comparable to NEC member institutions
- Residual media coverage from competing against NEC schools in metro NYC
- There is opportunity to strengthen rivalry with Central Connecticut State University

**DISADVANTAGES**

- Six of the NEC's full-time members play Division I FCS Football; football-playing schools typically have more extensive infrastructure than those without football
- UHart - AEC exit fees
- UHart - NEC entry fees
- UHart's athletic budget would be near the bottom of NEC member institutions
- Less attractive travel distance compared to the MAAC

**CONCLUSIONS**

- UHart's current Athletics' funding model coupled with the proposed 10% per annum reductions to Athletics' budget from FY's 2022–2025 will compound an already challenging financial situation.
- Membership in the NEC is not a viable or sustainable option for UHart.

**MODEL II: REVIEW OTHER DIVISION I CONFERENCE OPTIONS****NORTHEAST CONFERENCE ADVANTAGES, DISADVANTAGES, CONCLUSIONS AND RECOMMENDATIONS****RECOMMENDATIONS**

- UHart should explore Division III membership.
- UHart should examine the AEC Constitution and Bylaws to determine financial and timing implications for exiting the AEC.
- UHart should review prospective Division III conferences' governance and bylaws to determine financial and timing implications before exiting the AEC.
- Explore and secure membership in a Division III conference before departing the AEC.
- Develop a thorough transition plan before departing the AEC and moving to a new conference.



## ATTACHMENTS

### MODEL II: REVIEW OTHER DIVISION I CONFERENCE OPTIONS

The following attachments represent a higher level of detail





## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## METRO ATLANTIC ATHLETIC CONFERENCE



## MAAC CONFERENCE - FY 2019 Sports Budget (ALL Expenses)

Men's Sports	Hartford	Canisius College	Fairfield University	Iona College	Manhattan College	Marist College	Monmouth University	Niagara University	Quinnipiac University	Rider University	St. Peter's University	Siena College	Tot
1 Baseball	1,203,085	778,466	880,151	584,814	1,083,535	945,951	1,103,854	585,730	1,151,303	790,755	359,844	618,591	11
2 Basketball	2,303,817	1,639,094	3,280,514	2,881,346	2,455,366	2,358,993	2,795,919	1,683,937	3,203,013	2,508,228	1,641,425	3,219,292	11
3 Cross Country	74,988	25,847	106,429	146,834	178,413	43,442	167,006	56,415	241,709	84,875	28,528	114,060	11
4 Golf	368,730	135,704	177,349	143,995	146,226		263,118	80,481		129,641	143,348	182,088	9
5 Lacrosse	882,912	663,615	1,538,736		950,864	1,057,958	863,456		1,340,371			827,321	7
6 Soccer	875,167	543,568	982,561	422,370	900,853	734,370	1,018,403	530,597	865,344	713,143	342,359	731,124	11
7 Swimming / Diving		189,036	242,958	317,383	296,299	396,086	360,497	182,063		536,371	244,583		9
8 Tennis			180,459			215,058	388,498	103,665	211,979	102,741		185,190	7
9 Track - Indoor	117,168	64,618		313,247	356,826	135,755	389,680			258,315	71,321	60,382	8
10 Track - Outdoor	117,168	64,618		313,247	356,826	135,755	389,680			258,315	71,321	60,383	8
<b>MEN'S MAAC TOTALS</b>	<b>5,943,035</b>	<b>4,104,567</b>	<b>7,389,157</b>	<b>5,123,236</b>	<b>6,725,207</b>	<b>6,023,367</b>	<b>7,740,110</b>	<b>3,222,888</b>	<b>7,013,719</b>	<b>5,382,385</b>	<b>2,902,729</b>	<b>5,998,431</b>	
Ranking	7th	9	2	8	4	5	1	10	3	7	11	6	
<b>MEN'S Non Conference Sports Offered</b>													
Ice Hockey		1,240,291						1,587,103	3,114,995				3
Football						1,514,261	5,215,219						2
Rowing			124,631			223,695							2
Water Polo				108,710									1
Wrestling										962,368			1
<b>SUB-TOTALS</b>	<b>-</b>	<b>1,240,291</b>	<b>124,631</b>	<b>108,710</b>	<b>-</b>	<b>1,737,956</b>	<b>5,215,219</b>	<b>1,587,103</b>	<b>3,114,995</b>	<b>962,368</b>	<b>-</b>	<b>-</b>	
<b>MEN'S ALL SPORTS TOTALS</b>	<b>5,943,035</b>	<b>5,344,858</b>	<b>7,513,788</b>	<b>5,231,946</b>	<b>6,725,207</b>	<b>7,761,323</b>	<b>12,955,329</b>	<b>4,809,991</b>	<b>10,128,714</b>	<b>6,344,753</b>	<b>2,902,729</b>	<b>5,998,431</b>	
Ranking	8th	8	4	9	5	3	1	10	2	6	11	7	



## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## METRO ATLANTIC ATHLETIC CONFERENCE



## MAAC CONFERENCE - FY 2019 Sports Budget (ALL Expenses)

Women's Sports		Hartford	Canisius College	Fairfield University	Iona College	Manhattan College	Marist College	Monmouth University	Niagara University	Quinnipiac University	Rider University	St. Peter's University	Siena College	Tot
1	Basketball	2,045,795	1,392,360	1,956,064	1,773,279	1,706,291	1,917,983	1,853,587	1,478,052	2,735,931	1,620,103	1,285,517	1,791,641	11
2	Cross Country	60,927	52,892	80,276	166,831	195,531	84,963	155,075	64,585	170,518	127,145	49,426	113,660	11
3	Golf	295,365		109,903				216,526	107,173	396,782			167,675	5
4	Lacrosse	716,041	499,856	826,145	437,025	819,187	715,365	915,532	702,822	1,037,688			673,452	9
5	Rowing		291,142	195,518	86,061	274,388	456,506							5
6	Soccer	1,011,000	541,880	1,144,763	533,308	752,897	605,704	1,105,743	556,262	1,425,968	585,444	333,592	841,424	11
7	Softball	712,316	594,286	699,247	513,943	766,044	616,894	922,232	492,936	900,667	513,668	282,557	633,941	11
8	Swimming / Diving		213,245	390,225	309,763	240,906	410,322	305,782	206,283		582,424	125,232	260,412	10
9	Tennis			194,595			200,779	306,898	160,724	472,001	86,879		190,932	7
10	Track - Indoor	107,795	76,399		243,830	361,733	180,546	443,071	134,138	479,583	279,718	78,258	55,406	10
11	Track - Outdoor	107,795	76,399		243,830	361,733	180,546	443,071	134,138	479,583	279,718	78,258	55,405	10
12	Volleyball	717,594	503,200	858,403	467,300	653,347	508,527		387,264	964,137	393,909	292,446	873,448	10
13	Water Polo				189,318		540,214						209,860	3
WOMEN'S MAAC TOTALS		5,774,628	4,241,659	6,455,139	4,964,487	6,132,057	6,418,349	6,667,517	4,424,378	9,062,859	4,469,008	2,525,286	5,867,256	
Ranking		7th	10	3	7	5	4	2	9	1	8	11	6	
WOMEN'S Non Conference Sports Offered														
	Field Hockey			560,811				888,478		1,323,552	487,288			4
	Ice Hockey									2,218,088				1
	Bowling							425,611						1
	OTHER									1,534,505				1
SUB-TOTALS		-	-	560,811	-	-	-	1,314,089	-	5,076,145	487,288	-	-	
WOMEN'S ALL SPORTS TOTALS		5,774,628	4,241,659	7,015,950	4,964,487	6,132,057	6,418,349	7,981,606	4,424,378	14,139,004	4,956,296	2,525,286	5,867,256	
Ranking		7th	10	3	7	5	4	2	9	1	8	11	6	



## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## METRO ATLANTIC ATHLETIC CONFERENCE



MAAC CONFERENCE - FY 2019 Sports Budget (ALL Expenses)												
	Hartford	Canisius College	Fairfield University	Iona College	Manhattan College	Marist College	Monmouth University	Niagara University	Quinnipiac University	Rider University	St. Peter's University	Siena College
M & W MAAC TOTALS	11,717,663	8,346,226	13,844,296	10,087,723	12,857,264	12,441,716	14,407,627	7,647,266	16,076,578	9,851,393	5,428,015	11,865,687
Ranking	7th	9	3	7	4	5	2	10	1	8	11	6
M & W ALL SPORTS TOTALS	11,717,663	9,586,517	14,529,738	10,196,433	12,857,264	14,179,672	20,936,935	9,234,369	24,267,718	11,301,049	5,428,015	11,865,687
Ranking	7th	9	3	8	5	4	2	10	1	7	11	6
Expenses Not Allocated by Sport	3,695,586	2,576,038	7,432,596	3,305,154	6,477,228	3,594,986	5,198,019	1,189,232	4,412,716	3,407,113	2,160,456	6,927,889
TOTAL ATHLETIC DEPT BUDGET	15,413,249	12,162,555	21,962,334	13,501,587	19,334,492	17,774,658	26,134,954	10,423,601	28,680,434	14,708,162	7,588,471	18,793,576
Ranking	7th	9	3	8	4	6	2	10	1	7	11	5



## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## METRO ATLANTIC ATHLETIC CONFERENCE



MAAC CONFERENCE - FY 2019 Sport Sponsored													
	MAAC	Hartford	Canisius College	Fairfield University	Iona College	Manhattan College	Marist College	Monmouth University	Niagara University	Quinnipiac University	Rider University	St. Peter's University	Siena College
MEN'S MAAC SPONSORED SPORTS	10	8	9	8	8	9	9	10	7	6	9	8	9
MEN'S ALL SPORTS TOTALS		8	10	9	9	9	11	11	8	7	10	8	9
WOMEN'S MAAC SPONSORED SPORTS	13	9	10	12	11	10	12	10	11	10	10	8	10
WOMEN'S ALL SPORTS		9	10	13	11	10	12	12	11	13	11	8	10
M & W MAAC SPONSORED SPORTS	23	17	19	20	19	19	21	20	18	16	19	16	19
M & W ALL SPORTS		17	20	22	20	19	23	23	19	20	21	16	19

Source of Data - FY 2019 EADA



## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## METRO ATLANTIC ATHLETIC CONFERENCE



MAAC CONFERENCE - FY 2019 Student-Athlete Participation												
	Hartford	Canisius College	Fairfield University	Iona College	Manhattan College	Marist College	Monmouth University	Niagara University	Quinnipiac University	Rider University	St. Peter's University	Siena College
MEN'S MAAC SPONSORED SPORTS	195	233	187	181	279	270	300	120	140	277	161	195
Ranking	6th	5	7	8	2	4	1	11	10	3	9	6
MEN'S ALL SPORTS TOTALS	195	263	219	197	279	431	402	151	168	310	161	195
Ranking	8th	5	6	7	4	1	2	11	9	3	10	8
WOMEN'S MAAC SPONSORED SPORTS	165	222	235	232	254	292	266	215	239	237	137	201
Ranking	11th	8	6	7	3	1	2	9	4	5	11	10
WOMEN'S ALL SPORTS TOTALS	165	222	258	232	254	292	299	215	340	257	137	201
Ranking	11th	8	4	7	6	3	2	9	1	5	11	10
M & W MAAC SPONSORED SPORTS	360	455	422	413	533	562	566	335	379	514	298	396
Ranking	10th	5	6	7	3	2	1	10	9	4	11	8
M & W ALL SPORTS	360	485	477	429	533	723	701	366	508	567	298	396
Ranking	10th	6	7	8	4	1	2	10	5	3	11	9

Source of Data - FY 2019 EADA





## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## NORTHEAST CONFERENCE



## Northeast Conference (NEC) - FY 2019 Sports Budget (ALL Expenses)

Men's Sports		Hartford	Bryant University	Central Connecticut State University	Fairleigh Dickinson University	Mount St. Mary's University	Robert Morris University	Sacred Heart University	Saint Francis University	St Francis College	Wagner College	Tot
1	Baseball	1,203,085	1,226,176	820,658	760,440	528,549		723,859			843,871	6
2	Basketball	2,303,817	1,883,381	1,402,297	1,846,780	1,815,414	2,661,978	1,496,346	2,040,877	1,358,525	1,487,551	10
3	Cross Country	74,988	48,475	64,051	248,750	106,487		86,767	70,132	82,003	93,313	9
4	Football		4,171,935	3,106,994			3,184,965	3,267,299	3,057,635		3,636,726	7
5	Golf	368,730	209,459		381,059	152,775	264,964	175,854	196,062	105,389	92,902	8
6	Lacrosse	882,912	1,521,566			917,625	764,123	1,004,531			607,654	5
7	Soccer	875,167	599,605	652,629	970,827	519,609	630,344	719,976	592,147	517,930		9
8	Swimming / Diving		424,980			321,514				217,456		3
9	Tennis		354,790		315,951	147,040		148,976		86,537	94,002	7
10	Track - Indoor	117,168	109,069	145,182	357,578	307,359		190,405	87,230	171,694	179,960	9
11	Track - Outdoor	117,168	109,069	145,182	357,578	307,359		190,405	415,151	171,694	179,960	9
MEN'S NEC TOTALS		5,943,035	10,658,505	6,336,993	5,238,964	5,123,731	7,506,374	8,004,419	6,459,234	2,711,227	7,215,939	
Ranking		7	1	6	7	8	3	2	5	9	4	

## MEN'S Non Conference Sports Offered

Fencing								117,647				4
Ice Hockey							1,372,190	1,985,848				4
Volleyball								168,335	356,363			2
Water Polo										298,301	344,166	1
Wrestling								292,804				1
SUB-TOTALS		-	-	-	-	-	1,372,190	2,564,634	356,363	298,301	344,166	
MEN'S ALL SPORTS TOTALS		5,943,035	10,658,505	6,336,993	5,238,964	5,123,731	8,878,564	10,569,053	6,815,597	3,009,528	7,560,105	
Ranking		7	1	6	7	8	3	2	5	9	4	



## ATTACHMENT 2

## OPTION II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## NORTHEAST CONFERENCE



## Northeast Conference (NEC) - FY 2019 Sports Budget (ALL Expenses)

Women's Sports	Hartford	Bryant University	Central Connecticut State University	Fairleigh Dickinson University	Mount St. Mary's University	Robert Morris University	Sacred Heart University	Saint Francis University	St Francis College	Wagner College	Tot
1 Basketball	2,045,795	1,523,225	1,191,504	1,405,249	1,161,269	1,555,049	1,393,337	1,552,791	1,166,858	1,358,388	10
2 Bowling				373,356	152,031		376,027	230,194	186,155		6
3 Cross Country	60,927	69,488	69,359	189,486	154,373	110,163	102,333	40,945	57,589	93,656	10
4 Field Hockey		726,814					623,705	688,708			3
5 Golf	295,365			327,617	130,021		256,659	300,251	70,771	114,403	6
6 Lacrosse	716,041	879,906	429,789		708,453	656,772	618,958	592,046		679,788	8
7 Soccer	1,011,000	745,214	875,250	1,036,396	458,757	612,853	733,897	833,221		655,721	9
8 Softball	712,316	612,119	610,159	643,539	438,601	710,632	826,259	729,517		598,371	8
9 Swimming / Diving		455,164	526,369		334,222		453,942	557,495	285,869	586,446	8
10 Tennis		205,241		451,024	147,671		276,103	252,398	138,190	119,295	8
11 Track - Indoor	107,795	115,814	158,534	315,810	351,199	247,867	313,975	82,089	105,580	190,913	10
12 Track - Outdoor	107,795	115,814	158,534	315,810	351,199	247,867	313,975	474,286	105,580	190,913	10
13 Volleyball	717,594	677,083	794,153	619,341		588,019	801,236	539,657	410,701		8
<b>WOMEN'S NEC SUB-TOTALS</b>	<b>5,774,628</b>	<b>6,125,882</b>	<b>4,813,650</b>	<b>5,677,628</b>	<b>4,387,797</b>	<b>4,729,221</b>	<b>7,090,405</b>	<b>6,873,598</b>	<b>2,527,292</b>	<b>4,587,894</b>	
<b>Ranking</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>8</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>7</b>	

## WOMEN'S Non Conference Sports Offered

Equestrian							501,204				1
Fencing				197,529			182,803			202,668	3
Ice Hockey						1,409,100	593,821				2
Rowing						647,692	360,512				3
Water Polo								285,297	174,475	584,839	3
Other Women's Sports					232,182		458,823			153,579	3
<b>SUB-TOTALS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>197,529</b>	<b>232,182</b>	<b>2,056,792</b>	<b>2,097,163</b>	<b>285,297</b>	<b>174,475</b>	<b>941,086</b>	
<b>WOMEN'S ALL SPORTS TOTALS</b>	<b>5,774,628</b>	<b>6,125,882</b>	<b>4,813,650</b>	<b>5,875,157</b>	<b>4,619,979</b>	<b>6,786,013</b>	<b>9,187,568</b>	<b>7,158,895</b>	<b>2,701,767</b>	<b>5,528,980</b>	
<b>Ranking</b>	<b>6</b>	<b>4</b>	<b>7</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>6</b>	



## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## NORTHEAST CONFERENCE



Northeast Conference (NEC) - FY 2019 Sports Budget (ALL Expenses)										
	Hartford	Bryant University	Central Connecticut State University	Fairleigh Dickinson University	Mount St. Mary's University	Robert Morris University	Sacred Heart University	Saint Francis University	St Francis College	Wagner College
<b>M &amp; W NEC TOTALS</b>	<b>11,717,663</b>	<b>16,784,387</b>	<b>11,150,643</b>	<b>10,916,592</b>	<b>9,511,528</b>	<b>12,235,595</b>	<b>15,094,824</b>	<b>13,332,832</b>	<b>5,238,519</b>	<b>11,803,833</b>
Ranking	6	1	6	7	8	4	2	3	9	5

<b>M &amp; W ALL SPORTS TOTALS</b>	<b>11,717,663</b>	<b>16,784,387</b>	<b>11,150,643</b>	<b>11,114,121</b>	<b>9,743,710</b>	<b>15,664,577</b>	<b>19,756,621</b>	<b>13,974,492</b>	<b>5,711,295</b>	<b>13,089,085</b>
Ranking	7	2	6	7	8	3	1	4	9	5

Expenses Not Allocated by Sport	3,695,586	3,248,385	5,831,925	2,754,802	1,953,811	2,913,599	6,569,799	2,549,692	2,577,944	2,842,097
<b>TOTAL ATHLETIC DEPT BUDGET</b>	<b>15,413,249</b>	<b>20,032,772</b>	<b>16,982,568</b>	<b>13,868,923</b>	<b>11,697,521</b>	<b>18,578,176</b>	<b>26,326,420</b>	<b>16,524,184</b>	<b>8,289,239</b>	<b>15,931,182</b>
Ranking	7	2	4	7	8	3	1	5	9	6



## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## NORTHEAST CONFERENCE



Northeast Conference (NEC) - FY 2019 Sports Sponsored

	NEC	Hartford	Bryant University	Central Connecticut State University	Fairleigh Dickinson University	Mount St. Mary's University	Robert Morris University	Sacred Heart University	Saint Francis University	St Francis College	Wagner College
MEN'S NEC SPONSORED SPORTS	11	8	11	7	8	10	5	10	7	8	9
MEN'S ALL SPORTS		8	11	7	8	10	6	14	8	9	10
WOMEN'S NEC SPONSORED SPORTS	13	9	11	9	10	11	8	13	13	9	10
WOMEN'S ALL SPORTS		9	11	9	11	12	10	18	14	10	13
M & W NEC SPONSORED SPORTS	24	17	22	16	18	21	13	23	20	17	19
M & W ALL SPORTS		17	22	16	19	22	16	32	22	19	23

Source of Data - EADA



## ATTACHMENT 2

## MODEL II – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## NORTHEAST CONFERENCE



## Northeast Conference (NEC) - FY 2019 Student-Athlete Participation #'s

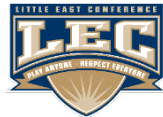
	Hartford	Bryant University	Central Connecticut State University	Fairleigh Dickinson University	Mount St. Mary's University	Robert Morris University	Sacred Heart University	Saint Francis University	St Francis College	Wagner College
MEN'S NEC SPONSORED SPORTS	195	416	257	157	325	193	340	272	165	299
Ranking	7th	1	6	9	3	7	2	5	8	4
MEN'S ALL SPORTS	195	416	257	157	325	219	446	294	186	322
Ranking	8th	2	6	9	3	7	1	5	8	4
WOMEN'S NEC SPONSORED SPORTS	165	238	192	148	246	159	363	277	130	201
Ranking	7th	4	6	8	3	7	1	2	9	5
WOMEN'S ALL SPORTS TOTALS	165	238	192	157	281	225	494	293	144	242
Ranking	8th	5	7	8	3	6	1	2	9	4
M & W NEC SPONSORED SPORTS	360	654	449	305	571	352	703	549	295	500
Ranking	7th	2	6	8	3	7	1	4	9	5
M & W ALL SPORTS	360	654	449	314	606	444	940	587	330	564
Ranking	8th	2	6	9	3	7	1	4	8	5

Source of Data - FY 2019 EADA



## MODEL III

### EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS





### COMMONWEALTH COAST CONFERENCE HISTORY

The first meetings to discuss the formation of the CCC took place in 1984 at Hellenic College. In May of that year, the Conference was formed with six schools as the league's charter members. Competition began in 1984-85 as a men's basketball league with seven teams competing, as the United States Coast Guard Academy was also granted membership.

**CONFERENCE OFFICE:** Biddeford, ME

### MEMBERSHIP DEMOGRAPHICS

- The CCC is comprised of ten private institutions with Suffolk University having the largest undergraduate enrollment (4,836) and Nichols College the lowest (1,222).
- The average CCC undergraduate enrollment is 2,718. UHart's undergraduate enrollment (4,426) would rank 2<sup>nd</sup> among CCC institutions.

### VARIANCE IN ATHLETICS BUDGETS

FY 2018-19 LEC athletic department budgets range from a low of approximately \$1.9M (Salve Regina) to a high of approximately \$4.3M (Western New England); the FY 2018-19 median is approximately \$2.8M.

Note: See *Table 1 – COMMONWEALTH COAST CONFERENCE - FY 2019 EXPENSE BUDGETS*

### SPORT SPONSORSHIP

The CCC sponsors 20 sports (9 men's and 11 women's). The CCC would accommodate all UHart sports, except women's golf, men's track and field, and esports.

Note: See *Table 2 – COMMONWEALTH COAST CONFERENCE - FY 2019 SPORTS SPONSORED*

### STUDENT-ATHLETE PARTICIPATION

CCC total student-athlete participation ranges from a low of 308 (Gordon) to a high of 581 (Endicott), with a median of 499. UHart's student-athletes numbered 360, or 8<sup>th</sup> out of nine members.

Note: See *Table 3 – COMMONWEALTH COAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s*

### *US News & World Report* 2021 Best National University Rankings

Curry College	137-176	R
Endicott College	23	R
Gordon College	155	NLA
Nichols College	NR	B
Roger Williams University	31	R
Salve Regina University	31	R
Suffolk University (2021)	31	R
University of New England	249	N
Wentworth Institute of Technology	38	R
Western New England University	227	N

R - Regional Universities North  
N - National Universities  
NLA – National Liberal Arts College  
B – Business Schools



COMMONWEALTH COAST CONFERENCE - FY 2019 EXPENSE BUDGETS (UHart Total does not include Athletic Aid)				TABLE 1
	Low	Median	High	UHart
MEN'S CCC SPONSORED SPORTS	579,134	1,099,756	1,610,945	3,066,623
MEN'S ALL SPORTS	679,890	1,247,006	1,812,408	3,160,959
WOMEN'S CCC SPONSORED SPORTS	339,433	833,963	1,093,614	2,104,984
WOMEN'S ALL SPORTS	339,433	942,964	1,250,825	2,211,655
M & W CCC SPONSORED SPORTS	1,229,084	1,611,593	2,562,021	5,171,607
M & W ALL SPORTS	1,229,084	1,992,400	2,814,418	5,372,615
<b>ATHLETIC DEPT TOTAL BUDGET</b>	<b>1,983,056</b>	<b>2,807,421</b>	<b>4,297,919</b>	<b>9,068,201</b>

Source of Data - FY 2019 EADA (includes Payroll and Operating)

COMMONWEALTH COAST CONFERENCE - FY 2019 SPORTS SPONSORED				TABLE 2
	Low	Median	High	UHart
MEN'S CCC SPONSORED SPORTS	6	8	9	6
MEN'S ALL SPORTS	7	10	12	9
WOMEN'S CCC SPONSORED SPORTS	6	9	10	8
WOMEN'S ALL SPORTS	6	10	13	9
M & W CCC SPONSORED SPORTS	14	15	19	14
M & W ALL SPORTS	14	19	25	18

Source of Data - FY 2019 EADA

COMMONWEALTH COAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s					TABLE 3
	Low	Median	High	UHart	UH-Rank
MEN'S CCC SPONSORED SPORTS	118	227	327	145	10th
MEN'S ALL SPORTS	137	278	366	195	9th
WOMEN'S CCC SPONSORED SPORTS	98	178	249	158	7th
WOMEN'S ALL SPORTS	98	178	263	165	9th
M & W CCC SPONSORED SPORTS	269	412	549	303	9th
M & W ALL SPORTS	308	499	581	360	9th
MEN'S CCC SPONSORED SPORTS	118	227	327	145	10th

Source of Data - FY 2019 EADA





### MODEL III: EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS COMMONWEALTH COAST CONFERENCE ADVANTAGES, DISADVANTAGES, CONCLUSIONS AND RECOMMENDATIONS

#### ADVANTAGES

- All private institutions
- Accommodates all UHart sports, except women's golf, men's track and field, and esports
- Average undergraduate enrollment (2,718) comparable to UHart's (4,426)
- Median athletic department budget (\$2.8M)
- Shorter travel distance to CCC members (average 104 miles)
- CCC median number of student-athlete participants (499)

#### DISADVANTAGES

- UHart - AEC exit fees
- UHart – CCC entry fees
- Potential loss of current coaches and student-athletes
- Potential public relations issues with moving to Division III

#### CONCLUSIONS

The CCC is a very viable Division III option based on similar undergraduate enrollment numbers, median budget (\$2.8M), reasonable travel distance, median student-athlete participation (499), and accommodation of all UHart sports, except women's golf, men's track and field, and esports.

#### RECOMMENDATIONS

- UHart should consider membership in the CCC if a decision is made to move to Division III.
- UHart should examine the CCC governance and AEC Constitution and Bylaws to determine financial and timing implications for exiting the AEC.
- Explore and secure membership in the CCC before departing the AEC.
- Develop a thorough transition plan before departing the AEC for the CCC; follow NCAA Division III transition guidelines.



### LITTLE EAST CONFERENCE HISTORY

The LEC was established in 1986 as a single sport league by six public institutions located throughout New England. The LEC-member men's and women's basketball teams commenced play in 1986-87. Since then, the LEC has become a multi-sport league with nine primary members and eight affiliate members sponsoring 19 championships. The primary members are in the six New England states.

**CONFERENCE OFFICE:** Pawtucket, RI

### MEMBERSHIP DEMOGRAPHICS

- The LEC is comprised of nine public institutions.
- UMass-Boston has the largest undergraduate enrollment (9,897) and Keene State the lowest (3,362).
- The average LEC undergraduate enrollment is 5,067. UHart's undergraduate enrollment (4,426) would rank in the upper half of the LEC.

### US News & World Report

#### 2021 Best National University Rankings

University of Hartford	217	N
Castleton University	23	RC
Eastern Connecticut State	90	R
Keene State College	9	RC
Plymouth State University	121	R
Rhode Island College	113	R
UMass, Boston	227	R
UMass, Dartmouth	217	N
University of Southern Maine	136-176	R
Western State University	130	R

R - Regional Universities North  
N - National Universities  
RC - Regional Colleges North

### VARIANCE IN ATHLETICS BUDGETS

FY 2018-19 LEC athletic department budgets range from a low of approximately \$2.7M (Rhode Island College) to a high of approximately \$4.4M (Western Connecticut State); the FY 2018-19 median is approximately \$3.3M.

Note: See *Table 1 – LITTLE EAST CONFERENCE - FY 2019 EXPENSE BUDGETS*

### SPORT SPONSORSHIP

LEC sponsors 21 sports (10 men's and 11 women's) and would accommodate all UHart sports, except women's golf and esports.

Note: See *Table 2 – LITTLE EAST CONFERENCE - FY 2019 SPORTS SPONSORED*

### STUDENT-ATHLETE PARTICIPATION

LEC total student-athlete participation ranges from a low of 309 (Rhode Island College) to a high of 627 (Castleton), with a median of 443. UHart's student-athletes numbered 360 or 9<sup>th</sup> out of what would be a ten-member conference.

Note: See *Table 3 – LITTLE EAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s*



LITTLE EAST CONFERENCE - FY 2019 EXPENSE BUDGETS (UHart Total does not include Athletic Aid)				TABLE 1
	Low	Median	High	UHart
MEN'S LEC SPONSORED SPORTS	551,939	813,129	1,142,509	3,160,959
MEN'S ALL SPORTS	860,896	1,049,097	1,633,580	3,160,959
WOMEN'S LEC SPONSORED SPORTS	677,920	877,419	1,501,391	2,104,984
WOMEN'S ALL SPORTS	745,504	1,005,602	1,501,391	2,211,655
M & W LEC SPONSORED SPORTS	1,304,785	1,729,794	2,643,900	5,265,943
M & W ALL SPORTS	1,789,583	2,096,939	3,045,505	5,372,615
<b>TOTAL ATHLETIC DEPT BUDGET</b>	<b>2,718,004</b>	<b>3,272,032</b>	<b>4,419,771</b>	<b>9,068,201</b>

Source of Data - FY 2019 EADA (includes Payroll and Operating)

LITTLE EAST CONFERENCE - FY 2019 SPORTS SPONSORED				TABLE 2
	Low	Median	High	UHart
MEN'S LEC SPONSORED SPORTS	7	8	10	8
MEN'S ALL SPORTS	7	9	14	8
WOMEN'S LEC SPONSORED SPORTS	8	10	11	8
WOMEN'S ALL SPORTS	9	11	13	9
M & W LEC SPONSORED SPORTS	16	18	21	16
M & W ALL SPORTS	17	21	27	17

Source of Data - FY 2019 EADA

LITTLE EAST CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s					TABLE 3
	Low	Median	High	UHart	UH-Rank
MEN'S LEC SPONSORED SPORTS	126	206	221	195	7th
MEN'S ALL SPORTS	142	274	417	195	8th
WOMEN'S LEC SPONSORED SPORTS	147	190	265	158	8th
WOMEN'S ALL SPORTS	149	200	288	165	9th
M & W LEC SPONSORED SPORTS	273	374	486	353	8th
M & W ALL SPORTS	309	443	627	360	9th
MEN'S LEC SPONSORED SPORTS	126	206	221	195	7th

Source of Data - FY 2019 EADA


**MODEL III: EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS**
**LITTLE EAST CONFERENCE ADVANTAGES, DISADVANTAGES, CONCLUSIONS AND RECOMMENDATIONS**
**ADVANTAGES**

- Accommodate all UHart sports, except women's golf and esports
- Average undergraduate enrollment (5,067) comparable to UHart's (4,426)
- Median athletic department budget (\$3.3M)
- Travel distances are more attractive to LEC members (average 113 mile)
- LEC median number of student-athlete participants (443)

**DISADVANTAGES**

- UHart - AEC exit fees
- UHart - LEC entry fees
- All public institutions
- Four LEC members sponsor men's ice hockey
- Potential public relations issues with moving to Division III
- Potential loss of current coaches and student-athletes

**CONCLUSIONS**

The LEC is a viable Division III option if UHart wishes to join a conference of all public institutions. This assessment is based on similar undergraduate enrollment numbers, median budget (\$3.3M), reasonable travel distance, median student-athlete participation (443), and accommodation of UHart sports, except women's golf and esports.

**RECOMMENDATIONS**

- UHart should consider membership in the LEC if a decision is made to move to Division III.
- UHart should determine the appropriateness of joining a conference comprised of all public institutions.
- UHart should examine the LEC governance and AEC Constitution and Bylaws to determine financial and timing implications for exiting the AEC.
- Explore and secure membership in the LEC before departing the AEC.
- Develop a thorough transition plan before departing the AEC for the LEC; follow NCAA Division III transition guidelines.



### NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE HISTORY

The NEWMAC was established in 1998, when the former New England Women's 8 Conference (NEW 8) voted to begin sponsoring conference play and championships for men. The Conference then expanded its membership to include Springfield College and the United States Coast Guard Academy. Emerson College became the 11th full-time member of the Conference in 2013.

**CONFERENCE OFFICE:** Wellesley, MA

### MEMBERSHIP DEMOGRAPHICS

- The NEWMAC is comprised of 10 private institutions and the Coast Guard Academy, with MIT having the largest undergraduate enrollment (4,506) and the Coast Guard Academy the lowest (1,069).
- The average NEWMAC undergraduate enrollment is 3,414. UHart's undergraduate enrollment (4,426) would rank 3<sup>rd</sup> among the NEWMAC institutions.

### US News & World Report

#### 2021 Best National University Rankings

Babson College	NR	B
Clark College	103	N
Coast Guard Academy	1	R
Emerson College	9	R
MIT	9	N
Mount Holyoke	34	N
Smith College	15	NLA
Springfield College	26	R
Wellesley College	4	NLA
Wheaton College	84	NLA
Worcester Poly Institute	66	N

R - Regional Universities North

N - National Universities

NLA - National Liberal Arts College

B - Business Schools

### VARIANCE IN ATHLETICS BUDGETS

FY 2018-19 NEWMAC athletic department budgets range from a low of approximately \$2.2M (Clark) to a high of approximately \$6.9M (MIT); the FY 2018-19 median is approximately \$4.5M.

Note: See *Table 1 – NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE - FY 2019 EXPENSE BUDGETS*

### SPORT SPONSORSHIP

The NEWMAC sponsors 22 sports (10 men's and 12 women's). The NEWMAC would accommodate all UHart sports, except men's and women's golf and esports

Note: See *Table 2 – NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE - FY 2019 SPORTS SPONSORED*

### STUDENT-ATHLETE PARTICIPATION

NEWMAC total student-athlete participation ranges from a low of 224 (Emerson) to a high of 794 (MIT), with a median of 451. UHart's student-athletes numbered 6th out of nine members. Note: The NEWMAC information presented does not include four members and accompanying data from the FY 2018-19 EADA: US. Coast Guard Academy, Mount Holyoke, Smith College, and Wellesley College.

Note: See *Table 3 – NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s*



NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE - FY 2019 EXPENSE BUDGETS (UHart Total does not include Athletic Aid)				TABLE 1
	Low	Median	High	UHart
MEN'S NEWMAC SPONSORED SPORTS	734,963	1,074,148	2,156,687	3,160,959
MEN'S ALL SPORTS	734,963	1,701,133	2,784,911	3,160,959
WOMEN'S NEWMAC SPONSORED SPORTS	760,406	1,491,375	1,777,737	2,104,984
WOMEN'S ALL SPORTS	760,406	1,491,375	2,037,357	2,211,655
M & W NEWMAC SPONSORED SPORTS	1,495,369	2,825,919	3,749,184	5,265,943
M & W ALL SPORTS	1,495,369	3,250,387	4,540,882	5,372,615
<b>TOTAL ATHLETIC DEPT BUDGET</b>	<b>2,206,657</b>	<b>4,546,335</b>	<b>6,859,610</b>	<b>9,068,201</b>

Source of Data - FY 2019 EADA (includes Payroll and Operating)

NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE - FY 2019 SPORTS SPONSORED				TABLE 2
	Low	Median	High	UHart
MEN'S NEWMAC SPONSORED SPORTS	6	9	10	7
MEN'S ALL SPORTS	7	10	15	8
WOMEN'S NEWMAC SPONSORED SPORTS	7	11	12	8
WOMEN'S ALL SPORTS	7	12	15	9
M & W NEWMAC SPONSORED SPORTS	13	20	22	15
M & W ALL SPORTS	14	21	30	17

Source of Data - FY 2019 EADA

NEW ENGLAND WOMEN'S AND MEN'S CONFERENCE - FY 2019 STUDENT-ATHLETE PARTICIPATION #'s					TABLE 3
	Low	Median	High	UHart	UH-Rank
MEN'S NEWMAC SPONSORED SPORTS	116	211	372	187	5th
MEN'S ALL SPORTS	126	231	460	195	6th
WOMEN'S NEWMAC SPONSORED SPORTS	98	232	313	158	7th
WOMEN'S ALL SPORTS	98	240	358	165	7th
M & W NEWMAC SPONSORED SPORTS	214	443	637	345	6th
M & W ALL SPORTS	224	451	794	360	6th
MEN'S NEWMAC SPONSORED SPORTS	116	211	372	187	5th

Source of Data - FY 2019 EADA



**MODEL III: EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS  
NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE ADVANTAGES, DISADVANTAGES,  
CONCLUSIONS AND RECOMMENDATIONS**

**ADVANTAGES**

- Accommodates all UHart sports, except men's and women's golf, and esports
- Average undergraduate enrollment (3,414) comparable to UHart's (4,426)
- Median athletic department budget (\$4.5M)
- Reasonable travel distance to NEWMAC members (average 67 miles)
- NEWMAC median number of student-athlete participants (451)
- All private schools and the United States Coast Guard Academy

**DISADVANTAGES**

- UHart - AEC exit fees
- UHart - NEWMAC entry fees
- Potential loss of current coaches and student-athletes
- Potential public relations issues with moving to Division III

**CONCLUSIONS**

The NEWMAC is a very viable Division III option based on similar undergraduate enrollment numbers, median budget (\$4.5M), reasonable travel distance, median student-athlete participation (451), and accommodation of all UHart sports, except men's and women's golf, and esports.

**RECOMMENDATIONS**

- UHart should consider membership in the NEWMAC if a decision is made to move to Division III.
- UHart should examine the NEWMAC and AEC manuals and bylaws to determine financial and timing implications for exiting the AEC.
- Explore and secure membership in the NEWMAC before departing the AEC.
- Develop a thorough transition plan before departing the AEC for the NEWMAC; follow NCAA Division III transition guidelines.



## ATTACHMENTS

### MODEL III: EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

The following attachments represent a higher level of detail







## ATTACHMENT 1

## MODEL III – REVIEW OTHER DIVISION I CONFERENCE OPTIONS

## COMMONWEALTH COAST CONFERENCE



Commonwealth Coast Conference (CCC) - FY 2019 Sports Budget (ALL Expenses)												
Men's Sports		Hartford (Less Aid)	Curry College	Endicott College	Gordon College	Nichols College	Roger Williams University	Salve Regina University	University of New England	Wentworth Institute of Technology	Western New England University	Total
1	Baseball	567,815	72,995	180,971	122,643	222,686	165,638	116,348		162,744	219,582	8
2	Basketball	1,594,089	68,656	140,230	155,017	160,701	155,074	90,488	173,022	117,091	171,078	9
3	Cross Country	38,759		34,781	24,999	31,073	26,904	14,120	22,316	31,094	20,265	8
4	Football		374,990	289,577		396,123		287,077	609,275		501,578	6
5	Golf	208,071		38,163		30,387	22,191		72,084	65,834	46,027	5
6	Ice Hockey		198,698	186,011		290,679		175,617	268,591	325,670	207,817	7
7	Lacrosse	387,004	90,906	142,622	122,081	82,384	89,355	110,413	150,548	196,237	255,456	9
8	Soccer	270,886	59,906	102,989	135,247	140,056	77,003	76,931	97,101	152,277	141,958	9
9	Tennis		23,500	40,209	69,445	60,994	42,969	18,037		48,809	47,184	8
	MEN'S CCC TOTALS	3,066,623	889,651	1,155,553	629,432	1,415,083	579,134	889,031	1,392,937	1,099,756	1,610,945	
	Ranking	1st	6	4	8	2	9	7	3	5	1	
MEN'S Non CCC Sports Offered												
	Equestrian Coed							14,791				1
	Indoor Track	47,168								29,511		1
	OutdoorTrack	47,168			26,221	23,092	39,925					3
	Rowing									135,103		1
	Sailing Coed						56,422	45,233				2
	Swimming / Diving				24,237		110,177					2
	Volleyball			91,453		34,567				77,797		3
	Wrestling						225,612				201,463	2
	OTHER						20,525					1
	SUB-TOTALS	94,336	-	91,453	50,458	57,659	452,661	60,023	-	242,411	201,463	
	MEN' S ALLS SPORT TOTALS	3,160,959	889,651	1,247,006	679,890	1,472,742	1,031,795	949,054	1,392,937	1,342,167	1,812,408	
	Ranking	1st	8	5	9	2	6	7	3	4	1	



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## COMMONWEALTH COAST CONFERENCE



## Commonwealth Coast Conference (CCC) - FY 2019 Sports Budget (ALL Expenses)

	Women's Sports	Hartford (Less Aid)	Curry College	Endicott College	Gordon College	Nichols College	Roger Williams University	Salve Regina University	University of New England	Wentworth Institute of Technology	Western New England University	Tot
1	Basketball	1,097,953	68,171	85,366	142,214	154,823	116,156	101,350	156,853	94,441	152,186	9
2	Cross Country	24,699	15,418	23,165	24,999	21,010	26,156	11,738	27,454		20,026	8
3	Field Hockey			85,211	123,427	64,235	53,850	77,336	150,135		118,293	7
4	Ice Hockey			142,850		215,227		139,356	180,653			4
5	Lacrosse	249,627	44,642	134,781	111,653	127,508	89,319	62,905	151,935	87,450	176,764	9
6	Soccer	249,917	65,513	152,743	122,259	96,748	91,034	64,851	218,498	142,541	151,602	9
7	Softball	213,087	67,761	94,966	86,062	157,709	132,346	81,531	85,583	69,728	137,297	9
8	Tennis		21,567	44,807	66,715	25,210	38,146	18,774		38,322	61,663	8
9	Track - Indoor	37,795										0
10	Track - Outdoor	37,795		37,887	31,525	11,776	39,769	61,561				5
11	Volleyball	194,111	56,361	100,411	125,109	68,718	90,149	44,509	122,503	79,355	133,245	9
	<b>WOMEN'S CCC TOTALS</b>	<b>2,104,984</b>	<b>339,433</b>	<b>902,187</b>	<b>833,963</b>	<b>942,964</b>	<b>676,925</b>	<b>663,911</b>	<b>1,093,614</b>	<b>511,837</b>	<b>951,076</b>	
	<b>Ranking</b>	<b>1st</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>2</b>	
<b>WOMEN'S Non CCC Sports Offered</b>												
	Swimming / Diving				26,826		106,837		51,562		50,934	4
	Equestrian			49,314			104,545					2
	Equestrian Coed							14,791				1
	Golf	106,672										0
	Sailing Coed						56,422	45,233				2
	OTHER						15,877		105,649			2
	<b>SUB-TOTALS</b>	<b>106,672</b>	<b>-</b>	<b>49,314</b>	<b>26,826</b>	<b>-</b>	<b>283,681</b>	<b>60,023</b>	<b>157,211</b>	<b>-</b>	<b>50,934</b>	
	<b>WOMEN'S ALL SPORTS TOTALS</b>	<b>2,211,655</b>	<b>339,433</b>	<b>951,501</b>	<b>860,789</b>	<b>942,964</b>	<b>960,606</b>	<b>723,934</b>	<b>1,250,825</b>	<b>511,837</b>	<b>1,002,010</b>	
	<b>Ranking</b>	<b>1st</b>	<b>9</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>2</b>	



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## COMMONWEALTH COAST CONFERENCE



Commonwealth Coast Conference (CCC) - FY 2019 Sports Budget (ALL Expenses)										
	Hartford (Less Aid)	Curry College	Endicott College	Gordon College	Nichols College	Roger Williams University	Salve Regina University	University of New England	Wentworth Institute of Technology	Western New England University
M & W CCC TOTALS	5,171,607	1,229,084	2,057,740	1,463,395	2,358,047	1,256,059	1,552,942	2,486,551	1,611,593	2,562,021
Ranking	1st	9	4	7	3	8	6	2	5	1
M & W ALL SPORTS TOTALS	5,372,615	1,229,084	2,198,507	1,540,679	2,415,706	1,992,400	1,672,988	2,643,762	1,854,004	2,814,418
Ranking	1st	9	4	8	3	5	7	2	6	1
Expenses Not Allocated by Sport	3,695,586	898,298	1,611,986	660,306	3,677	1,061,026	310,068	651,370	953,417	1,483,501
ATHLETIC DEPT TOTALS	9,068,201	2,127,382	3,810,493	2,200,985	2,419,383	3,053,426	1,983,056	3,295,132	2,807,421	4,297,919
Ranking	1st	8	2	7	6	4	9	3	5	1



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## COMMONWEALTH COAST CONFERENCE



## Commonwealth Coast Conference (CCC) - FY 2019 Sports Programs Sponsored

	CCC	Hartford	Curry College	Endicott College	Gordon College	Nichols College	Roger Williams University	Salve Regina University	University of New England	Wentworth Institute of Technology	Western New England University
MEN'S CCC SPONSORED SPORTS	9	6	7	9	6	9	7	8	7	8	9
MEN'S ALL SPORT TOTALS		9	7	10	8	11	12	10	7	11	10
WOMEN'S CCC SPONSORED SPORTS	11	8	7	10	9	10	9	10	8	6	8
WOMEN'S ALL SPORTS		9	7	11	10	10	13	12	10	6	9
M & W CCC SPONSORED SPORTS	20	14	14	19	15	19	16	18	15	14	17
M & W ALL SPORTS		18	14	21	18	21	25	22	17	17	19

Source of Data - FY 2019 EADA



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## COMMONWEALTH COAST CONFERENCE



## Commonwealth Coast Conference (CCC) - FY 2019 Student-Athlete Participation #'s

	Hartford	Curry College	Endicott College	Gordon College	Nichols College	Roger Williams University	Salve Regina University	University of New England	Wentworth Institute of Technology	Western New England University
MEN'S CCC SPONSORED SPORTS	145	252	300	118	304	155	271	227	171	327
Ranking	9th	6	3	9	2	8	4	5	7	1
MEN'S ALL SPORTS	195	252	318	137	366	278	280	227	240	356
Ranking	9th	6	3	9	1	5	4	8	7	2
WOMEN'S CCC SPONSORED SPORTS	158	111	249	164	178	184	195	185	98	157
Ranking	7th	8	1	6	5	4	2	3	9	7
WOMEN'S ALL SPORTS	165	111	263	171	178	248	219	243	98	168
Ranking	8th	8	1	6	5	2	4	3	9	7
M & W CCC SPONSORED SPORTS	303	363	549	282	482	339	466	412	269	484
Ranking	8th	6	1	8	3	7	4	5	9	2
M & W ALL SPORTS	360	363	581	308	544	526	499	470	338	524
Ranking	7th	7	1	9	2	3	5	6	8	4

Source of Data - FY 2019 EADA



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## LITTLE EAST CONFERENCE



Little East Conference (LEC) - FY 2019 Sports Budget (ALL Expenses)												
Men's Sports		Hartford (Less Aid)	Castleton University	Eastern Connecticut	Keene State	UMass Boston	UMass Dartmouth	Plymouth State	Rhode Island College	Southern Maine	Western Connecticut	#of Prog
1	Baseball	567,815	166,903	300,052	152,038	227,395	182,777	191,981	303,714	243,393	260,415	9
2	Basketball	1,594,089	118,260	254,757	220,432	154,927	86,602	82,264	140,517	153,343	204,066	9
3	Cross Country	38,759	20,289	26,870	18,211	14,319	61,130	24,598	37,343	28,702	10,916	9
4	Golf	208,071	11,298				36,971		61,659	28,559	19,195	5
5	Lacrosse	387,004	111,161	216,896	142,986	157,898	56,978	105,641		62,591	237,145	8
6	Soccer	270,886	106,024	236,453	212,875	137,753	64,551	66,989	137,567	118,832	214,311	9
7	Swimming / Diving				70,647		60,425				104,472	3
8	Tennis		9,459			61,651	19,358		52,240	17,418	24,498	6
9	Track - Indoor	47,168	13,676	53,740	21,853	29,593	35,266	51,172	57,972	70,797		8
10	Track - Outdoor	47,168	15,675	53,740	21,853	29,593	31,403	29,294	62,139	70,797		8
	MEN'S LEC TOTALS	3,160,959	572,745	1,142,509	860,896	813,129	635,461	551,939	853,151	794,432	1,075,018	
	Ranking	1st	8	1	3	5	7	9	4	6	2	
MEN'S Non Little East Sports Offered												
	Ice Hockey		152,389			204,266	144,930	216,018		155,817		5
	Football		405,774				238,979	333,756			558,562	4
	Skiing		88,747					60,933				2
	Wrestling		131,763					87,956	106,985	97,942		4
	OTHER		28,481									1
	SUB-TOTALS	-	807,154	-	-	204,266	383,909	698,663	106,985	253,759	558,562	
	MEN'S ALL SPORTSTOTALS	3,160,959	1,379,899	1,142,509	860,896	1,017,395	1,019,370	1,250,602	960,136	1,048,191	1,633,580	
	Ranking	1st	2	4	9	7	6	3	8	5	1	



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## LITTLE EAST CONFERENCE



## Little East Conference (LEC) - FY 2019 Sports Budget (ALL Expenses)

Women's Sports	Hartford (Less Aid)	Castleton University	Eastern Connecticut	Keene State	UMass Boston	UMass Dartmouth	Plymouth State	Rhode Island College	Southern Maine	Western Connecticut	#of Prog
1 Basketball	1,097,953	161,245	286,103	175,304	150,365	94,527	74,713	145,665	121,212	257,509	9
2 Cross Country	24,699	17,991	34,107	19,788	15,362	59,990	23,496	40,244	27,167	9,904	9
3 Field Hockey		98,084	122,851	100,943		41,485	76,660		160,828	166,866	7
4 Lacrosse	249,627	79,841	143,036	106,231		64,535	131,708	97,899	78,704	175,164	8
5 Soccer	249,917	141,311	255,590	219,347	171,560	56,965	70,723	127,184	113,951	192,127	9
6 Softball	213,087	119,469	288,945	104,819	144,816	142,791	99,540	138,124	131,534	291,404	9
7 Swimming / Diving			102,314	73,555		62,934	84,058	44,963		92,740	6
8 Tennis		11,548			56,563	31,952	42,762	77,336	19,589	21,632	7
9 Track - Indoor	37,795	12,783	50,023	20,448	24,579	35,631	44,657	62,461	94,180		8
10 Track - Outdoor	37,795	14,783	50,023	20,448	24,579	33,155	25,933	69,805	94,180		8
11 Volleyball	194,111	74,985	168,399	87,804	149,042	53,955	107,887	73,738	94,017	204,579	9
<b>WOMEN' LEC TOTALS</b>	<b>2,104,984</b>	<b>732,040</b>	<b>1,501,391</b>	<b>928,687</b>	<b>736,867</b>	<b>677,920</b>	<b>782,137</b>	<b>877,419</b>	<b>935,362</b>	<b>1,411,925</b>	
<b>Ranking</b>	<b>1st</b>	<b>8</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>9</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>2</b>	
<b>WOMEN'S Non Little East Sports Offered</b>											
Ice Hockey		128,459			182,704		166,406		113,386		4
Skiing		90,587					57,155				2
Gymnastics								83,584			1
Golf	106,672							44,599			1
Equestrian						48,134					1
Sailing						19,450					1
OTHER		46,482									1
<b>SUB-TOTALS</b>	<b>106,672</b>	<b>265,528</b>	<b>-</b>	<b>-</b>	<b>182,704</b>	<b>67,584</b>	<b>223,561</b>	<b>128,183</b>	<b>113,386</b>	<b>-</b>	
<b>WOMEN'S ALL SPORTS TOTALS</b>	<b>2,211,655</b>	<b>997,568</b>	<b>1,501,391</b>	<b>928,687</b>	<b>919,571</b>	<b>745,504</b>	<b>1,005,698</b>	<b>1,005,602</b>	<b>1,048,748</b>	<b>1,411,925</b>	
<b>Ranking</b>	<b>1st</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>	



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS



## LITTLE EAST CONFERENCE

Little East Conference (LEC) - FY 2019 Sports Budget (ALL Expenses)										
	Hartford (Less Aid)	Castleton University	Eastern Connecticut	Keene State	UMass Boston	UMass Dartmouth	Plymouth State	Rhode Island College	Southern Maine	Western Connecticut
M & W LEC TOTALS	5,265,943	1,304,785	2,643,900	1,789,583	1,549,996	1,313,381	1,334,076	1,730,570	1,729,794	2,486,943
Ranking	1st	9	1	3	6	7	8	4	5	2
M & W ALL SPORTS TOTALS	5,372,615	2,377,467	2,643,900	1,789,583	1,936,966	1,764,874	2,256,300	1,965,738	2,096,939	3,045,505
M&W ALL SPORTS Ranking	1st	3	2	8	7	9	4	6	5	1
Expenses Not Allocated by Sport	3,695,586	832,770	1,632,160	1,078,165	2,350,316	1,431,488	1,015,732	752,266	2,132,697	1,374,266
Expenses Grand Total	9,068,201	3,210,237	4,276,060	2,867,748	4,287,282	3,196,362	3,272,032	2,718,004	4,229,636	4,419,771
Ranking	1st	7	3	8	2	6	5	9	4	1





## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS



## LITTLE EAST CONFERENCE

Little East Conference (LEC) - FY 2019 Sports Sponsored											
	LEC	Hartford	Castleton University	Eastern Connecticut	Keene State	UMass Boston	UMass Dartmouth	Plymouth State	Rhode Island College	Southern Maine	Western Connecticut
MEN'S LEC SPONSORED SPORTS	10	8	9	7	8	8	10	7	8	9	8
MEN'S ALL SPORTS		8	14	7	8	9	12	11	9	11	9
WOMEN'S LEC SPONSORED SPORTS	11	8	10	10	10	8	11	11	10	10	9
WOMEN'S ALL SPORTS		9	13	10	10	9	13	13	12	11	9
M & W LEC SPONSORED SPORTS	21	16	19	17	18	16	21	18	18	19	17
M & W ALL SPORTS		17	27	17	18	18	25	24	21	22	18

Source of Data - FY 2019 EADA



## ATTACHMENT 3

MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND  
CONFERENCE OPTIONS

## LITTLE EAST CONFERENCE

Little East Conference (LEC) - FY 2019 Student-Athlete Participation #'S										
	Hartford	Castleton University	Eastern Connecticut	Keene State	UMass Boston	UMass Dartmouth	Plymouth State	Rhode Island College	Southern Maine	Western Connecticut
MEN'S LEC SPONSORED SPORTS	195	196	174	208	206	219	207	126	221	169
Ranking	7th	6	7	3	5	2	4	9	1	8
MEN'S ALL SPORTS	195	417	174	208	234	334	374	142	274	294
Ranking	8th	1	8	7	6	3	2	9	5	4
WOMEN'S LEC SPONSORED SPORTS	158	159	200	190	160	212	207	147	265	149
Ranking	8th	7	4	5	6	2	3	9	1	8
WOMEN'S ALL SPORTS	165	210	200	190	184	235	240	167	288	149
Ranking	9th	4	5	6	7	3	2	8	1	9
M & W LEC SPONSORED SPORTS	353	355	374	398	366	431	414	273	486	318
Ranking	8th	7	5	4	6	2	3	9	1	8
M & W ALL SPORTS	360	627	374	398	418	569	614	309	562	443
Ranking	9th	1	8	7	6	3	2	9	4	5

Source of Data - EADA



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE



New England Men's & Women's Athletic Conference (NEWMAC) - FY 2019 Sports Budgets ALL Expenses										
Men's Sports		Hartford (Less Aid)	Babson College	Clark University	Emerson College	Massachusetts Institute of Technology MIT	Springfield College	Wheaton College	Worcester Polytechnic Institute	Tot
1	Baseball	567,815	282,070	167,857	222,744	148,869	213,998	299,584	248,036	7
2	Basketball	1,594,089	241,637	173,114	181,559	134,961	243,703	153,230	320,265	7
3	Cross Country	38,759	29,736	13,193	14,512	37,375	52,573	30,035	28,714	7
4	Football					213,327	791,482		418,480	3
5	Lacrosse	387,004	225,537	146,982	180,680	132,745	295,612	135,080		6
6	Soccer	270,886	258,905	106,783	158,888	54,924	162,444	189,835	125,122	7
7	Swimming / Diving		126,038	76,235		106,293	150,895	100,463	287,186	6
8	Tennis		76,579	50,799	80,277	72,863	72,489	62,946		6
9	Track - Indoor	47,168	35,683			72,305	86,745	51,488	63,170	5
10	Track - Outdoor	47,168	35,683			87,814	86,745	51,488	63,170	5
MEN'S NEWMAC TOTALS		2,952,888	1,311,868	734,963	838,660	1,061,476	2,156,687	1,074,148	1,554,142	
Ranking		1st	3	7	6	5	1	4	2	
MEN'S Non Conference Sports Offered										
	Ice Hockey		291,270							1
	Fencing					69,078				1
	Golf	208,071	62,792				36,818			2
	Gymnastics						188,364			1
	Rowing					823,389			289,316	2
	Skiing		35,203							1
	Squash					80,439				1
	Tennis Co-Ed									1
	Volleyball				79,298	74,602	190,826			3
	Water Polo					96,691				1
	Wrestling						212,216		170,993	2
	Other Men's					39,974				1
SUB-TOTALS		208,071	389,265	-	79,298	1,184,173	628,224	-	460,309	
MEN'S ALL SPORTS TOTALS		3,160,959	1,701,133	734,963	917,958	2,245,649	2,784,911	1,074,148	2,014,451	
Ranking		1st	6	11	10	2	1	8	4	



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE



## New England Men's &amp; Women's Athletic Conference (NEWMAC) - FY 2019 Sports Budgets ALL Expenses: Page 2

Women's Sports		Hartford (Less Aid)	Babson College	Clark University	Emerson College	Massachusetts Institute of Technology MIT	Springfield College	Wheaton College	Worcester Polytechnic Institute	Tot
1	Basketball	1,097,953	253,716	174,828	154,725	116,979	208,783	147,074	269,119	7
2	Cross Country	24,699	31,787	10,605	15,427	37,163	33,895	34,325	33,400	7
3	Field Hockey		177,717	79,574		106,637	208,281	91,252	99,700	6
4	Lacrosse	249,627	176,450		129,659	74,986	208,515	141,500		5
5	Rowing			120,058		792,342			290,609	3
6	Soccer	249,917	211,299	101,682	169,328	88,076	177,706	142,020	124,596	7
7	Softball	213,087	219,357	117,997	161,856	96,580	157,316	130,671	172,688	7
8	Swimming / Diving		126,038	76,325		104,698	160,460	155,718	277,803	6
9	Tennis		74,459	22,907	85,719	116,531	71,464	60,893		6
10	Track - Indoor	37,795	37,085			67,693	88,974	64,359	60,306	5
11	Track - Outdoor	37,795	37,085			83,709	88,974	64,359	60,306	5
12	Volleyball	194,111	169,059	56,430	89,852	92,343	188,129	157,586	102,849	7
WOMEN'S NEWMAC TOTALS		2,104,984	1,514,051	760,406	806,566	1,777,737	1,592,497	1,189,758	1,491,375	
Ranking		1st	3	7	6	1	2	5	4	
WOMEN'S Non Conference Sports Offered										
	Tennis Co-Ed									1
	Fencing					67,246				1
	Gymnastics						163,474			1
	Ice Hockey									1
	Sailing					83,016				1
	Skiing		35,203							1
	Synchronized Swim							113,580		1
	Golf	106,672								1
	Other Women's					109,358				2
SUB-TOTALS		106,672	35,203	-	-	259,620	163,474	113,580	-	
WOMEN'S ALL SPORTS TOTALS		2,211,655	1,549,254	760,406	806,566	2,037,357	1,755,971	1,303,338	1,491,375	
Ranking		1st	3	7	6	1	2	5	4	



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE



## New England Men's &amp; Women's Athletic Conference (NEWMAC) - FY 2019 Sports Budgets ALL Expenses

Women's Sports	Hartford (Less Aid)	Babson College	Clark University	Emerson College	Massachusetts Institute of Technology MIT	Springfield College	Wheaton College	Worcester Polytechnic Institute
M & W NEWMAC TOTALS	5,057,872	2,825,919	1,495,369	1,645,226	2,839,213	3,749,184	2,263,906	3,045,517
Ranking	1st	4	7	6	3	1	5	2

M & W ALL SPORTS TOTALS	5,372,615	3,250,387	1,495,369	1,724,524	4,283,006	4,540,882	2,377,486	3,505,826
Ranking	1st	4	7	6	2	1	5	3

Expenses Not Allocated by Sport	3,695,586	1,615,112	711,288	1,188,271	2,576,604	1,596,901	1,088,375	1,040,509
TOTAL ATHLETIC DEPT BUDGET	9,068,201	4,865,499	2,206,657	2,912,795	6,859,610	6,137,783	3,465,861	4,546,335

Note: The FY 2019 NEWMAC information presented is for 7 members and does not include 4 members that do not have data on the EADA. They are: U.S. Coast Guard Academy, Mount Holyoke College, Smith College and Wellesley College.



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE



## New England Men's &amp; Women's Athletic Conference (NEWMAC) - FY 2019 Sports Sponsored

	NEWMAC	Hartford	Babson College	Clark University	Emerson College	Massachusetts Institute of Technology MIT	Springfield College	Wheaton College	Worcester Polytechnic Institute
MEN'S NEWMAC SPONSORED SPORTS	10	7	9	7	6	10	10	9	8
MEN'S ALL SPORTS		8	12	7	7	15	14	9	10
WOMEN'S NEWMAC SPONSORED SPORTS	12	8	11	9	7	12	11	11	10
WOMEN'S ALL SPORTS		9	12	9	7	15	12	12	10
M & W NEWMAC SPONSORED SPORTS	22	15	20	16	13	22	21	20	18
M & W ALL SPORTS		17	24	16	14	30	26	21	20

Source of Data - FY 2019 EADA

Note: The FY 2019 NEWMAC information presented is for 7 members and does not include 4 members that do not have data on the EADA. They are: U.S. Coast Guard Academy, Mount Holyoke College, Smith College and Wellesley College.



## ATTACHMENT 3

## MODEL III – EXAMINE NCAA DIVISION III MEMBERSHIP AND CONFERENCE OPTIONS

## NEW ENGLAND WOMEN'S AND MEN'S ATHLETIC CONFERENCE



## New England Men's &amp; Women's Athletic Conference (NEWMAC) - FY 2019 Student-Athlete Participation

	Hartford	Babson College	Clark University	Emerson College	Massachusetts Institute of Technology MIT	Springfield College	Wheaton College	Worcester Polytechnic Institute
MEN'S NEWMAC SPONSORED SPORTS	187	187	163	116	324	372	211	348
Ranking	5th	5	6	7	3	1	4	2
MEN'S ALL SPORTS	195	231	163	126	436	460	211	421
Ranking	6th	4	6	7	2	1	5	3
WOMEN'S NEWMAC SPONSORED SPORTS	158	199	166	98	313	287	232	275
Ranking	7th	5	6	7	1	2	4	3
WOMEN'S ALL SPORTS	165	204	166	98	358	309	240	275
Ranking	7th	5	6	7	1	2	4	3
M & W NEWMAC SPONSORED SPORTS	345	386	329	214	637	659	443	623
Ranking	6th	5	6	7	2	1	4	3
M & W ALL SPORTS	360	435	329	224	794	769	451	696
Ranking	6th	5	6	7	1	2	4	3

Source of Data - FY 2019 EADA

Note: The FY 2019 NEWMAC information presented is for 7 members and does not include 4 members that do not have data on the EADA. They are: U.S. Coast Guard Academy, Mount Holyoke College, Smith College and Wellesley College.



## IV. Comprehensive Conclusions and Recommendations

This Feasibility Study presents CarrSports' objective analysis and recommendations, based on the University's prevailing parameters for determining the best Athletics model for UHart. Additionally, the EADA benchmarking data used by this Study sometimes differs by respective reporting institutions. Financial projections should be viewed as estimates and intended as a tool for preliminary decision-making.

### CONCLUSIONS

1. Given the financial reality of this Study, coupled with parameters outlined in the assumptions on the previous page, Athletics' current Division I-funding model is not viable and cannot achieve the goal of becoming more self-sustaining.
2. It will take a sizable infusion of additional revenues to effectively support UHart's continued membership in Division I (Models I and II).
3. Adding student-athletes by increasing team rosters or through the expansion of sports offerings would increase net tuition revenues for the University.
4. Therefore, continued Division I membership (Models I and II) are not realistic or sustainable options for UHart. Membership in Division III should be explored.

### RECOMMENDATIONS

1. UHart should explore viable membership options in NCAA Division III that will align with the University's Mission.
2. UHart should examine the AEC Constitution and Bylaws to determine financial and timing implications for exiting the AEC.
3. Considerations should be given to financial impact of AEC Exit Fees (see AEC Principals for Resignation).<sup>17</sup>
4. UHart should engage the Board of Regents, campus leadership, and select external constituents in the communication and decision-making process relative to changes in the Athletics' model.
5. Secure membership in a Division III conference before departing the AEC.
6. After exploring Division III, develop a detailed transition plan before departing the AEC for Division III. Essential components include:
  - Follow Division III transition guidelines
  - Examine impact on Title IX equity compliance
  - Develop process and timeline for complying with Division III guidelines
  - Create appropriate financial pro forma(s)

<sup>17</sup> Excerpt from *2019-20 America East Constitution*, (2020): p. 4-5

Article 3.4 Resignation. The principals for resignation from the Conference are:

- d) A member institution wishing to resign from the Conference shall notify the Commissioner in writing of its intention at least two years prior to the date of resignation from the Conference. The two-year period shall commence on the June 30 following the notification, with the effective date of the resignation being two years subsequent to said June 30;
- e) Upon notice of an institution's intention to withdraw from America East; the institution's teams become ineligible, on a date to be determined by the remaining members of the Board of Presidents, to compete for Conference championships;
- f) Exit Payments. {Revised: November 2013}  
(5) Resignation. A member institution that resigns from the Conference will required to remain in the AEC for an additional two years and shall make a payment of \$1,000,000 to the Conference. This payment shall be due 30 days after the effective date of the resignation.





- Continue facilities planning to accommodate the integration of campus wellness, health, recreation, intramurals, and club sports; the possible increase in student-athlete enrollment and sports offerings should also be considered in campus planning
- Incorporate transition planning into a three-to five-year strategic plan for Athletics and campus wellness, health, recreation, intramurals, and club sports



## Exhibits

University of Hartford - Athletics Comparative Data Analysis  
NCAA Division I Conferences

TOTAL ATHLETIC DEPT BUDGETS					
	Low	Median	High	UHart	UH-Rank
America East	14,604,969	20,509,064	32,206,155	15,413,249	8 of 9
MAAC	7,588,471	18,793,576	28,680,434	15,413,249	7 of 11
Northeast Conference	8,289,239	16,524,184	26,326,420	15,413,249	7 of 9

TOTAL SPORTS BUDGETS					
	Low	Median	High	UHart	UH-Rank
America East	9,236,690	15,160,477	22,053,987	11,717,663	7 of 9
MAAC	5,428,015	12,857,264	24,267,718	11,717,663	7 of 11
Northeast Conference	5,711,295	13,089,085	19,756,621	11,717,663	7 of 9

TOTAL STUDENT-ATHLETE PARTICIPATION #'S					
	Low	Median	High	UHart	UH-Rank
America East	360	576	717	360	9 of 9
MAAC	298	485	723	360	10 of 11
Northeast Conference	314	564	940	360	8 of 9

TOTAL SPORTS PROGRAMS SPONSORED				
	Low	Median	High	UHart
America East	17	18	21	17
MAAC	16	19	23	17
Northeast Conference	16	22	32	17

University of Hartford - Athletics Comparative Data Analysis  
NCAA Division III Conferences

TOTAL ATHLETIC DEPT BUDGETS					
	Low	Median	High	UHart	UH-Rank
Commonwealth Coast	1,983,056	2,807,421	4,297,919	9,068,201	1 of 9
Little East Conference	2,718,004	3,272,032	4,419,771	9,068,201	1 of 9
NEWMAC	2,206,657	4,546,335	6,859,610	9,068,201	1 of 7

Note: UHart total does not include Athletic Aid.

TOTAL SPORTS BUDGETS					
	Low	Median	High	UHart	UH-Rank
Commonwealth Coast	1,229,084	1,992,400	2,814,418	5,372,615	1 of 9
Little East Conference	1,789,583	2,096,939	3,045,505	5,372,615	1 of 9
NEWMAC	1,495,369	3,250,387	4,540,882	5,372,615	1 of 7

Note: UHart total does not include Athletic Aid.

TOTAL STUDENT-ATHLETE PARTICIPATION #'S					
	Low	Median	High	UHart	UH-Rank
Commonwealth Coast	308	499	581	360	9 of 9
Little East Conference	309	443	627	360	9 of 9
NEWMAC	224	451	794	360	6 of 7

Note: Select schools sponsor football.

TOTAL SPORTS PROGRAMS SPONSORED				
	Low	Median	High	UHart
Commonwealth Coast	14	19	25	18
Little East Conference	17	21	27	17
NEWMAC	14	21	30	17

Note: Select schools sponsor more non-conference affiliated sports.

Note: The FY 2019 NEWMAC information presented is for 7 members and does not include 4 members that do not have data on the EADA. They are: U.S. Coast Guard Academy, Mount Holyoke College, Smith College and Wellesley College.



## Comparison of Sports Programs Offered Among Div. I Conferences - U. of Hartford is a Member of America East

University of Hartford	
Men's Conference Sports	
1	Baseball
2	Basketball
3	Cross Country
4	Lacrosse
5	Soccer
6	Swimming / Diving
7	Track - Indoor
8	Track - Outdoor
Men's Non Conference Sports	
1	Golf
Women's Conference Sports	
1	Basketball
2	Cross Country
3	Field Hockey
4	Lacrosse
5	Soccer
6	Softball
7	Swimming / Diving
8	Track - Indoor
9	Track - Outdoor
10	Volleyball
WOMEN'S Non Conference Sports	
1	Golf

America East	
Men's Conference Sports	
1	Baseball
2	Basketball
3	Cross Country
4	Lacrosse
5	Soccer
6	Swimming / Diving
7	Track - Indoor
8	Track - Outdoor
MEN'S Non Conference Sports	
1	Ice Hockey
2	Football
3	Golf
4	Skiing
5	Tennis
6	Wrestling
Women's Conference Sports	
1	Basketball
2	Cross Country
3	Field Hockey
4	Lacrosse
5	Soccer
6	Softball
7	Swimming / Diving
8	Track - Indoor
9	Track - Outdoor
10	Volleyball
WOMEN'S Non Conference Sports	
1	Tennis
2	Gymnastics
3	Ice Hockey
4	Skiing
5	Golf

MAAC	
Men's Conference Sports	
1	Baseball
2	Basketball
3	Cross Country
4	Golf
5	Lacrosse
6	Soccer
7	Swimming / Diving
8	Tennis
9	Track - Indoor
10	Track - Outdoor
MEN'S Non Conference Sports	
1	Ice Hockey
2	Football
3	Rowing
4	Water Polo
5	Wrestling
Women's Conference Sports	
1	Basketball
2	Cross Country
3	Golf
4	Lacrosse
5	Rowing
6	Soccer
7	Softball
8	Swimming / Diving
9	Tennis
10	Track - Indoor
11	Track - Outdoor
12	Volleyball
13	Water Polo
WOMEN'S Non Conference Sports	
1	Field Hockey
2	Ice Hockey
3	Bowling

Northeast Conference	
Men's Conference Sports	
1	Baseball
2	Basketball
3	Cross Country
4	Football
5	Golf
6	Lacrosse
7	Soccer
8	Swimming / Diving
9	Tennis
10	Track - Indoor
11	Track - Outdoor
Men's Non Conference Sports	
1	Fencing
2	Ice Hockey
3	Volleyball
4	Water Polo
5	Wrestling
Women's Conference Sports	
1	Basketball
2	Bowling
3	Cross Country
4	Field Hockey
5	Golf
6	Lacrosse
7	Soccer
8	Softball
9	Swimming / Diving
10	Tennis
11	Track - Indoor
12	Track - Outdoor
13	Volleyball
WOMEN'S Non Conference Sports	
1	Equestrian
2	Fencing
3	Ice Hockey
4	Rowing
5	Water Polo



**Comparison of Sports Programs Offered Among Div. III Conferences - U. of Hartford is a Member of America East**

University of Hartford		Little East Conference		Commonwealth Coast		NEWMAC	
<b>Men's Conference Sports</b>		<b>Men's Conference Sports</b>		<b>Men's Conference Sports</b>		<b>Men's Conference Sports</b>	
1	Baseball	1	Baseball	1	Baseball	1	Baseball
2	Basketball	2	Basketball	2	Basketball	2	Basketball
3	Cross Country	3	Cross Country	3	Cross Country	3	Cross Country
4	Lacrosse	4	Golf	4	Football	4	Football
5	Soccer	5	Lacrosse	5	Golf	5	Lacrosse
6	Swimming / Diving	6	Soccer	6	Ice Hockey	6	Soccer
7	Track - Indoor	7	Swimming / Diving	7	Lacrosse	7	Swimming / Diving
8	Track - Outdoor	8	Tennis	8	Soccer	8	Tennis
<b>Men's Non Conference Sports</b>		<b>Men's Non Conference Sports</b>		<b>Men's Non Conference Sports</b>		<b>Men's Non Conference Sports</b>	
1	Golf	9	Track - Indoor	9	Tennis	9	Track - Indoor
		10	Track - Outdoor			10	Track - Outdoor
<b>Women's Conference Sports</b>		<b>Women's Conference Sports</b>		<b>Women's Conference Sports</b>		<b>Women's Conference Sports</b>	
1	Basketball	1	Ice Hockey	1	Equestrian Coed	1	Ice Hockey
2	Cross Country	2	Football	2	Indoor Track	2	Fencing
3	Field Hockey	3	Skiing	3	Outdoor Track	3	Golf
4	Lacrosse	4	Wrestling	4	Rowing	4	Gymnastics
5	Soccer			5	Sailing Coed	5	Rowing
6	Softball	<b>Women's Conference Sports</b>		6	Swimming / Diving	6	Skiing
7	Swimming / Diving	1	Basketball	7	Volleyball	7	Squash
8	Track - Indoor	2	Cross Country	8	Wrestling	8	Tennis Co-Ed
9	Track - Outdoor	3	Field Hockey	<b>Women's Conference Sports</b>		9	Volleyball
10	Volleyball	4	Lacrosse	1	Basketball	10	Water Polo
<b>WOMEN'S Non Conference Sports</b>		5	Soccer	2	Cross Country	11	Wrestling
1	Golf	6	Softball	3	Field Hockey	<b>Women's Conference Sports</b>	
		7	Swimming / Diving	4	Ice Hockey	1	Basketball
		8	Tennis	5	Lacrosse	2	Cross Country
		9	Track - Indoor	6	Soccer	3	Field Hockey
		10	Track - Outdoor	7	Softball	4	Lacrosse
		11	Volleyball	8	Tennis	5	Rowing
		<b>WOMEN'S Non Conference Sports</b>		9	Track - Indoor	6	Soccer
		1	Ice Hockey	10	Track - Outdoor	7	Softball
		2	Skiing	11	Volleyball	8	Swimming / Diving
		3	Gymnastics	<b>WOMEN'S Non Conference Sports</b>		9	Tennis
		4	Golf	1	Swimming / Diving	10	Track - Indoor
		5	Equestrian	2	Equestrian	11	Track - Outdoor
		6	Sailing	3	Equestrian Coed	12	Volleyball
				4	Golf	<b>WOMEN'S Non Conference Sports</b>	
				5	Sailing Coed	1	Tennis Co-Ed
						2	Fencing
						3	Gymnastics
						4	Ice Hockey
						5	Sailing
						6	Skiing
						7	Synchronized Swim
						8	Golf