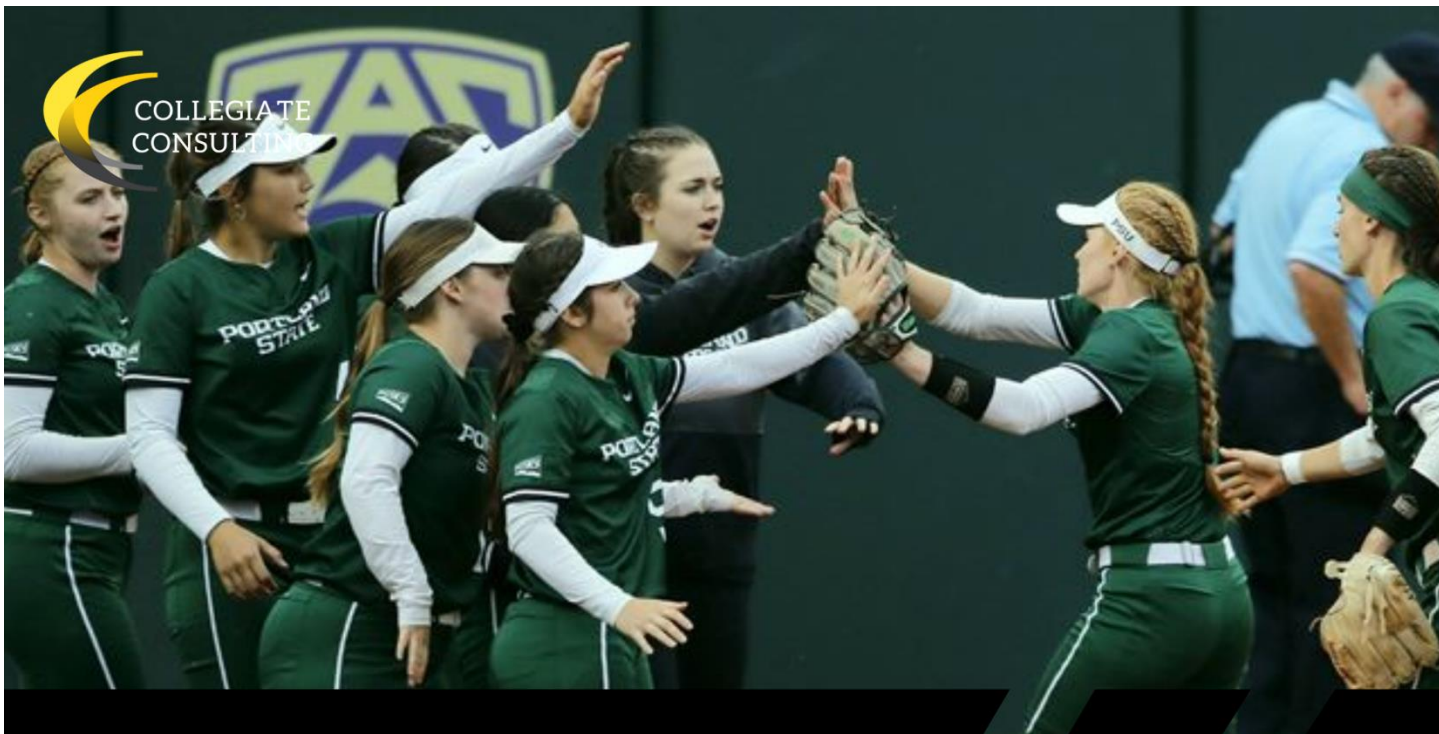




Portland State University

Operational Review

September 2021



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EXECUTIVE SUMMARY

In February 2021, Portland State University issued a Request for Quote for an Intercollegiate Athletics Study. In May, Portland State University retained Collegiate Consulting to complete an *Intercollegiate Athletics Review*.

The purpose of this study is to review the past and present of Portland State Athletics, to look toward future opportunities within all aspects of college athletics – Division I, II or III, with or without football – and to provide recommendations regardless of which step Portland State chooses.

Collegiate Consulting has reviewed the current overall athletic budget; looked at the individual operating budgets and all sources of revenue/funding; analyzed expenses; and compared scholarships/financial aid, sport sponsorship, facilities and staffing.

Our Process

After being retained by Portland State, Collegiate Consulting laid out all groups of stakeholders that were significant to Portland State University, Portland State Athletics, and the community of Portland, including University administration, athletics staff and coaches, academic faculty and staff, students (both athletes and non-athletes), donors, corporate sponsors, alumni, PSU Foundation core personnel and Portland State Board of Trustees members. Over the course of eight weeks, Collegiate Consulting interviewed more than 125 stakeholders in focus or small groups and via individual conversations. For the sake of fortifying PSU's future, we wanted to get a sense of where the Vikings have been and where they are now.

Collegiate Consulting interviewed current and former administrative staff members, current and former coaches, student-athletes, students, deans, institutional administration, professors, alumni, former athletes, donors, corporate sponsors and other figures within the communities of PSU and Portland.

These focus groups allowed Collegiate Consulting to determine the most pressing elements to focus on in the next steps. At the beginning of May, Collegiate Consulting began developing a student survey and an alumni and external guests survey. With assistance from Portland State, the surveys were adjusted and distributed through email lists.

[The student survey](#) was sent to the students who were actively enrolled for Spring 2021 (20,249) with 955 responses, or a 4.7% response rate. Those

who took the survey had an 88% completion rate. The survey was distributed twice to the student body and promoted on social media.

[The external stakeholder survey](#) was sent to a database of nearly 70,000 names. The responses are continuing to come in and will be added as an appendix to this report. Currently, the survey has generated 1,579 responses, or a 2.56% response rate. Those who completed the survey spent an average of five minutes responding and only 87% completed the survey. This survey has been sent out twice so far.

Collegiate Consulting began the benchmarking portion of the study, where [we compared Portland State to the Big Sky in financial and non-financial elements](#). Collegiate Consulting compared Portland State to potential Division II conferences - [Rocky Mountain Athletic Conference](#) and [Great Northwest Athletic Conference](#) - and Division III [Northwest Athletic Conference](#). In addition, several internal elements were included in this study to demonstrate differences within Portland State University and trends over time.

Benchmarking data included: Athletic and sports budgets, institutional budgets, athletic success, academic success, demographic information, staffing and salaries, scholarships and more.

Our Purpose

The purpose of this study was to examine Portland State University Athletics from all aspects – qualitative and quantitative – and provide recommendations that will help Portland State improve athletics, no matter what the next steps are. After completing all interviews and reviewing all benchmarking data, Collegiate Consulting compiled a list of recommendations for Portland State.

It is our hope that these recommendations will improve the student-athlete experience and Portland State University as a whole. We also hope these recommendations will aid in the long-term improvement of the athletic department, as it proves to be a symbiotic partnership with academics, as proven by student-athlete performance in the classroom. Additionally, Collegiate Consulting researched data to determine if a steadfast athletic department can contribute to President Percy's goals of strengthening and enhancing the Portland community.

Big Sky Conference

The Big Sky Conference is an NCAA Division I conference with FCS football competition. Member-institutions are located in the western United States in

eight states: Arizona, California, Colorado, Idaho, Montana, Oregon, Utah and Washington. Four affiliate members participate in one sport. Two schools from California are football-only participants and two schools from the Northeast participate only in men's golf.

[The Big Sky sponsors championships in 16 sports](#), including men's and women's cross-country, golf, indoor and outdoor track and field, basketball and tennis. There are also championships in football, and in women's volleyball, soccer and softball. It is the only Division I All-Sports Conference that does not sponsor baseball.

The average total enrollment is 19,524, with 16,792 undergraduates. [Portland State University has one of the largest enrollments in the conference at 26,021 total students and 20,966 undergraduates](#); this ranks fourth in the conference. Like the conference, Portland State's student body skews female.

On average, a Big Sky institution accepts 88% of applicants; of those accepted, 24% enroll. PSU is higher than average on both metrics, accepting 96% of students with an enrollment rate of 25%.

Collegiate Consulting added several PSU-specific elements throughout this project, one of which was the undergraduate student population analysis. The average Big Sky institution has a student population consisting of 27% part-time undergraduate students. Thirty-seven percent of PSU's undergraduates are part-time, ranking it third in the conference. PSU also has the lowest percentage of students under 24 (31%). Both metrics seem to contribute significantly to the perceived support of PSU athletics.

Another PSU-specific element was the undergraduate student demographic analysis. When compared to the Big Sky, PSU ranks in the top four for the highest percentage of students identifying as the following: American Indian or Alaskan, Asian, Hispanic/Latino, Native Hawaiian or other, two or more races, unknown and non-resident. California State University-Sacramento is the only institution to have a smaller percentage of Caucasian students.

Compared to the Big Sky, [Portland State spends the least on its men's sports programs](#). In total, a Big Sky institution spends a mean average of \$2.89 million on its men's programs; this is approximately \$1 million more than PSU. PSU football is the only football team that does not have an operating budget exceeding \$1 million. Tennis is the highest-ranking PSU budget and second in the conference.

[For women's sports, only two sports are not ranked in the top half of the conference.](#) Women's basketball is underfunded, as its \$370,357 budget is \$100,000 less than average, making it the smallest in the conference. Cross-country/track and field ranks sixth in the conference. Both tennis and volleyball rank first in the conference.

[In terms of total athletic budget,](#) Portland State has the smallest budget in the conference, spending \$2 million less than the next-lowest budget. Half of the conference spends more than \$20 million on their intercollegiate athletic programs.

[Portland State offers a total of 148.66 scholarships.](#) In men's sports, Portland State offers 81.95 scholarships, which ranks second to last in the conference. Basketball and football are at/near the NCAA maximum, while tennis and cross-country rank ninth and 10th, respectively. The University of Northern Colorado is the only institution to offer fewer scholarships.

In women's sports, PSU offers 66.71 scholarships, which ranks eighth in the conference. Basketball, golf and softball rank in the top half of the conference, while the rest of the sports rank eighth or lower.

[The Learfield IMG College Directors' Cup is an annual award presented by the National Association of Collegiate Directors of Athletics](#) to colleges and universities in the United States, which demonstrates the most success in college athletics. When compared to the Big Sky five-year average, Portland State accumulates the fewest points and ranks the second lowest in the conference. Idaho State University has been unranked for the last five years.

The Big Sky average [Academic Progress Rate for men's sports is 969.](#) Portland State's average of 971 is above average and ranks sixth in the conference. Football has one of the lowest APRs (954), ranking eighth in the conference. Tennis, basketball and cross-country rank in the top half.

As for women's sports the Big Sky average APR is 984. Portland State's average of 979 ranks last in the conference. Golf and softball are the only sports that rank in the top half of the conference. Basketball and volleyball rank ninth and last, respectively.

[When measuring academic success by Graduation Success Rate, Portland State ranks much higher overall,](#) with its men's average (86) ranking fourth and the women's average (93) ranking second. Across both men's and women's sports, PSU has four programs with a perfect 100.

[The average Big Sky institution has 225 male athletes and 192 female athletes](#), which is about 43 more athletes than Portland State. Portland State ranks seventh in terms of male athletes and ninth in terms of female athletes.

In terms of staffing, it is important to note that all athletic departments are unique, with different positions and people wearing several hats. With coaching staffs, Portland State is right on par with the conference. In total Portland State has 11 head coaches and 29 assistants. The average Big Sky institution has 11.2 head coaches and 29.2 assistants. [PSU's administrative staffing is significantly behind the conference average of 37.6 staff members](#). This topic was a significant component of the interview and focus group conversations.

[Similarly, PSU's average head coaching salaries are in alignment with the conference average](#). Portland State assistant coaches are typically paid less than the Big Sky average; this is also true of administrative salaries. Again, salaries consumed a significant portion of the interview and focus group conversations. Although comparing Portland State to the conference average gives some insight, it is important to remember that other Big Sky institutions are not located within an urban area with costs of living like Portland.

[Big Sky institutions average \\$19.6 million in revenue](#). The three largest revenue streams are direct institutional support, student fees and state /government support. Portland State is below the average, and second lowest in the conference, at \$14.99 million. The biggest streams of revenue for PSU are direct institutional support (44%), student fees (24%) and game guarantees (8%).

[When looking just external revenue](#), the average Big Sky institution generates \$4.55 million. The mean average is heavily influenced by the University of Montana, which generates nearly \$13 million in external revenue. Portland State does not generate external revenue in media rights (which will change with its new agreement with Peak), as well as program, parking and concessions sales – it is the only Big Sky institution where this is the case.

[In terms of ticket sales](#), Portland State generates a total of \$301,740 in ticket revenue across four sports. This total ranks ninth in the conference and is only larger than California State-Sacramento.

[PSU allocates 1.5%, or \\$6.6 million, of its overall institutional budget to athletics.](#) Although PSU has the fourth-highest institutional budget, the percentage towards athletics ranks ninth in the conference.

[Student fees make up 24% of Portland State's athletic revenue, which is the second-highest percentage in the conference.](#) However, the average per-student cost is below the Big Sky average.

On average, other Big Sky institutions generate \$304,362 from camps, or 1.52% of total revenues. Only one institution generates less than \$100,000 from camps. [PSU does not generate institutional revenue from sports camps.](#)

Using the 2004-05 through 2018-19 data collected from the NCAA Membership Financial Reporting System, [Collegiate Consulting compared PSU's metrics to collate and contrast revenue and expenses earned from the Football Championship Subdivision \(FCS\).](#) Among Division I schools, median generated revenues grew by 120% over the 15-year period. During this same time, median total expenses grew by 130%. Portland State's total operating revenue for football is \$5 million less than the average, and PSU's total expenses are \$8 million less than the average. The net generated revenue median is \$14.3 million for the FCS, whereas it was \$2.9 million at Portland State.

For revenue compared to the FCS average, PSU underearned in institutional/government support, donations/endowment and ticket sales. However, it spent more than the FCS average on student aid, coaching salaries and game/travel.

After analyzing all Big Sky data, Collegiate Consulting developed a six-year revenue and expense pro forma to assist PSU with potential next steps in the conference.

[For revenue, Collegiate Consulting projects a 15% increase by 2025-26.](#) With the projected drop in enrollment, student fees would decrease by an estimated \$800,000. To balance this out, Collegiate Consulting projects a 143% (\$382,640) increase in ticket revenue and a 186% increase in advancement revenue. Portland State relies heavily on institutional and student fee support, which generates 73% of revenue. Overall, institutional and student fee support would be reduced from 66% of the current budget to 60% over the course of six years.

[For expenses, Collegiate Consulting projected a \\$2.1 million increase.](#) Almost half of this increase comes from the recommended new full-time hires,

increasing administrative salaries by \$919,041 by 2025-26. Sports operations will see the second-largest increase at 12% or \$443,023.

[In addition, Collegiate Consulting ran pro forma estimates for Division I without football.](#) Theoretically, dropping football in 2023-24 would lead to revenue dropping to \$10.6 million. The biggest decreases would come in game guarantees, program revenue and student fees. Although student fees are project to decrease, the decrease would be \$1 million higher than projected.

[On the expense side,](#) Collegiate Consulting projects a decrease to \$10.8 million in 2023-24. Scholarships would see the biggest decrease, with a total savings of \$2.17 million, or a 41% decrease. By the end of the pro forma (2025-26), Collegiate Consulting projects expenses to be \$11.17 million.

Divisional Options

Collegiate Consulting explored Division II and Division III options for athletics. These moves would allow PSU to explore potential savings, without cutting programs. After analyzing data for [the Great Northwest Athletic Conference](#), [Rocky Mountain Athletic Conference](#) and [Northwest Conference](#), Collegiate Consulting **does not** recommend a transition to Division II or Division III.

[If the transition to Division II were to happen in 2022-23, Collegiate Consulting projects Portland State's revenue would drop about 48% to \\$8.39 million.](#) At the Division II level, opportunities for game guarantee and NCAA revenue disappear. The move to Division II would mean more reliance on internal support from student fees, the institution and the Oregon State Lottery. Collegiate Consulting projects that nearly 94% of Division II revenue would be from internal sources.

[Collegiate Consulting projected a similar drop in expenses.](#) In the transition year, Portland State is projected to spend \$8.5 million or 50% less. By 2025-26, Collegiate Consulting projected expenses to be at \$8.78 million. This would put Portland State's deficit at a marginal \$113,884.

[As far as Division III, Collegiate Consulting projected revenue to decrease to \\$4.7 million in the first year.](#) By the end of this six-year pro forma, Collegiate Consulting projects expenses to be at \$4.72 million. With revenue at \$4.82 million, Portland State would be in the green.

Portland State University Financials

After benchmarking and analyzing external comparisons, Collegiate Consulting turned its attention to the financials and operations of Portland State Athletics.

In early 1995, under the direction of Portland State University Director of Athletics Randy Nordlof, PSU began the process of transitioning to NCAA Division I and the Big Sky Conference. At that time, the move was a win-win for all parties. Boise State was leaving the conference and the Big Sky was looking for a peer in the region to take its place. As a DII independent, PSU was looking to solve scheduling problems, decrease travel costs, increase revenue, establish rivalries and engage in higher-caliber competition.

Although the move was a positive for both the conference and University, there were several obstacles PSU had to overcome. The three largest were adding required sponsored sport programs (men's basketball, men's tennis, men's/women's indoor track and field); finding additional funding for varsity athletics; and procuring and/or upgrading sports facilities.

[Understanding the past of Portland State athletics has allowed deeper understanding of the department's present and future.](#) Securing additional funding and facilities are still hurdles the University faces today. As noted through conversations with previous Presidents and Athletic Directors, the funding to cover the Division I move was borne from institutional funding and not student athletic fees, as they were not confident students would support an increase in athletic fees.

[When looking at the past six years of revenue, Portland State has generated a mean average of \\$13.99 million.](#) The lowest revenue-generating year was in 2015 at \$13.12 million, and the peak was in 2019 at \$15 million.

[Overall ticket revenue reached its peak in 2016, which is due to the success of PSU football.](#) Portland State generated \$504,551 in ticket revenue; of this, \$333,745 came from football. The lowest-generating year came in 2018 at \$223,137. [The majority of football ticket revenue comes from single-game tickets.](#) In 2019, PSU sold 12,569 single-game tickets for a revenue of \$92,633.

As expected, [the most external football revenue was generated in 2016,](#) when PSU football had one of its most successful seasons. External revenue peaked at \$4.63 million. The next year, external revenue dropped to a low of \$1.23 million.

For men's basketball, [ticket revenue reached its peak in 2019 with the opening of the Viking Pavilion](#). In the same year, PSU sold 2,738 season tickets, generating \$59,835 in revenue. Season suites and single-game suites also generated a total of about \$16,000.

Ticket sales are one of three streams of external revenue for PSU basketball. Over the last six years, [PSU men's basketball has generated an average of \\$448,613 in external revenue](#). The low came in 2016 (\$265,740) and the high was 2019 (\$713,442). Contributions also reached their peak in 2019, generating \$339,337.

Total revenues were lowest in 2015 at only \$13.12 million. [During this year, direct institutional support was also the lowest at just \\$5.47 million](#). Direct institutional support has increased by more than \$1 million over the last six years.

Although direct institutional support was lowest in 2015, [at \\$5.47 million or 1.5% of the total institutional budget, the student fee portion of revenue was at 26.2% – which was also the largest percentage over the last six years](#). When looking just at student fees, the dollar amount was highest in 2019 at \$3.6 million, however this made up 24.4% of the athletic budget, which was the smallest percentage in the past five years.

Shifting to non-financials, [Collegiate Consulting did an internal comparison between the Honors College and athletic department](#). Of those in the Honors College, 77% received financial aid (59% of student-athletes received financial aid). In terms of GPA, the average honors student had a GPA of 3.64, which is .2 higher than the student-athlete average. Athletics is significantly more diverse than the Honors College, which is 63.9% white. [When compared to full-time undergraduates, student-athletes are significantly more diverse and have a GPA .10 points higher](#).

[Collegiate Consulting also conducted a support services analysis](#). Throughout this process and the interview process, it became clear that nearly every PSU department is understaffed. The athletic training department is one of the most notable, as it has relied heavily on graduate assistants.

Interviews

[The interview process provided critical understanding of the history of PSU athletics as well as the current state of athletics](#). Several themes, including communication, engagement, vision and collaboration, were brought up in almost every interview.

Throughout this two-and-a-half-month process, Collegiate Consulting interviewed more than 90 stakeholders including athletics staff, institutional staff, administration, donors as well as former staff and donors. In addition, several student and student-athlete focus groups were conducted, resulting in more than 35 interviewees.

The theme of engagement, or lack thereof, was exemplified when scheduling interviews. Typically, Collegiate Consulting hosts double-digit focus groups that include anywhere from eight to 12 interviewees. Throughout the scheduling process, it became increasingly difficult to get groups together to discuss PSU athletics.

Recommendations

[Throughout the last several months, Collegiate Consulting gathered and analyzed a significant amount of data on Portland State, the Big Sky and several Division II and Division III options.](#) In addition, Collegiate Consulting interviewed more than 150 Portland State stakeholders. Throughout this process, Collegiate Consulting curated a list of recommendations for Portland State Athletics.

Strategic Plan

Nearly everyone interviewed referenced a lack of vision and clear plan for athletics. Requests for the most current athletic strategic plan, marketing plan, ticket sales, etc., indicated those documents did not exist. Multiple internal interviewees, as well as previous administrative and athletic administrators, stated they were unsure if an athletic strategic plan had ever been developed. This is a critical first step and identical to our project, including both internal and external stakeholders.

External Revenue

As part of our review and study, Collegiate Consulting developed a six-year pro forma with a focus on significantly increasing external revenue. Revenue goals have been developed specifically for football (\$2 million per annum) and men's basketball (\$1 million). PSU has outsourced ticket sales (Aspire) and corporate sponsorships (Peak), and the first critical step is hiring the correct general manager for both properties and hitting external revenue goals in both categories. Advancement has more ambitious goals and the foundation will need to continue to diligently repair existing relationships and develop new relationships.

- Stewardship and Donor Relations

- Repair and prioritize relationships with high-end donors
- Cultivate a community around PSU athletics by consistently hosting events and inviting alumni and donors to games
- Expand and improve communication and stewardship with all donors

Divisional Alignment

Collegiate Consulting does not recommend reclassification to Division II/GNAC or Division III/NWC. Regarding Division II, the reasons are two-fold: First, the GNAC, which is the best fit from a geographic standpoint, only has three football-playing institutions (as a side note, the RMAC does have 10 football-playing members, but with 11 member-institutions in the state of Colorado, we are not confident of an invitation to join the RMAC).

Second, although PSU's budget would be dramatically reduced to \$8.5 million, direct institutional support would be reduced by less than \$950,000 in FY2026 compared to FY2023. Also, as noted in the *Division II – Revenue Pro Forma*, external revenue would account for 7% of the budget, with student athletic fees, institutional support and lottery monies comprising 93% of the budget.

A full analysis was conducted for Division III. As a public institution with an undergraduate enrollment of 20,000 compared to the Northwest Conference, which is composed of nine private institutions with an average undergraduate enrollment of less than 2,000, there is little-to-no chance PSU would be invited to join the NWC.

Football Stadium

Although, we agree with the unanimous assessment of all internal and external stakeholders that Hillsboro is not an ideal situation, Collegiate Consulting does not recommend a campaign to build a downtown stadium. Providence Park, with the conditions placed upon PSU for usage, is not an option; and, as we learned from the Lincoln High School stadium project, cost overages in excess of the \$10 million agreed upon by the district for the construction of a 1,500-seat facility would be 100% PSU's responsibility. Architect renderings of increasing capacity to a 10,000-seat facility projected those costs at \$50 million, due to environmental-impact issues of expanded construction.

Annual Reviews

It will be important to develop **substantive** annual reviews with clearly defined goals across multiple categories and expectations for each department and program.

Director of Athletics

As PSU undergoes the search for its next Director of Athletics, a critical component will be finding an AD who is externally focused with a strong advancement background. As noted in the stakeholder interviews, there has been a disconnect between athletics and PSU's high-end donors, as well as within the institution and athletics. It will be important for the next AD to be a strong communicator and visible presence both on- and off-campus. In the coming wave of NIL legislation and the Supreme Court decision regarding pay-for-play, the next PSU Director of Athletics must be able to adapt to new processes and protocols. An ideal candidate will be someone who can dig and fit into the role and prove flexible. The search process needs to be thorough and comprehensive and include a broad search committee of both internal and external athletic stakeholders.

Compliance

The registrar's office will take over primary duty of student-athlete certification with support from the athletics compliance office and faculty athletics representative.

Competitiveness

Consistent success with the men's basketball and football programs was repeatedly mentioned as a critical component to increase student support and generate much-needed external revenue. [As noted in the Competitive section for both programs](#), neither program has witnessed sustained or consistent success at Division I/Big Sky. The success of these programs needs to be a strategic priority of the athletic department and institution.

Sport Fundraising

Athletics will create policy that head coaches cannot fundraise to increase their salary. In addition, a policy will be developed as to which meetings must include either the AD or an advancement officer with regard to sport/head coaches fundraising efforts.

Employee Welfare

As part of the strategic plan, PSU needs to undertake initiatives to recognize athletic staff. Interviews with nearly all administrative and coaching staff repeatedly discussed lack of communication and a disconnect with athletic leadership. Items such as reinstitution of the monthly athletic luncheon (part of Mark Rountree's era), the need for a consistent meeting schedule with departments and coaching staff, offering professional development opportunities, and acknowledgement/communication of outstanding success or activities are baseline items that need to be (re)implemented into the intercollegiate athletics program.

Campus/Institutional Relationship

- Annual presentation to Faculty Senate by FAR to highlight and recap student-athlete academic success
- Develop monthly reports on student-athlete success on and off the field to distribute to campus leadership and respective schools and colleges
- Invite and recognize faculty and staff to athletic events and games
- Attendance by senior staff and/or head coaches at campus-wide events
- Create opportunities for students to use academics to get involved in athletics (research opportunities, creative opportunities, etc.)
- Encourage student-athletes to attend non-athletic events
- Engagement by SGA and SAAC

External Stakeholders

After much discussion with external stakeholders, engagement and communication is key to their level of involvement in PSU athletics. Having a clear and strong vision will help external stakeholders and alumni feel more encouraged about the current position of PSU athletics.

In addition, having visible student-athletes and coaches can assist in developing these relationships and making them stronger.

Portland State Athletics has a group of external stakeholders who are very passionate about the program and do a lot within the athletics community. It is important to highlight these stakeholders and recognize the value of their involvement.

Communication

- Work with the foundation/alumni association to coordinate and organize communication to stakeholders
- Represent athletics in campus communication
- Improve transparency and communication with regard to budgetary information
- Ensure athletic schedules are widely available/accessible online and on campus

Staffing

PSU's staffing levels currently resemble a Division II model rather than a mid-major Division I model. This has impacted the entire department and student-athletes.

- Deputy Athletics Director
 - Throughout our interviews with Portland State stakeholders, it was evident that senior leadership is understaffed, and athletics is in need of a person second-in-command who can manage day-to-day operations, especially with the recommendation that the new AD is focused on external revenue generation.
- Asst. AD – Annual Fund
 - There is an immediate need for a second fundraiser within the Foundation with focus on the annual fund.
- Compliance/NIL Coordinator
 - Throughout interviews, it became clear that the compliance office is significantly understaffed. With the NIL rule changes, this department is going to have an added layer of complexity.
- Asst. Athletic Trainer
 - Portland State's athletic training department relies heavily on graduate assistants. The lack of certified trainers has led to difficulty in obtaining treatment and often more injuries.
- Asst. Director – Strength and Conditioning
 - While Portland State currently has two strength and conditioning coaches, one is football-specific. The addition of another strength and conditioning coach could improve athlete performance and overall health.

Student-Athlete Welfare

- Increase the awareness of SA academic achievement
- Put more faces to names of SAs
- Spread details of SA-garnered funds from the NCAA
- Improve on-campus security especially around Viking Pavilion
- Work with institutional counseling/mental health services to provide expanded services to student-athletes
- Offer education and support in developing NIL opportunities for student-athletes

Other

- Consider rebranding study for Viking name and mascot
- Develop official policy and statement in support of transgender, gender non-conforming and non-binary student-athletes
- Expand the Viking's Cup or competition amongst student-athletes to include game attendance, GPA, participating in SAAC events and attendance at campus-wide/ASPSU events
- Offer unique promotional events for attendance at athletic events

Portland State University is a unique school in a remarkable city, and it still finds a way to distinguish itself academically. Collegiate Consulting spoke with retiree alumni and 2020 freshmen alike, and they all expressed enthusiasm in the quest for knowledge and unparalleled opportunity PSU provides. The landscape of college conferences and divisions is ever-changing and, while the facts and figures are self-evident, we strive to put them into the context of humanity. Portland State's genuine value lies in its common goal for success – and no other group embodies that more than the student-athletes.

SECTION I – BIG SKY CONFERENCE

SECTION I: Big Sky Conference



BIG SKY CONFERENCE – BACKGROUND

The Big Sky Conference is an NCAA Division I conference with FCS football competition. Member-institutions are located in the western United States in eight states: Arizona, California, Colorado, Idaho, Montana, Oregon, Utah and Washington. Four affiliate members participate in one sport each. Two schools from California are football-only participants and two from the Northeast participate only in men's golf.

On July 1, 1963, the Big Sky Conference was established for basketball with six members in four states. Four of the charter members – Idaho State, Montana, Montana State and Weber State – have been in the league since its inception, and a fifth (the University of Idaho) returned in 2014 after an 18-year absence.

The name "Big Sky" came from the popular 1947 western novel by A.B. Guthrie Jr. It was proposed by Sports Columnist Harry Missildine of the *Spokesman-Review* before the founding meetings of the conference, in Spokane in February 1963, and was adopted with the announcement of the new conference five days later.

Starting in 1968, the conference competed at the highest level (university division) in all sports, except football (college division). The sole exception was Idaho, in the university division for football through 1977 (except 1967 and 1968).

In 1974, half of the Big Sky's 10 sports were dropped (baseball, skiing, swimming, golf and tennis), leaving football, basketball, wrestling, track and cross-country.

Women's sports were added 33 years ago in 1988, moving from the women's-only Mountain West Athletic Conference.

The 2012–13 season marked the completion of a half-century of athletic competition and a quarter-century sponsoring women's collegiate athletics. Before the season the league introduced a new logo to celebrate the moment.

The 25th season of women's athletics also marked a first for the league, as Portland State won the league's inaugural softball championship. From 1982 to 1988, women's sports were conducted in the Mountain West Athletic Conference.

The Big Sky sponsors championships in 16 sports, including men's and women's cross-country, golf, indoor and outdoor track and field, basketball and tennis. There are also championships in football, and in women's volleyball, soccer and softball. It is the only Division I All-Sports Conference that does not sponsor baseball.

BIG SKY CONFERENCE – INSTITUTIONAL ANALYSIS

Collegiate Consulting compiled general institutional data for Big Sky member-institutions to help Portland State University (PSU) understand how it fits within the conference. It should be noted that Southern Utah University data is not included in this study as it will depart the Big Sky in 2022.

General Institutional Data

The current Big Sky members are located mainly in the northwest states of Washington, Oregon, Idaho and Montana, with additional members in Arizona, Colorado, California and Utah. Northern Arizona University in Flagstaff, Ariz., is the southernmost member of the conference while the University of Northern Colorado is the easternmost. All are public universities, and the majority are classified as doctoral universities with high research activity (as Carnegie Classifications).

Total enrollment numbers vary widely across Big Sky schools. The average total enrollment is 19,524 with Cal State-Sacramento having the largest total enrollment at 31,991; it is one of only two with total enrollments exceeding 30,000 (Cal State-Sacramento and Northern Arizona). The University of Montana has the smallest total enrollment at 10,487 and is the only one below 11,000.

Undergraduate enrollment averages 16,792 for the conference with Weber State and Cal State-Sacramento having the largest undergraduate enrollments at 28,843 and 28,819, respectively. The University of Montana has the fewest undergraduates (7,714) and is one of three institutions with an undergraduate enrollment below 10,000 (Montana, Idaho and Northern Colorado). Portland State has total and undergraduate enrollments of 26,021 and 20,966 respectively, both of which are above the mean and median averages and rank in the top half of the conference.

Big Sky Conference members have a skewed gender distribution in undergraduate enrollment with an overall average of 44% male and 56% female. Only Montana State has a larger undergraduate male population than female (54% to 46%). The remainder of the institutions have a larger undergraduate female population with the University of Northern Colorado having the largest disparity at 66% female to 34% male. PSU's gender distribution is 44% male and 56% female, which is exactly average and similar to the majority of conference members.

The average in-state and out-of-state tuitions across all schools in the conference are \$8,373 and \$24,182, respectively. The lowest in-state tuition rate is at Weber State at just less than \$6,000. Five institutions have in-state tuitions in the \$7,000 range (Eastern Washington, Idaho State, Montana State, Montana and Cal State-Sacramento). Northern Arizona has the highest in-state tuition in the conference at \$11,896; it and Portland State (\$10,112) are the only two Big Sky schools with in-state tuitions above \$10,000. All Big Sky member-institutions have out-of-state tuitions near or in the \$20,000 range, with the exception of Weber State (\$15,969). Portland State has an out-of-state tuition rate of \$29,001, which is above the average and highest in the conference.

Big Sky Conference Institutional Analysis								
Institution	Public-Private	Enrollment Fall 2019		% of Undergraduate		Tuition & Fees 2019-2020		Carnegie Classification
		Undergrad	Total	Male	Female	In-state	Out-of-State	
Portland State University	Public	20,966	26,021	44%	56%	\$ 10,112	\$ 29,001	Doctoral Universities: High Research Activity
Eastern Washington University	Public	10,756	12,410	45%	55%	\$ 7,526	\$ 25,057	Master's Colleges & Universities: Larger Programs
Idaho State University	Public	10,353	12,402	43%	57%	\$ 7,872	\$ 24,168	Doctoral Universities: High Research Activity
University of Idaho	Public	9,392	11,926	49%	51%	\$ 8,304	\$ 27,540	Doctoral Universities: High Research Activity
Montana State University	Public	14,760	16,692	54%	46%	\$ 7,325	\$ 25,855	Doctoral Universities: Very High Research Activity
University of Montana	Public	7,714	10,487	44%	56%	\$ 7,354	\$ 26,218	Doctoral Universities: High Research Activity
Northern Arizona University	Public	26,511	30,733	39%	61%	\$ 11,896	\$ 26,516	Doctoral Universities: High Research Activity
University of Northern Colorado	Public	9,810	12,930	34%	66%	\$ 9,987	\$ 22,245	Doctoral/Professional Universities
California State University-Sacramento	Public	28,819	31,992	44%	56%	\$ 7,368	\$ 19,248	Master's Colleges & Universities: Larger Programs
Weber State University	Public	28,843	29,644	44%	56%	\$ 5,986	\$ 15,969	Master's Colleges & Universities: Larger Programs
Average (Mean)	Public: 9 Private: 0	16,792	19,524	44%	56%	\$ 8,373	\$ 24,182	
Average (Median)		12,758	14,811	44%	56%	\$ 7,699	\$ 25,456	
Rank		4	4	4	4	2	1	

Source: National Center for Education Statistics

Admission, Retention, Graduation

The average applicant acceptance rate for the universities in the Big Sky is 88%. Both Idaho State and Weber State have an open enrollment policy making their acceptance rate nearly 100%. Excluding those schools, Eastern Washington has the highest rate of acceptance at 96% while the University of Idaho has the lowest at 78%. Of those students accepted for admission, an average of 24% actually enroll in the university. The lowest rate of enrollment among Big Sky schools is at Northern Arizona with 17%, while Eastern Washington has the highest enrollment rate at 36%.

For the students enrolled at these universities, the average ACT score is between 19 (25th percentile) and 25 (75th percentile). The highest overall ACT scores can be found at Montana State (21-27) while the lowest are at Cal State-Sacramento (16-22). Standardized test scores are not required at Idaho State, Northern Arizona or Weber State. Portland State has an acceptance rate of 96%, which is the highest in the conference. It also has an enrollment rate of 25% and ACT scores of 18-24, which is roughly average for both data sets.

First-year retention rates and six-year graduation rates were also studied. First-year retention measures the percentage of full-time first-year students enrolled in bachelor's programs who return to the same university for their second year. Six-year graduation rate tracks the number of first-time, full-time students who complete their degree and graduate within 150% of "normal time" at the same institution. This rate does not include students who transfer in or out of the university. The average first-year retention rate and six-year graduation rate for Big Sky institutions are 73% and 49%, respectively.

Cal State-Sacramento has the highest retention rate at 83% and is the only one above 80%. Northern Arizona has the highest six-year graduation rate at 57%. Idaho State University has the lowest rate for both measures at 64% (first-year retention) and 34% (six-year graduation). Both are significantly below the average. PSU has a first-year retention rate of 72%, which ranks in the middle; and a 47% six-year graduation rate, which ranks towards the bottom of the conference.

Big Sky Conference Institutional Analysis - Admissions/Retention						
Institution	Accept Rate	Enroll Rate	1st YR Retention	Six-YR Grad Rate	ACT 25th Percentile	ACT 75th Percentile
Portland State University	96%	25%	72%	47%	18	24
Eastern Washington University	96%	36%	70%	54%	17	24
Idaho State University*	-	-	64%	34%	-	-
University of Idaho	78%	24%	77%	56%	20	27
Montana State University	82%	21%	77%	56%	21	27
University of Montana	94%	32%	71%	49%	20	26
Northern Arizona University	85%	17%	78%	57%	-	-
University of Northern Colorado	91%	22%	72%	52%	19	26
California State University-Sacramento	82%	18%	83%	55%	16	22
Weber State University*	-	-	66%	34%	-	-
Average (Mean)	88%	24%	73%	49%	19	25
Average (Median)	88%	23%	72%	53%	19	26
Rank	1	3	5	8	5	5

* = Open admission schools

Undergraduate Student Population

Across all schools in the Big Sky Conference, the average percentage of undergraduate students is 84%. Weber State has the largest undergraduate population, in both raw numbers (28,843) and percentage (97%). Similarly, the University of Montana has the smallest undergraduate population for both measures (7,714 and 74%). While Portland State has the fourth-largest undergraduate population in the conference (20,966), its percentage of undergraduate students (81%) ranks towards the bottom of the conference.

Of the undergraduate students attending Big Sky member-institutions, an average of 73% are full-time and 27% are part-time. Weber State is the only university in the conference that has a higher population of part-time

than full-time undergraduate students (59% to 41%). Eastern Washington has the highest full-time enrollment at 88%, while Idaho State has the most even distribution (42% part-time to 58% full-time). Portland State has a full-time undergraduate enrollment rate of 63% and a part-time rate of 37%, which is more evenly distributed than the majority of conference members and closely approximated with Idaho State.

The average percentage of undergraduate students at Big Sky institutions under 24 versus those older than 25 is 77% to 23%. Both the University of Idaho and Montana State University have the youngest undergraduate populations, with 90% being under 24 years old. Portland State's large "non-traditional" student population heavily influences the conference average.

Across all Big Sky conference members, the average percentage of in-state students versus out-of-state students is 78% to 20%; with roughly 2% of students being from a different country. Cal State-Sacramento maintains the largest in-state student population in the conference at 98%, with 1% being from out-of-state and 1% being from out of the country. Montana State is the only conference member to have more out-of-state students than in-state at 53% to 45%. Portland State enrolls 79% of its students from within the state, which is slightly larger than average. However, PSU has the largest international student population at 7%, which is significantly above the conference average of 1%.

Big Sky Conference Institutional Analysis - Undergrad Student Population								
Institution	Undergrad Students	Part-Time Students	Full-Time Students	Students Under 24	Students Over 25	In-State Students	Out-of-State Students	International Students
Portland State University	81%	37%	63%	31%	69%	79%	14%	7%
Eastern Washington University	87%	12%	88%	81%	18%	94%	6%	0%
Idaho State University	83%	42%	58%	78%	22%	92%	6%	1%
University of Idaho	79%	28%	72%	90%	10%	70%	26%	2%
Montana State University	88%	16%	84%	90%	10%	45%	53%	0%
University of Montana	74%	20%	80%	76%	24%	66%	33%	1%
Northern Arizona University	86%	18%	82%	83%	17%	64%	33%	3%
University of Northern Colorado	76%	21%	79%	89%	11%	83%	16%	1%
California State University-Sacramento	90%	16%	84%	78%	22%	98%	1%	1%
Weber State University	97%	59%	41%	78%	22%	90%	9%	1%
Average (Mean)	84%	27%	73%	77%	23%	78%	20%	2%
Average (Median)	85%	21%	80%	80%	20%	81%	15%	1%
Rank	7	3	8	10	1	6	6	1

Undergraduate Student Demographics

Of all undergraduate students attending Big Sky institutions, an average of 63% are white. Montana State has the largest white student population of all conference members at 84%. Only Cal State-Sacramento has a minority white population at 25%. PSU has a white population of 51%, which is below the average and the smallest white majority in the conference.

Hispanics/Latinos make up the next-largest contingent students in the conference with an average of 16%. Montana State and the University of Montana have the smallest Hispanic/Latino population at 5% each while Cal State-Sacramento has a majority Hispanic/Latino student population at

35%. The PSU undergraduate population is 16% Hispanic/Latino, which is exactly average for the conference.

Asian students make up an average of 4% of all undergraduates in the Big Sky. Cal State-Sacramento has the largest Asian population in the conference at 19%. The remaining institutions all have Asian student enrollments at or below 3%. PSU has the second-highest Asian population in the conference at 8%.

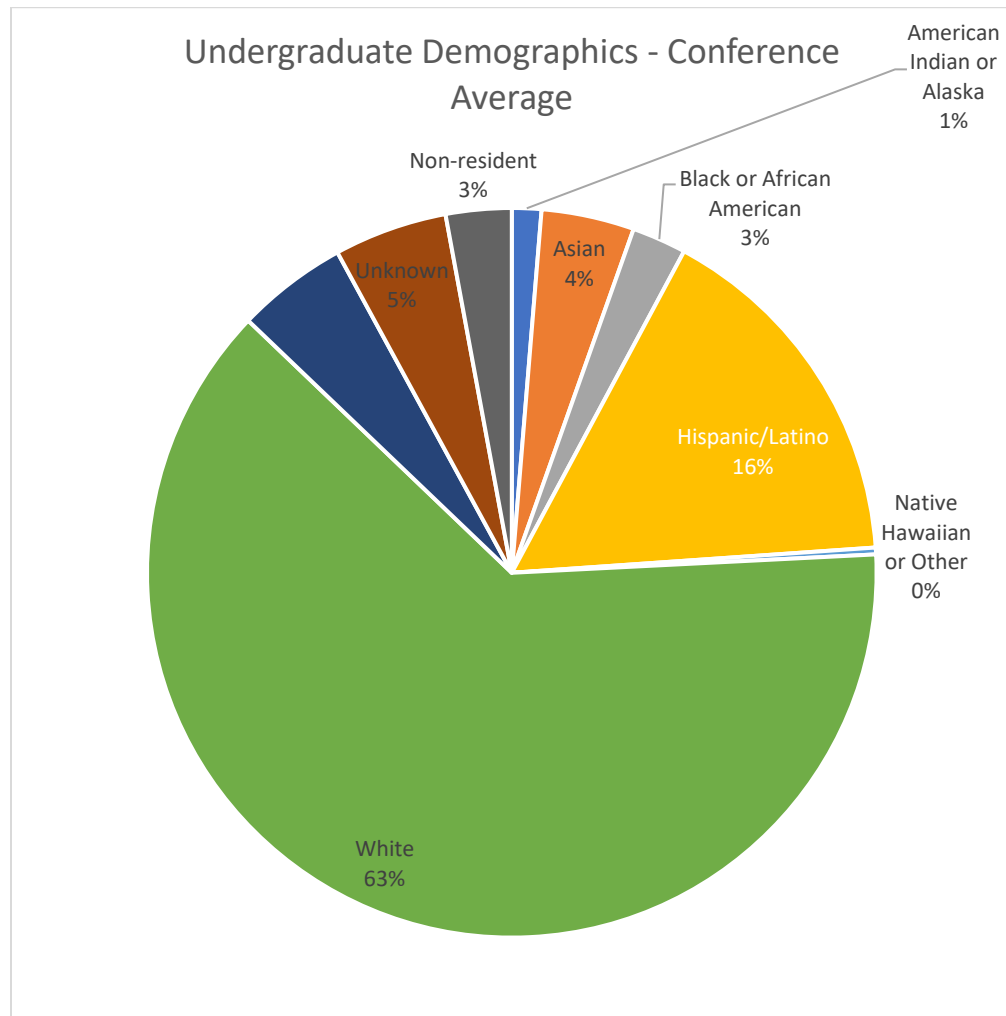
Black/African American undergraduate students average 2% across the Big Sky. Cal State-Sacramento has the largest Black/African American student population in the conference at 6%, while Montana State has the smallest at less than 1%. Four percent of Portland State's undergraduate students are Black/African American, which ties with Northern Colorado and is the second largest in the Big Sky.

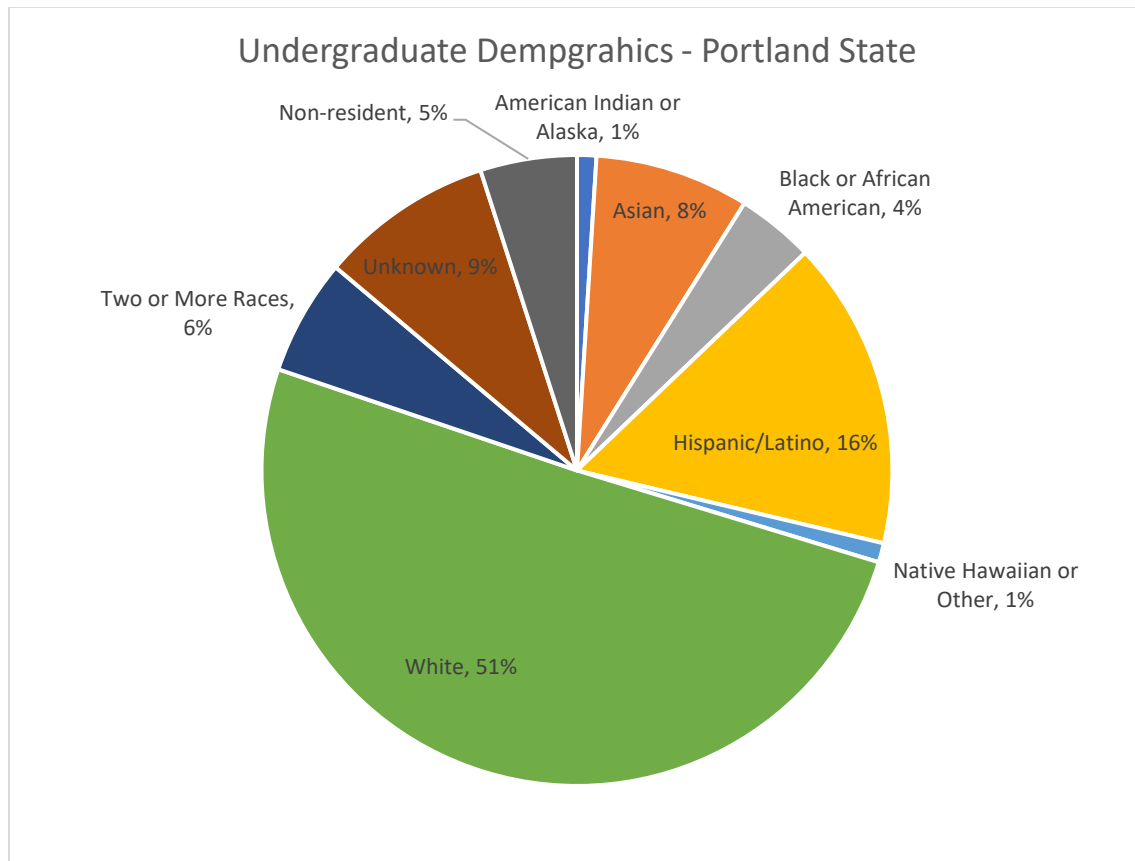
Most Big Sky institutions have negligible (1% or less) Native American, Native Alaskan, Native Hawaiian or other Pacific Islander undergraduate student populations. Idaho State, the University of Montana and Northern Arizona are the only members with Native American or Native Alaskan populations greater than 2% while Cal State-Sacramento and Weber State are the only institutions with Native Hawaiian or Pacific Islander populations of 1% or more. Portland State has an enrollment of 1% Native Americans or Native Alaskans and 1% of Hawaiians or other Pacific Islanders.

Big Sky undergraduate students have been surveyed as being two or more races (5%) or having unknown racial origins (5%). Eastern Washington has the largest populations in both two or more races (7%) and unknown race (10%). Portland State is similar to Eastern Washington with 6% of undergraduates being two or more races and 9% identifying as an unknown racial origin.

Approximately 3% of all Big Sky undergraduate students are non-residents with the range being 1% at Weber State to 4% at Northern Arizona. Portland State has a non-resident population of 5%, which is above the average and largest in the conference.

Big Sky Conference Institutional Analysis - Undergrad Student Demographics										
Institution	American Indian or Alaska	Asian	Black or African American	Hispanic/Latino	Native Hawaiian or Other	White	Two or More Races	Unknown	Non-resident	
Portland State University	1%	8%	4%	16%	1%	51%	6%	9%	5%	
Eastern Washington University	1%	3%	3%	16%	0%	55%	7%	10%	3%	
Idaho State University	2%	1%	1%	13%	0%	72%	3%	5%	3%	
University of Idaho	1%	2%	1%	10%	0%	72%	3%	7%	3%	
Montana State University	1%	1%	0%	5%	0%	84%	5%	1%	2%	
University of Montana	4%	1%	1%	5%	0%	77%	5%	5%	2%	
Northern Arizona University	3%	2%	3%	25%	0%	54%	6%	3%	4%	
University of Northern Colorado	0%	2%	4%	23%	0%	63%	4%	1%	2%	
California State University-Sacramento	0%	19%	6%	35%	1%	25%	6%	4%	4%	
Weber State University	0%	2%	1%	12%	1%	74%	4%	5%	1%	
Average (Mean)	1%	4%	2%	16%	0%	63%	5%	5%	3%	
Average (Median)	1%	2%	2%	15%	0%	68%	5%	5%	3%	
Rank	4	2	2	4	1	9	2	2	1	





BIG SKY CONFERENCE – SPORT SPONSORSHIP

Collegiate Consulting compiled data on the sports sponsored by the Big Sky to track differences in the programs offered.

The Big Sky sponsors a total of 16 varsity sports: seven for men and nine for women. The conference members offer an average of 14.5 sponsored sports, with 6.1 for men and 8.4 for women. Portland State offers a total of 15 conference-sponsored sports with six programs for men and nine programs for women.

The Big Sky Conference sponsors the following men's sports:

- Basketball
- Cross-country
- Football
- Golf
- Tennis
- Indoor track and field
- Outdoor track and field

Of the seven conference-sponsored sports, all institutions offer basketball, cross-country, football, and indoor/outdoor track and field. Golf has the fewest programs, offered at only Idaho, Northern Colorado, Sacramento State and Weber State. Tennis and golf are the only two sponsored sports in the conference that are not offered at all 10 institutions. Three conference members offer all seven sponsored sports (Idaho, Sacramento State and Weber State). The remaining institutions offer six men's sports.

In addition to the seven conference-sponsored sports, three conference members offer varsity level teams that are not sponsored by the conference. These programs include skiing, baseball, soccer and wrestling. Portland State offers all conference-sponsored sports for men with the exception of golf and does not offer any additional varsity level programs.

Big Sky Conference Men's Sports Sponsorship								
Institutions	Sport Programs							
	Total	BB	XC	FB	Golf	T/F- I	T/F- O	Tennis
Big Sky Conference	7	X	X	X	X	X	X	X
Portland State University	6	X	X	X		X	X	X
California State University-Sacramento	7	X	X	X	X	X	X	X
Eastern Washington University	6	X	X	X		X	X	X
Idaho State University	6	X	X	X		X	X	X
Montana State University	6	X	X	X		X	X	X
Northern Arizona University	6	X	X	X		X	X	X
Northern Colorado University	6	X	X	X	X	X	X	
University of Idaho	7	X	X	X	X	X	X	X
University of Montana	6	X	X	X		X	X	X
Weber State University	7	X	X	X	X	X	X	X
Average/Total	6.3	9	9	9	4	9	9	8

**Sports sponsored by the institution, but not by the conference*

The Big Sky sponsors the following women's sports:

- Basketball
- Cross-country
- Golf
- Soccer
- Softball
- Tennis
- Indoor track and field
- Outdoor track and field
- Volleyball

All Big Sky Conference members offer basketball, cross-country, golf, volleyball and indoor/outdoor track and field programs. Softball has the fewest programs in the conference with six. Idaho State, the University of Montana, Portland State, Sacramento State and Weber State offer all nine conference-sponsored women's sports. Montana State offers the fewest programs at seven (excluding soccer and softball).

Similar to the men, five conference members offer additional varsity sports that are not sponsored by the conference. These programs include beach volleyball, gymnastics, rowing, skiing and swimming. Portland State offers all nine conference-sponsored sports but does not offer additional varsity level programs.

Big Sky Conference Women's Sports Sponsorship										
Institutions	Sport Programs									
	Total	BB	XC	Golf	Soccer	Softball	Tennis	T/F - I	T/F - O	VB
Big Sky Conference	9	X	X	X	X	X	X	X	X	X
Portland State University	9	X	X	X	X	X	X	X	X	X
California State University-Sacramento	9	X	X	X	X	X	X	X	X	X
Eastern Washington University	8	X	X	X	X		X	X	X	X
Idaho State University	9	X	X	X	X	X	X	X	X	X
Montana State University	7	X	X	X			X	X	X	X
Northern Arizona University	8	X	X	X	X		X	X	X	X
Northern Colorado University	8	X	X	X	X	X		X	X	X
University of Idaho	8	X	X	X	X		X	X	X	X
University of Montana	9	X	X	X	X	X	X	X	X	X
Weber State University	9	X	X	X	X	X	X	X	X	X
Average/Total	8.3	9	9	9	8	5	8	9	9	9

*Sports sponsored by the institution, but not by the conference

BIG SKY CONFERENCE – OPERATING BUDGETS

Collegiate Consulting compiled operating budget data on all Big Sky members as a point of comparison for Portland State. The data in this section was pulled from 2019 NCAA FRS Reports. Weber State's data is from the 2020 FRS Report due to unavailability of the 2019 report.

Men's Sports

While representing only four sports, the mean and median budgets for men's sports are \$2.89 million and \$2.54 million, respectively. Eastern Washington is the only school to spend more than \$4 million, making it the largest men's budget in the conference. On the opposite end is PSU, whose total budget equals \$1.73 million. Of the four sports, PSU's budget ranks as the lowest or second lowest for three of them.

Basketball

In the Big Sky, the average (mean) budget is \$702,590, which is the second largest of all the sports. All conference schools' budgets fall between \$538,000 and \$1.1 million. The largest budget is Montana's (\$1.1 million), while the smallest is Sacramento (\$538,250). More than Sacramento by \$52,241, PSU has the second-smallest budget.

Football

Unsurprisingly, with a mean of \$1.88 million, football has the largest operating budget of all the sports. None of the schools spend as much as Eastern Washington, with a budget exceeding \$3 million. Less than the rest of the conference members by at least \$73,500, PSU's \$931,950 budget is the smallest in the conference.

Track and Field/Cross-country

The combined sport is allocated an average (mean) budget of \$212,807. Conference members' budgets range from \$103,421 (Portland State) to \$538,721 (Northern Arizona). Once again, PSU's budget ranks smallest.

Tennis

The mean budget for tennis is \$92,312. There are only four schools that spend more than \$100,000: Portland State, Eastern Washington, Northern Arizona and Montana. Of them, Northern Arizona's \$160,829 budget is the largest. Portland State is second to Northern Arizona with a budget of \$104,775. The smallest budget belongs to Idaho State, which spends only \$56,842.

Big Sky - Men's Sports Operating Budgets 2019					
Institution	Basketball	Football	T&F/CC	Tennis	Total
Portland State University	\$ 590,491	\$ 931,950	\$ 103,421	\$ 104,775	\$ 1,730,637
California State University - Sacramento	\$ 538,250	\$ 1,659,564	\$ 185,127	\$ 92,446	\$ 2,475,387
Eastern Washington University	\$ 649,940	\$ 3,391,952	\$ 366,823	\$ 103,535	\$ 4,512,250
Idaho State University	\$ 595,485	\$ 1,369,357	\$ 120,836	\$ 56,842	\$ 2,142,520
Montana State University	\$ 782,600	\$ 2,694,050	\$ 180,253	\$ 85,163	\$ 3,742,066
Northern Arizona University	\$ 819,627	\$ 2,145,250	\$ 538,721	\$ 160,829	\$ 3,664,427
University of Idaho	\$ 695,654	\$ 1,680,844	\$ 131,893	\$ 90,350	\$ 2,598,741
University of Montana	\$ 1,091,624	\$ 2,372,795	\$ 203,780	\$ 103,841	\$ 3,772,040
University of Northern Colorado	\$ 616,452	\$ 1,005,451	\$ 166,468	\$ 64,476	\$ 1,852,847
Weber State University	\$ 645,778	\$ 1,523,237	\$ 130,745	\$ 60,861	\$ 2,360,621
Average (Mean)	\$ 702,590	\$ 1,877,445	\$ 212,807	\$ 92,312	\$ 2,885,154
Average (Median)	\$ 647,859	\$ 1,670,204	\$ 173,361	\$ 91,398	\$ 2,537,064
Rank	9	10	10	2	10

Women's Sports

Across the seven sports, the mean budget is \$1.6 million while the median is \$1.65 million. Northern Arizona spends the most, \$1.99 million, while Idaho State spends the least, \$1.2 million. Unlike the men's sports, PSU's budgets are competitive with the rest of the conference. With a total budget of \$1.85 million, PSU has the third-largest budget in the conference. For the individual sports, PSU's budget is the largest for two of them: Tennis and volleyball.

Basketball

Basketball has a mean budget of \$471,032, which is the largest average of all the women's sports. All schools, except PSU and Weber State, spend between \$400,000 to \$600,000. Idaho, with a budget of \$598,916, spends the most of all the schools. Portland State's budget is less than Weber State's by \$20,643, making it the smallest budget.

Golf

The conference has a mean budget of \$108,779 for golf. Schools' budgets range from \$53,630 (Idaho State) to \$164,591 (Sacramento). PSU has a budget of \$132,971, which is fourth largest in the Big Sky.

Soccer

The largest budget for soccer is \$383,359 (Eastern Washington), while the smallest is \$143,078 (Sacramento). The mean budget across all schools is \$251,393. Like with golf, Portland State's budget of \$239,571, is the fourth largest in the conference.

Softball

Across the four teams, the average (mean) budget is \$253,893. Joining PSU in spending more than \$300,000, Montana has the largest budget at \$360,529. Weber State spends the least, with a budget of \$179,937.

Tennis

With a mean of \$100,558, tennis has the smallest average of all the sports. Budgets across the schools vary dramatically, with the high being \$175,715 and the low \$43,293. PSU has the largest budget while Weber State has the smallest.

Track and Field/Cross-country

In the Big Sky, the mean budget is \$259,388 for the combined sport. The largest budget is \$466,204 (Sacramento), while the smallest is \$126,876 (Idaho State). Spending \$161,507, PSU's budget ranks in the middle of the conference.

Volleyball

Budgets for volleyball range from \$181,186 (Idaho State) to \$430,288 (Portland State), with a mean of \$280,529. PSU is the only school to spend more than \$400,000 on volleyball, making it the largest budget. Besides Idaho State, the rest of the conference spends between \$200,000 to \$360,000.

Big Sky - Women's Sports Operating Budgets									
Institution	Year	Basketball	Golf	Soccer	Softball	Tennis	CC/T&F	Volleyball	Total
Portland State University	2019	\$ 370,357	\$ 132,971	\$ 239,571	\$ 340,775	\$ 175,715	\$ 161,507	\$ 430,288	\$ 1,851,184
California State University - Sacramento	2019	\$ 409,291	\$ 164,591	\$ 143,078	\$ 260,096	\$ 87,761	\$ 466,204	\$ 246,050	\$ 1,777,071
Eastern Washington University	2019	\$ 515,660	\$ 87,256	\$ 383,359		\$ 140,905	\$ 368,818	\$ 307,536	\$ 1,803,534
Idaho State University	2019	\$ 405,365	\$ 53,630	\$ 194,682	\$ 190,218	\$ 45,806	\$ 126,876	\$ 181,186	\$ 1,197,763
Montana State University	2019	\$ 484,794	\$ 150,700			\$ 89,038	\$ 373,712	\$ 310,927	\$ 1,409,171
Northern Arizona University	2019	\$ 558,368	\$ 116,021	\$ 319,081		\$ 173,802	\$ 461,117	\$ 357,956	\$ 1,986,345
University of Idaho	2019	\$ 598,916	\$ 144,663	\$ 256,687		\$ 101,939	\$ 127,777	\$ 285,691	\$ 1,515,673
University of Montana	2019	\$ 528,682	\$ 73,534	\$ 365,344	\$ 360,529	\$ 84,897	\$ 243,674	\$ 249,446	\$ 1,906,106
University of Northern Colorado	2019	\$ 447,885	\$ 79,022	\$ 168,461	\$ 191,800	\$ 62,427	\$ 129,657	\$ 215,739	\$ 1,294,991
Weber State University	2020	\$ 391,000	\$ 85,405	\$ 192,276	\$ 179,937	\$ 43,293	\$ 134,542	\$ 220,473	\$ 1,246,926
Average (Mean)		\$471,032	\$108,779	\$251,393	\$253,893	\$100,558	\$259,388	\$280,529	\$1,598,876
Average (Median)		\$466,340	\$101,639	\$239,571	\$225,948	\$ 88,400	\$202,591	\$267,569	\$1,646,372
Rank		10	4	5	2	1	6	1	3

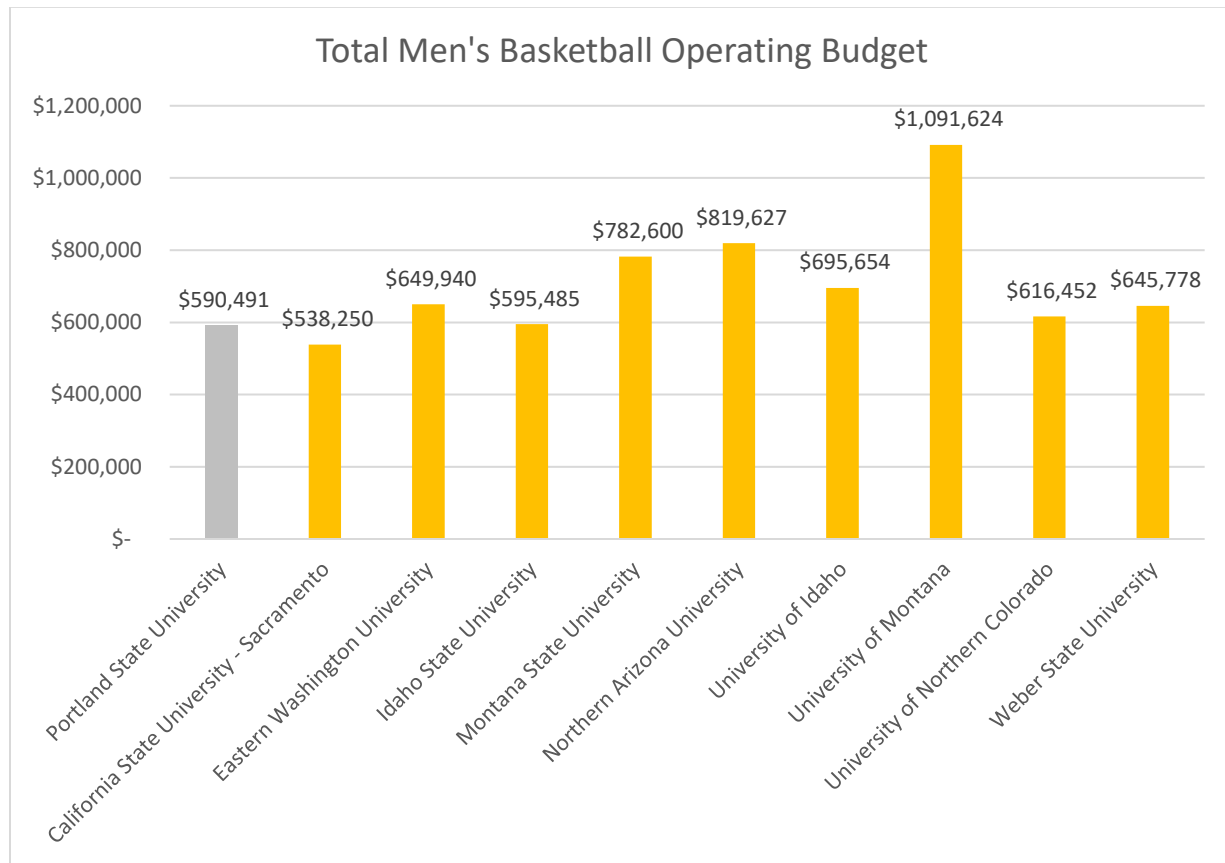
BIG SKY CONFERENCE – OPERATING BUDGET BY LINE ITEM

Collegiate Consulting broke down the operating budget for each sport to help Portland State understand where it falls in the conference, and within each line item. The data in this section was pulled from 2019 NCAA FRS Reports. This allowed Collegiate Consulting to provide Portland State with itemized operating budgets. Portland State's 2019 FRS Report only provided itemized budgets for men's and women's basketball and football. Information for other PSU sports were pulled from supplemental documents PSU provided. In addition, Weber State's data is from the 2020 FRS Report due to unavailability of the 2019 report.

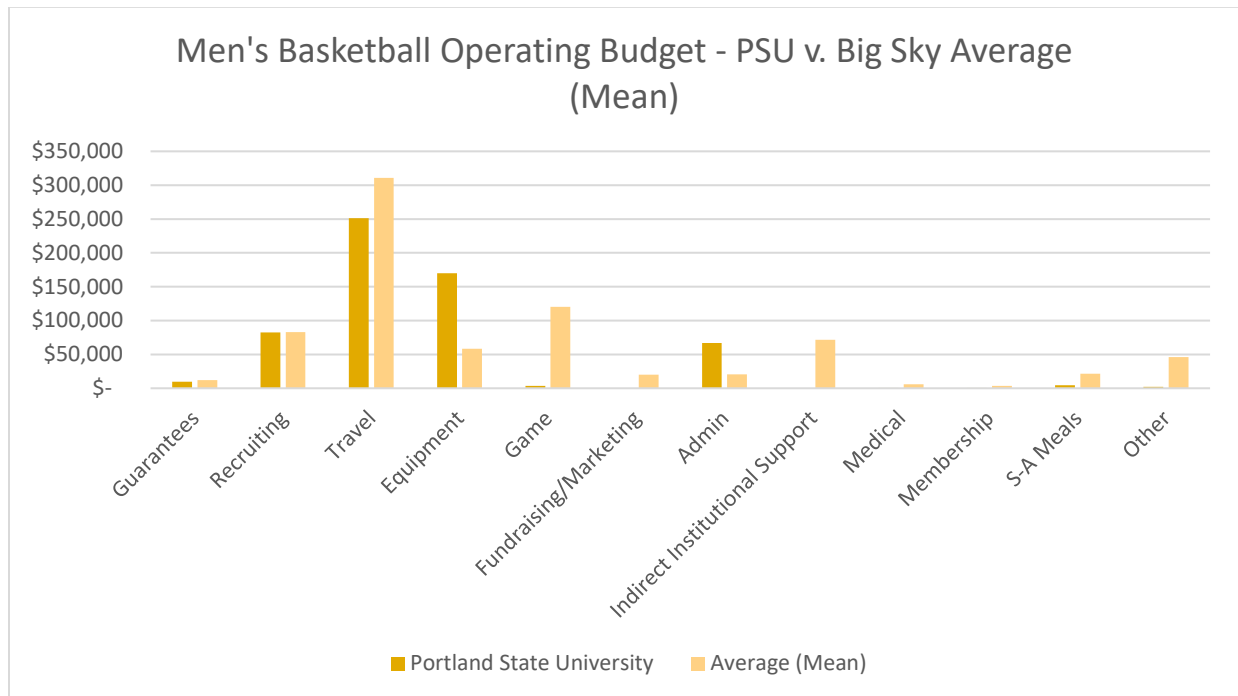
Men's Sports

Basketball

The most expensive line items, on average, for basketball are travel, game expenses and recruiting. Game expenses include all game-day expenses other than travel, such as official, security and other event staff. For PSU in particular, the largest expenses are travel, equipment and recruiting. Of the 10 expenses that PSU has, it spends the most on two and the least on four. Overall, PSU's basketball budget is the second smallest in the conference.

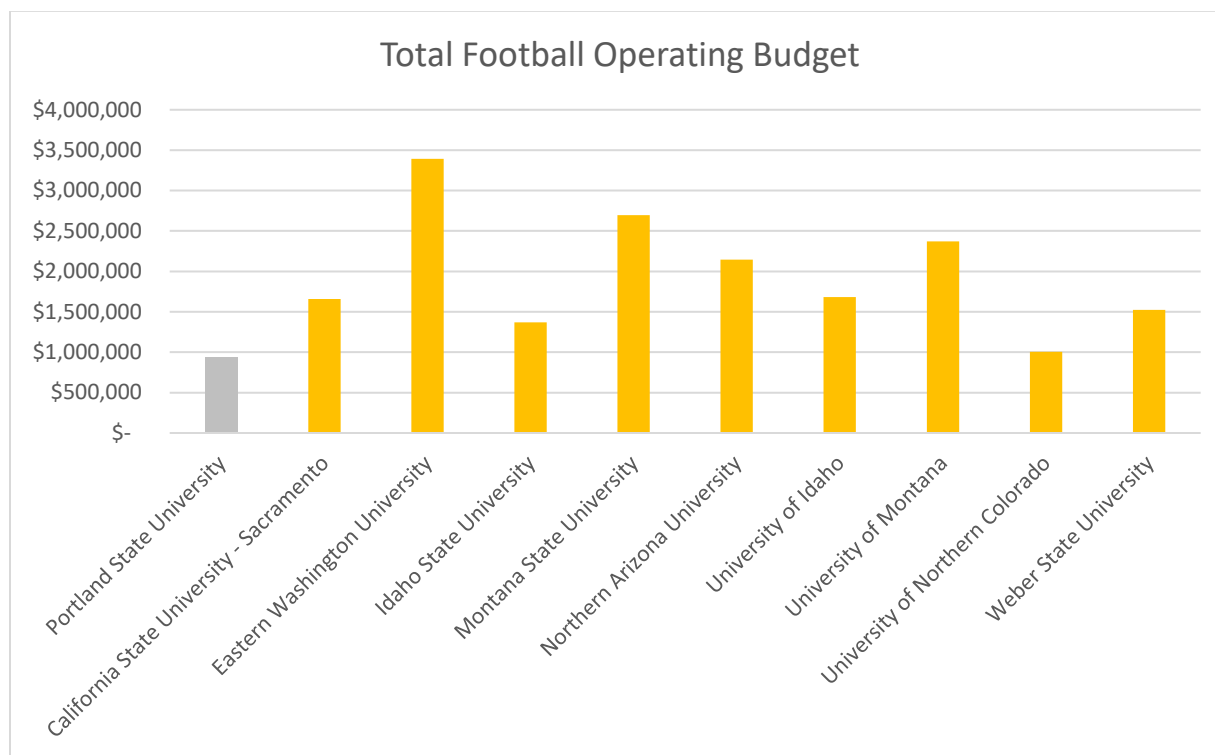


Big Sky - Men's Basketball Operating Budget Breakdown															
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expenses	
Portland State University	2019	\$ 9,500	\$ 82,430	\$ 251,329	\$ 169,700	\$ 3,363	\$ 67,024	\$ 2,304		\$ 349	\$ 390	\$ 4,381	\$ 2,025	\$ 590,491	
California State University - Sacramento	2019	\$ 11,500	\$ 47,934	\$ 229,879	\$ 45,353	\$ 142,306	\$ 1,525	\$ 2,304				\$ 42,734	\$ 14,715	\$ 538,250	
Eastern Washington University	2019	\$ 9,094	\$ 48,998	\$ 247,529	\$ 61,072	\$ 130,238		\$ 8,417	\$ 123,485		\$ 1,185		\$ 19,922	\$ 649,940	
Idaho State University	2019	\$ 10,100	\$ 70,793	\$ 232,243	\$ 49,147	\$ 95,600		\$ 25,760	\$ 18,869	\$ 20,172	\$ 5,780	\$ 30,317	\$ 36,704	\$ 595,485	
Montana State University	2019	\$ 11,500	\$ 110,586	\$ 403,653	\$ 16,917	\$ 106,189		\$ 27,925	\$ 925	\$ 641	\$ 245	\$ 17,992	\$ 86,027	\$ 782,600	
Northern Arizona University	2019	\$ 5,000	\$ 104,999	\$ 429,329	\$ 68,248	\$ 98,357		\$ 8,000	\$ 55,803		\$ 365	\$ 10,971	\$ 38,555	\$ 819,627	
University of Idaho	2019	\$ 20,388	\$ 120,327	\$ 219,147	\$ 46,281	\$ 210,888		\$ 1,166		\$ 1,322	\$ 140	\$ 10,180	\$ 65,815	\$ 695,654	
University of Montana	2019	\$ 9,000	\$ 120,708	\$ 534,220	\$ 26,224	\$ 172,517	\$ 47,833	\$ 11,525		\$ 26,133	\$ 260	\$ 39,671	\$ 103,533	\$ 1,091,624	
University of Northern Colorado	2019	\$ 10,700	\$ 71,442	\$ 286,260	\$ 51,161	\$ 107,663		\$ 26,834			\$ 6,552	\$ 5,269	\$ 50,571	\$ 616,452	
Weber State University	2020	\$ 22,000	\$ 51,096	\$ 273,532	\$ 50,384	\$ 136,203		\$ 10,055	\$ 11,022		\$ 1,019	\$ 15,072	\$ 32,801	\$ 42,594	\$ 645,778
Average (Mean)		\$ 11,878	\$ 82,931	\$ 310,712	\$ 58,449	\$ 120,332	\$ 20,183	\$ 20,389	\$ 71,829	\$ 5,893	\$ 3,332	\$ 21,591	\$ 46,046	\$ 702,590	
Average (Median)		\$ 10,400	\$ 76,936	\$ 262,431	\$ 49,766	\$ 118,951	\$ 17,908	\$ 11,274	\$ 71,829	\$ 1,019	\$ 390	\$ 17,992	\$ 40,575	\$ 647,859	
Rank		7	5	6	1	10	NA	1	NA	5	5	9	10	9	

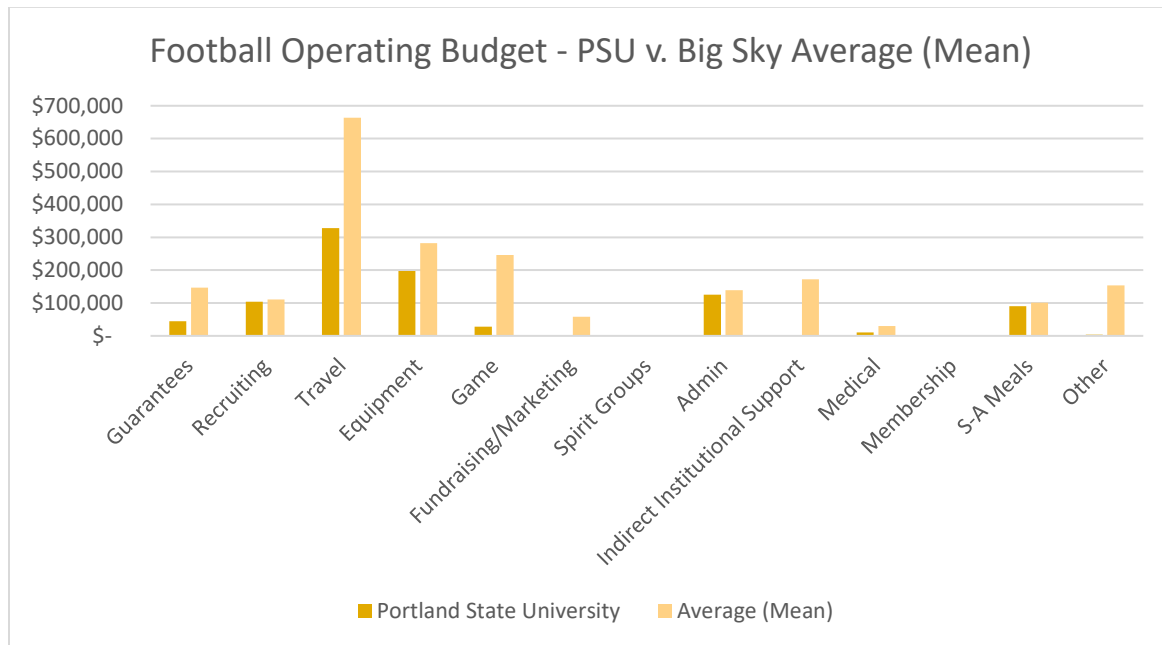


Football

Overall, PSU has the smallest football budget in the Big Sky. While Portland State's expenditures rank as fifth or higher for five separate line items, for four additional line items, it ranks as the lowest. The conference and PSU's top-two expenses are the same, with both spending the most on travel and equipment.



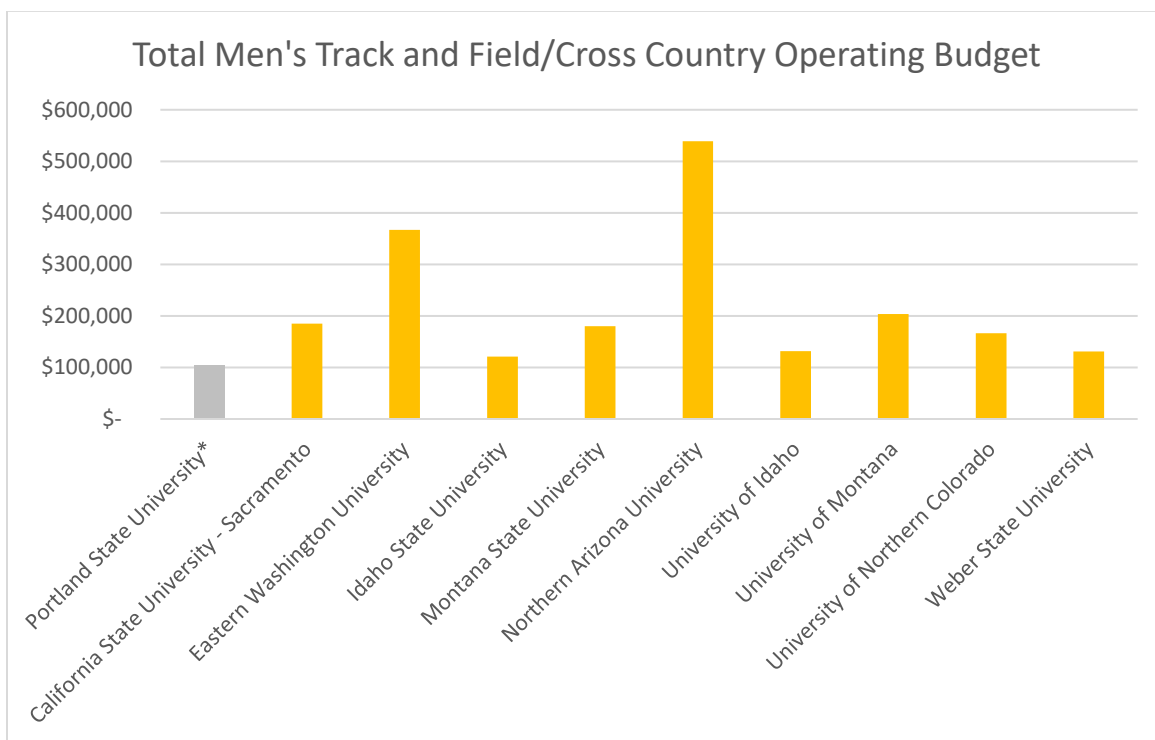
Big Sky - Football Operating Budget Breakdown															
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Spirit Groups	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expenses
Portland State University	2019	\$ 45,000	\$103,584	\$ 327,795	\$ 197,075	\$ 27,891			\$125,616		\$ 10,165	\$ 756	\$ 90,331	\$ 3,737	\$931,950
California State University - Sacramento	2019	\$ 90,000	\$ 81,977	\$ 577,349	\$ 337,797	\$199,337		\$ 9,710	\$ 40,520		\$ 364		\$192,246	\$130,264	\$1,659,564
Eastern Washington University	2019	\$131,401	\$103,360	\$1,279,842	\$ 633,758	\$808,549			\$ 65,304	\$ 290,529				\$ 79,209	\$3,391,952
Idaho State University	2019	\$ 57,000	\$ 83,354	\$ 644,207	\$ 253,874	\$ 59,663	\$ 18,550		\$ 92,104	\$ 52,935	\$ 280	\$ 120	\$ 33,303	\$ 73,967	\$1,369,357
Montana State University	2019	\$306,144	\$171,585	\$ 360,350	\$187,976	\$116,084	\$181,671		\$837,441		\$10,021	\$ 635	\$194,868	\$327,275	\$2,694,050
Northern Arizona University	2019		\$196,342	\$1,111,335	\$ 256,567	\$ 68,250	\$ 26,723		\$147,309		\$ 81	\$ 3,800	\$ 22,667	\$312,176	\$2,145,250
University of Idaho	2019	\$144,368	\$130,100	\$ 859,701	\$194,976	\$254,306			\$ 918				\$ 22,044	\$ 74,431	\$1,680,844
University of Montana	2019	\$250,000	\$125,770	\$ 583,230	\$216,331	\$46,541	\$ 80,337	\$ 3,132	\$ 28,355		\$160,587	\$ 685	\$170,668	\$206,859	\$2,372,795
University of Northern Colorado	2019		\$ 56,751	\$ 446,146	\$166,029	\$ 81,482			\$ 31,359			\$ 1,725	\$ 48,354	\$173,605	\$1,005,451
Weber State University	2020		\$ 52,387	\$ 451,046	\$374,879	\$294,406		\$ 30,308	\$ 16,845			\$13,684	\$138,097	\$151,585	\$1,523,237
Average (Mean)		\$ 146,273	\$110,521	\$ 664,100	\$281,926	\$245,651	\$ 57,883	\$ 3,132	\$138,577	\$ 171,732	\$ 30,300	\$ 3,058		\$153,311	\$1,877,445
Average (Median)		\$ 131,401	\$103,472	\$ 580,290	\$235,103	\$157,711	\$ 28,516	\$ 3,132	\$ 52,912	\$ 171,732	\$ 5,193	\$ 756	\$ 90,331	\$140,925	\$1,670,204
Rank		7	5	10	7	10	NA	NA	3	NA	2	4	5	10	10



Track and Field/Cross-country

Portland State's NCAA FRS report did not include expenses for track and field specifically; therefore, Collegiate Consulting utilized other documents provided by PSU. Portland State's other column includes expenses for team supplies, food, promotional and marketing, entry fees, insurance and medical.

Of the 11 expenses, PSU only reports data for two of them: travel and other. For expenditures, Portland spends the seventh most for travel and the second most for other. Like football, PSU has the smallest operating budget of all schools.



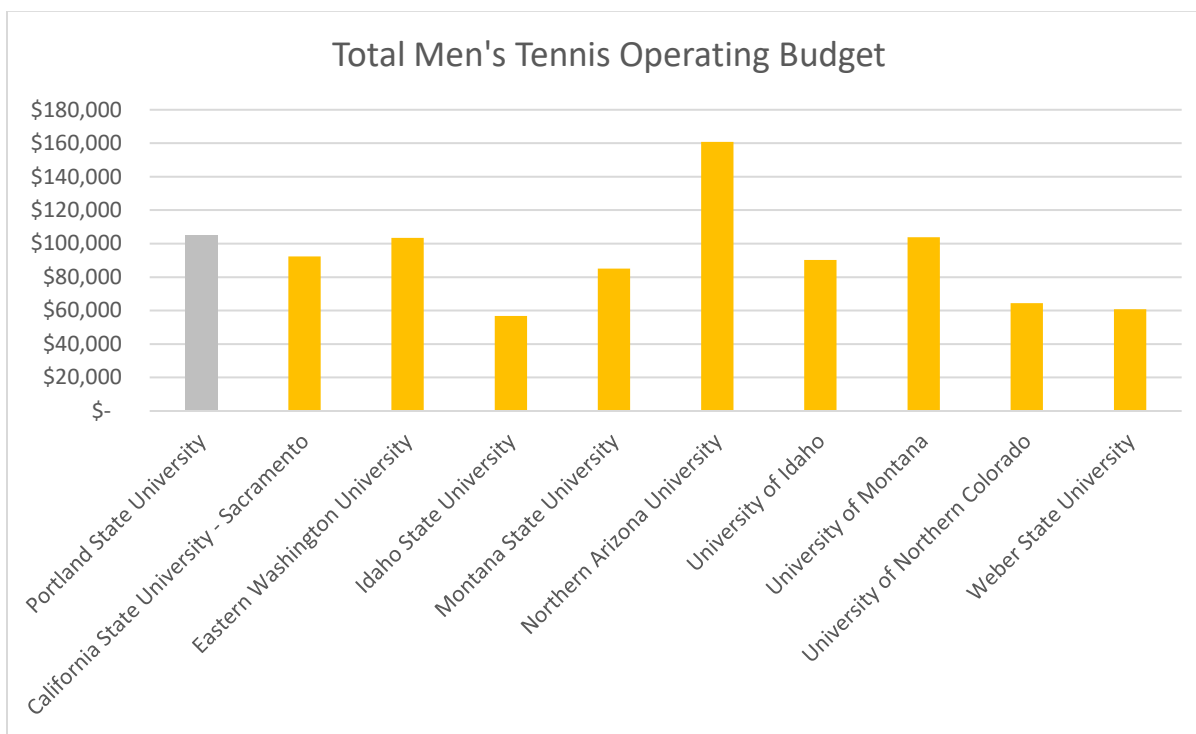
Big Sky - Men's Track and Field/Cross Country Operating Budget Breakdown														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expense
Portland State University*	2019			\$ 75,109									\$ 28,312	103,421
California State University - Sacramento	2019		\$ 5,486	\$ 134,892	\$ 7,927	\$ 2,357		\$ 2,020	\$ 496		\$ 2,000	\$ 8,746	\$ 21,203	\$ 185,127
Eastern Washington University	2019		\$ 2,397	\$ 128,227	\$ 76,689	\$ 4,712		\$ 3,948		\$ 148,899	\$ 600		\$ 1,351	\$ 366,823
Idaho State University	2019		\$ 9,811	\$ 69,437	\$ 21,993	\$ 600		\$ (1,250)	\$ 6,870	\$ 3,839		\$ 2,502	\$ 7,034	\$ 120,836
Montana State University	2019	\$ (1,000)	\$ 12,485	\$ 84,589	\$ 26,348	\$ 10,448		\$ 1,026	\$ 2,750			\$ 171	\$ 723	\$ 146,615
Northern Arizona University	2019		\$ 26,094	\$ 301,022	\$ 92,568	\$ 14,051		\$ 7,259			\$ 7,714		\$ 1,556	\$ 88,457
University of Idaho	2019		\$ 8,001	\$ 89,390	\$ 18,849	\$ 4,460						\$ 26	\$ 2,696	\$ 8,471
University of Montana	2019		\$ 10,824	\$ 74,654	\$ 33,672	\$ 39,920		\$ 588	\$ 2,791	\$ 30,912	\$ 368	\$ 3,506	\$ 6,545	\$ 203,780
University of Northern Colorado	2019		\$ 9,530	\$ 93,464	\$ 41,662	\$ 7,301		\$ 4,059			\$ 300	\$ 353	\$ 9,799	\$ 166,468
Weber State University	2020		\$ 3,281	\$ 62,602	\$ 43,203	\$ 1,860		\$ 6,459	\$ 1,164		\$ 300	\$ 466	\$ 6,974	\$ 130,745
Average (Mean)		\$ (1,000)	\$ 9,768	\$ 111,339	\$ 40,323	\$ 9,523		\$ 1,769	\$ 3,667	\$ 76,369	\$ 9,774	\$ 640	\$ 5,119	\$ 220,371
Average (Median)		\$ (1,000)	\$ 9,530	\$ 86,990	\$ 33,672	\$ 4,712		\$ 1,026	\$ 3,370	\$ 76,369	\$ 4,007	\$ 466	\$ 3,101	\$ 9,135
Rank		NA	NA	7	NA	NA		NA	NA	NA	NA	NA	2	10

*PSU numbers were pulled from other documents provided to Collegiate Consulting. PSU's "other" column includes expenses for team supplies, food, promotional and marketing costs, entry fees, insurance and medical costs.

Tennis

Once again, Portland State's NCAA report did not include expenses for tennis specifically. Portland State's other column includes expenses for team supplies, food, promotional and marketing, entry fees, insurance and medical.

The two expenses total \$104,775, giving PSU the second-largest budget in the conference. For travel, PSU spends the fifth most. When it comes to the other category, PSU outspends the rest of the conference by at least \$42,080.



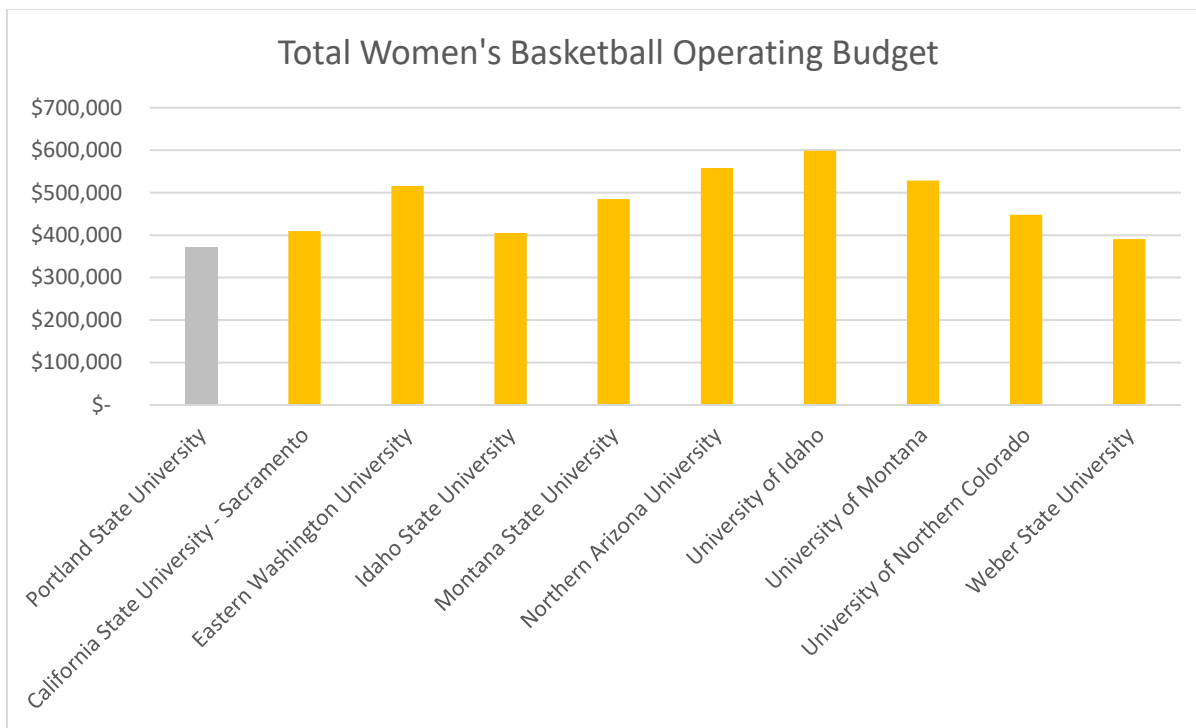
Big Sky - Men's Tennis Operating Budget Breakdown														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expenses
Portland State University	2019			\$ 47,939									\$ 56,836	\$ 104,775
California State University - Sacramento	2019	\$ 2,489	\$ 1,094	\$ 46,955	\$ 24,392	\$ 11,470	\$ 1,159	\$ 380			\$ 550	\$ 2,064	\$ 1,893	\$ 92,446
Eastern Washington University	2019		\$ 3,946	\$ 46,305	\$ 11,241	\$ 6,556		\$ 1,149	\$ 33,185		\$ 1,015		\$ 138	\$ 103,535
Idaho State University	2019		\$ 2,360	\$ 31,004	\$ 13,517	\$ 3,187		\$ 1,651			\$ 550	\$ 1,079	\$ 3,494	\$ 56,842
Montana State University	2019		\$ 2,288	\$ 51,875	\$ 18,009	\$ 3,167				\$ 76	\$ 550	\$ 2,055	\$ 7,143	\$ 85,163
Northern Arizona University	2019		\$ 12,350	\$ 93,546	\$ 28,151	\$ 6,530		\$ 888		\$ 2,163	\$ 730	\$ 1,715	\$ 14,756	\$ 160,829
University of Idaho	2019		\$ 5,013	\$ 58,126	\$ 17,153	\$ 6,822					\$ 550	\$ 146	\$ 2,540	\$ 90,350
University of Montana	2019		\$ 3,727	\$ 68,053	\$ 14,239	\$ 3,159		\$ 2,746		\$ 3,651	\$ 800	\$ 1,556	\$ 5,195	\$ 103,841
University of Northern Colorado	2019		\$ 673	\$ 28,749	\$ 16,821	\$ 5,474		\$ 2,294			\$ 9,260	\$ 8	\$ 1,197	\$ 64,476
Weber State University	2020		\$ 1,504	\$ 30,088	\$ 23,710	\$ 1,711		\$ 757			\$ 550	\$ 2,763	\$ 278	\$ 60,861
Average (Mean)		\$ 2,489	\$ 3,662	\$ 50,264	\$ 18,581	\$ 5,342	\$ 1,953	\$ 1,119	\$ 33,185	\$ 1,963	\$ 1,617	\$ 1,361	\$ 9,347	\$ 92,312
Average (Median)		\$ 2,489	\$ 2,360	\$ 47,447	\$ 17,153	\$ 5,474	\$ 1,953	\$ 888	\$ 33,185	\$ 2,163	\$ 550	\$ 1,636	\$ 3,017	\$ 91,398
Rank		NA	NA	5	NA	NA	NA	NA	NA	NA	NA	NA	1	2

*PSU numbers were pulled from other documents provided to Collegiate Consulting. PSU's "other" column includes expenses for team supplies, food, promotional and marketing costs, entry fees, insurance and medical costs.

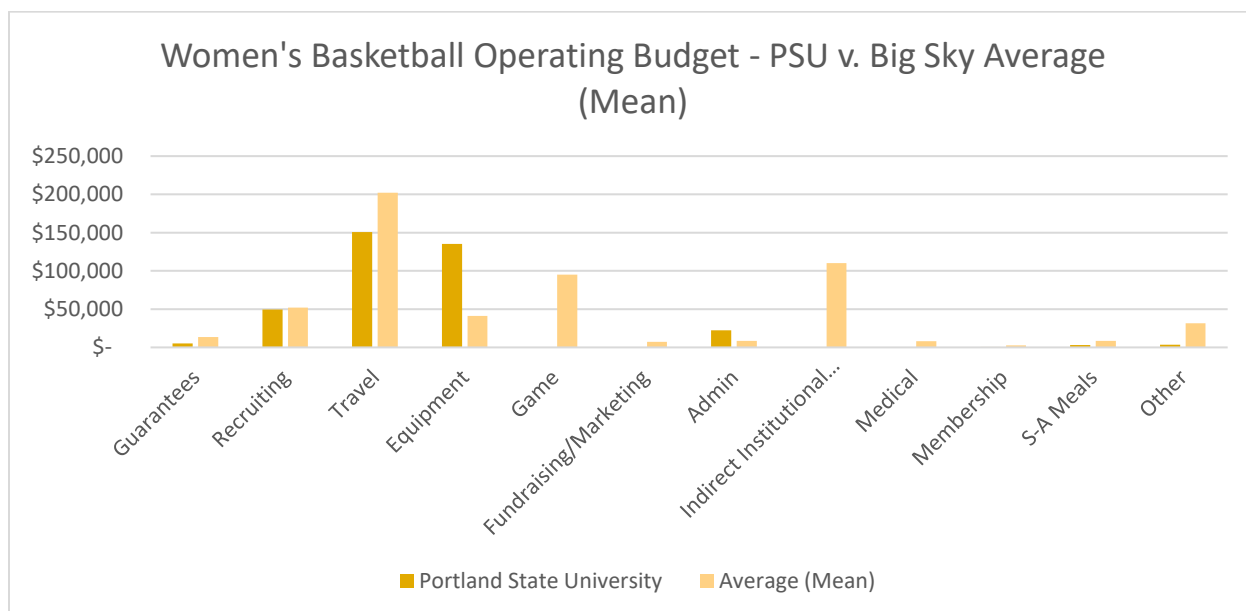
Women's Sports

Basketball

For women's basketball, the conference's largest expenditures are travel, indirect institutional support and game expenses. Only one of PSU's top-three expenses is shared with the conference: travel. The other two leading line items for PSU are equipment and recruiting. Allocation-wise, PSU spends the least in the conference for three of its nine line items. Combined, Portland's total operating budget is the smallest of all schools.



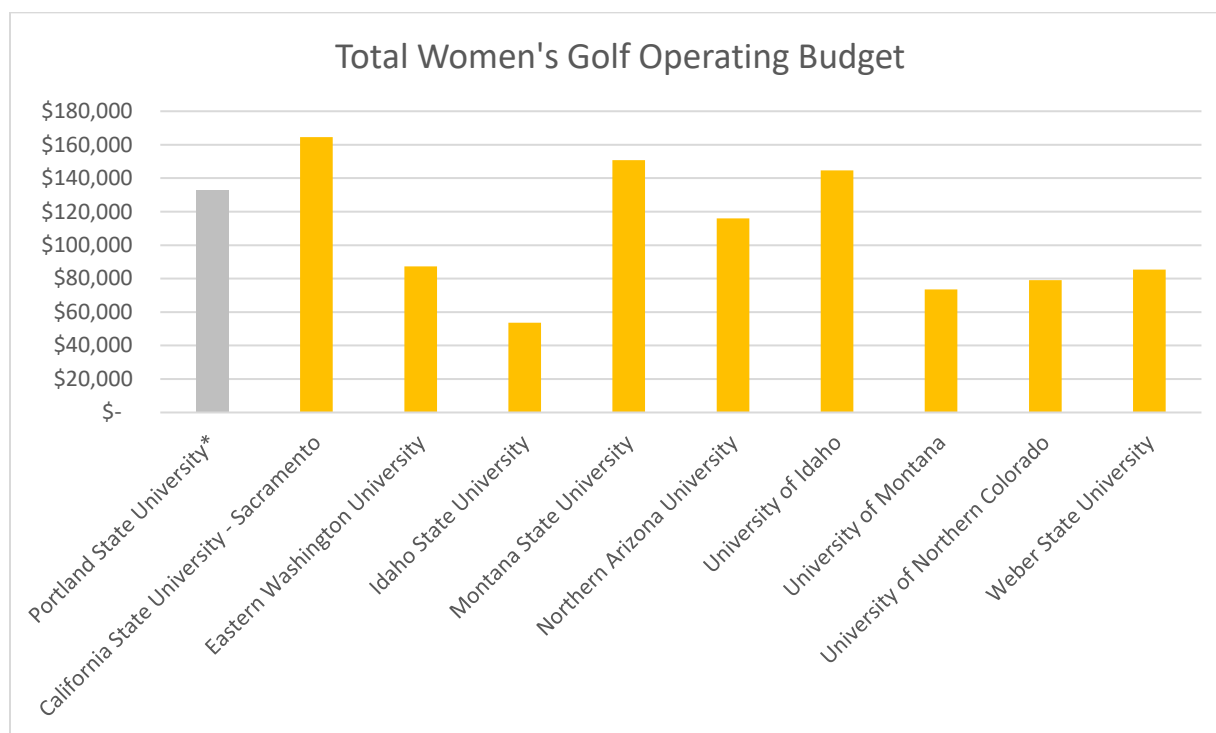
Big Sky - Women's Basketball Operating Budget Breakdown														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expenses
Portland State University	2019	\$ 5,249	\$ 49,641	\$ 150,767	\$ 135,273	\$ 208		\$ 22,300			\$ 425	\$ 2,966	\$ 3,528	\$ 370,357
California State University - Sacramento	2019	\$ 3,039	\$ 45,737	\$ 156,801	\$ 47,561	\$ 118,028	\$ 937	\$ 321			\$ 1,075	\$ 22,070	\$ 13,722	\$ 409,291
Eastern Washington University	2019	\$ 3,678	\$ 39,221	\$ 197,114	\$ 46,942	\$ 96,477		\$ 5,824	\$ 110,296		\$ 958		\$ 15,150	\$ 515,660
Idaho State University	2019	\$ 10,000	\$ 28,129	\$ 194,279	\$ 26,107	\$ 81,296	\$ 12,106	\$ 16,339				\$ 7,096	\$ 30,013	\$ 405,365
Montana State University	2019	\$ 6,500	\$ 75,774	\$ 203,491	\$ 4,684	\$ 91,986	\$ 14,722	\$ 1,631		\$ 44	\$ 1,305	\$ 11,093	\$ 73,564	\$ 484,794
Northern Arizona University	2019	\$ 19,000	\$ 72,394	\$ 273,412	\$ 52,058	\$ 83,122	\$ 1,900	\$ 15,116			\$ 1,700	\$ 2,692	\$ 36,974	\$ 558,368
University of Idaho	2019	\$ 7,500	\$ 75,011	\$ 289,228	\$ 38,506	\$ 150,200		\$ 1,641			\$ 540	\$ 4,202	\$ 32,088	\$ 598,916
University of Montana	2019	\$ 72,176	\$ 41,772	\$ 158,279	\$ 14,246	\$ 160,147	\$ 13,757	\$ 4,250		\$ 16,559	\$ 276	\$ 10,219	\$ 37,001	\$ 528,682
University of Northern Colorado	2019	\$ 3,000	\$ 52,480	\$ 221,059	\$ 29,366	\$ 84,325		\$ 4,327			\$ 808	\$ 4,009	\$ 48,511	\$ 447,885
Weber State University	2020	\$ 6,000	\$ 41,371	\$ 178,187	\$ 17,628	\$ 84,141	\$ 55	\$ 12,407			\$ 15,611	\$ 10,851	\$ 24,749	\$ 391,000
Average (Mean)		\$ 13,614	\$ 52,153	\$ 202,262	\$ 41,237	\$ 94,993	\$ 7,246	\$ 8,416	\$ 110,296	\$ 8,302	\$ 2,522	\$ 8,355	\$ 31,530	\$ 471,032
Average (Median)		\$ 6,250	\$ 47,689	\$ 195,697	\$ 33,936	\$ 88,156	\$ 7,003	\$ 5,076	\$ 110,296	\$ 8,302	\$ 958	\$ 7,096	\$ 31,051	\$ 466,340
Rank		7	5	10	1	10	NA	1	NA	NA	8	8	10	10



Golf

Due to Portland State's data being pulled from other documents provided to Collegiate Consulting, PSU has significantly fewer line items for the combined sport. Portland State's NCAA report did not include expenses for golf specifically. Portland State's other column includes expenses for team supplies, food, promotional and marketing, entry fees, insurance and medical.

Despite having only two line items, travel and other, PSU has the fourth-largest budget in the Big Sky. Within each category, PSU's expenses rank as sixth largest for travel and largest for other. For the line item other, Portland State outspends the rest of the conference by at least \$48,500.



Big Sky - Women's Golf Operating Budget Breakdown												
Institution	Year	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other
Portland State University*	2019		\$ 52,767									\$ 80,204
California State University - Sacramento	2019	\$ 8,247	\$ 90,559	\$ 30,147	\$ 400	\$ 880	\$ 662			\$ 480	\$ 1,577	\$ 31,639
Eastern Washington University	2019	\$ 1,252	\$ 46,976	\$ 10,645	\$ 19,462		\$ 1,162	\$ 6,319		\$ 765		\$ 675
Idaho State University	2019		\$ 44,606	\$ 5,765	\$ 1,000		\$ 97				\$ 373	\$ 1,789
Montana State University	2019	\$ 6,794	\$ 76,383	\$ 26,676	\$ 14,635				\$ 64	\$ 2,415	\$ 716	\$ 23,017
Northern Arizona University	2019	\$ 3,031	\$ 56,951	\$ 31,177	\$ 157		\$ 2,844		\$ 2,083	\$ 781	\$ 1,618	\$ 17,374
University of Idaho	2019	\$ 9,583	\$ 80,194	\$ 19,618	\$ 158		\$ 312			\$ 1,357	\$ 1,731	\$ 31,710
University of Montana	2019	\$ 1,101	\$ 57,685	\$ 10,121	\$ 400	\$ 524	\$ 663		\$ 469	\$ 140	\$ 671	\$ 1,760
University of Northern Colorado	2019	\$ 1,805	\$ 50,708	\$ 21,470						\$ 4,365		\$ 674
Weber State University	2020		\$ 55,405	\$ 21,165		\$ 4,599	\$ 759			\$ 300	\$ 1,602	\$ 1,575
Average (Mean)		\$ 4,545	\$ 61,223	\$ 19,643	\$ 5,173	\$ 2,001	\$ 928	\$ 6,319	\$ 874	\$ 1,325	\$ 1,184	\$ 19,042
Average (Median)		\$ 3,031	\$ 56,178	\$ 21,165	\$ 400	\$ 880	\$ 663	\$ 6,319	\$ 469	\$ 773	\$ 1,577	\$ 9,582
Rank		NA	7	NA	NA	NA	NA	NA	NA	NA	NA	4

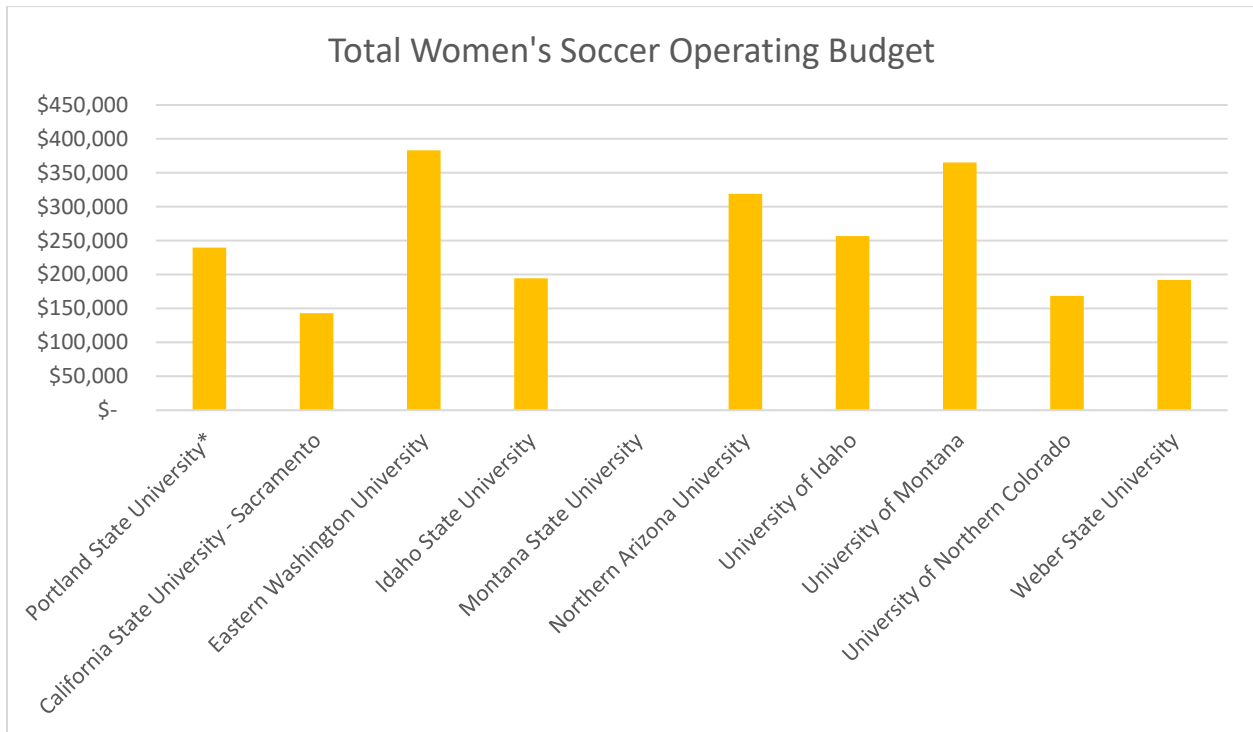
*Portland State's data was not pulled from NCAA Reports. These numbers were pulled from an additional document provided by PSU. The "Other" column for PSU includes team supplies, food for athletes, promotional and marketing, entry fees, insurance and medical costs.

Soccer

Once again, Portland State reports budget data for only two expenses: travel and other. The two expenses combine to a total of \$239,571, making PSU the fifth-largest budget in the conference. Similar to golf, PSU's travel expenses are lower than average.

Big Sky - Women's Soccer Operating Budget Breakdown														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expenses
Portland State University*	2019			\$ 89,003									\$ 150,568	239,571
California State University - Sacramento	2019		\$ 9,512	\$ 67,517	\$ 20,204	\$ 12,813	\$ 1,480	\$ 268			\$ 390	\$ 7,011	\$ 23,883	143,078
Eastern Washington University	2019	\$ 3,269	\$ 22,454	\$ 196,295	\$ 59,476	\$ 16,199		\$ 4,490	74,324		\$ 485		\$ 6,367	383,359
Idaho State University	2019		\$ 6,561	\$ 130,966	\$ 15,645	\$ 20,884		\$ 1,349	\$ 4,774		\$ 12	\$ 6,152	\$ 8,339	194,682
Montana State University	2019													
Northern Arizona University	2019	\$ 11,107	\$ 26,146	\$ 161,767	\$ 69,160	\$ 25,695	\$ 150	\$ 11,958			\$ 625	\$ 1,381	\$ 11,092	319,081
University of Idaho	2019	\$ 8,825	\$ 22,119	\$ 147,088	\$ 26,470	\$ 39,590		\$ 656			\$ 85	\$ 1,039	\$ 10,815	256,687
University of Montana	2019	\$ 12,689	\$ 29,045	\$ 171,215	\$ 26,397	\$ 29,643		\$ 815	\$ 5,300	\$ 42,232	\$ 575	\$ 15,804	\$ 31,629	365,344
University of Northern Colorado	2019	\$ 495	\$ 11,775	\$ 113,649	\$ 14,259	\$ 14,560		\$ 621			\$ 625	\$ 3,700	\$ 8,777	168,461
Weber State University	2020	\$ 1,000	\$ 3,572	\$ 107,851	\$ 37,375	\$ 18,874		\$ 548	\$ 5,036		\$ 835	\$ 6,987	\$ 10,198	192,276
Average (Mean)		\$ 6,231	\$ 16,398	\$ 131,706	\$ 33,623	\$ 22,282	\$ 868	\$ 4,138	\$ 74,324	\$ 42,232	\$ 454	\$ 6,011	\$ 29,074	251,393
Average (Median)		\$ 6,047	\$ 16,947	\$ 130,966	\$ 26,434	\$ 19,879	\$ 815	\$ 4,632	\$ 74,324	\$ 42,232	\$ 530	\$ 6,152	\$ 10,815	239,571
Rank		NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	1	5

*Portland State's data was not pulled from NCAA Reports. These numbers were pulled from an additional document provided by PSU. The "other" column for PSU includes team supplies, food for athletes, promotional and marketing, entry fees, insurance and medical costs.

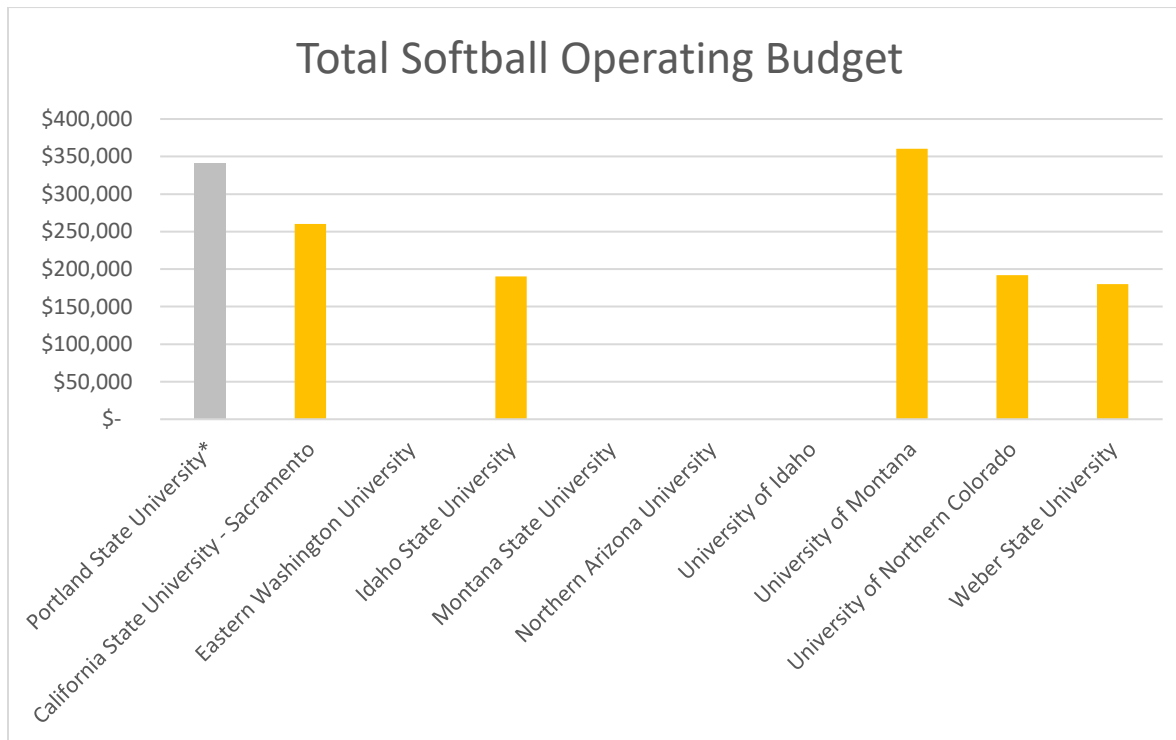


Softball

Portland has the second-largest budget overall. It should be noted only five other conference schools were represented in the data set.

Big Sky - Women's Softball Operating Budget Breakdown													
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Medical	Membership	S-A Meals	Other	Total Operating Expenses
Portland State University*	2019			\$ 157,511								\$ 183,264	\$ 340,775
California State University - Sacramento	2019	\$ 850	\$ 13,359	\$ 131,528	\$ 49,777	\$ 37,268	\$ 2,077	\$ 364		\$ 510	\$ 11,820	\$ 12,543	\$ 260,096
Eastern Washington University	2019												
Idaho State University	2019		\$ 15,248	\$ 114,421	\$ 28,348	\$ 14,019	\$ 296	\$ 6,018		\$ 525	\$ 2,504	\$ 8,839	\$ 190,218
Montana State University	2019												
Northern Arizona University	2019												
University of Idaho	2019												
University of Montana	2019	\$ 9,360	\$ 17,076	\$ 169,538	\$ 57,215	\$ 40,420	\$ 3,341	\$ 33,217	\$ 3,981	\$ 320	\$ 5,025	\$ 21,036	\$ 360,529
University of Northern Colorado	2019		\$ 4,403	\$ 152,867	\$ 17,370	\$ 12,174		\$ 3,055		\$ 725	\$ 71	\$ 1,135	\$ 191,800
Weber State University	2020		\$ 8,305	\$ 87,603	\$ 32,801	\$ 7,932	\$ 18,015	\$ 2,276		\$ 525	\$ 4,512	\$ 17,968	\$ 179,937
Average (Mean)		\$ 5,105	\$ 11,678	\$ 135,578	\$ 37,102	\$ 22,363	\$ 5,932	\$ 8,986	\$ 3,981	\$ 521	\$ 4,786	\$ 40,798	\$ 253,893
Average (Median)		\$ 5,105	\$ 13,359	\$ 142,198	\$ 32,801	\$ 14,019	\$ 2,709	\$ 3,055	\$ 3,981	\$ 525	\$ 4,512	\$ 15,256	\$ 225,948
Rank		NA	NA	2	NA	NA	NA	NA	NA	NA	NA	1	2

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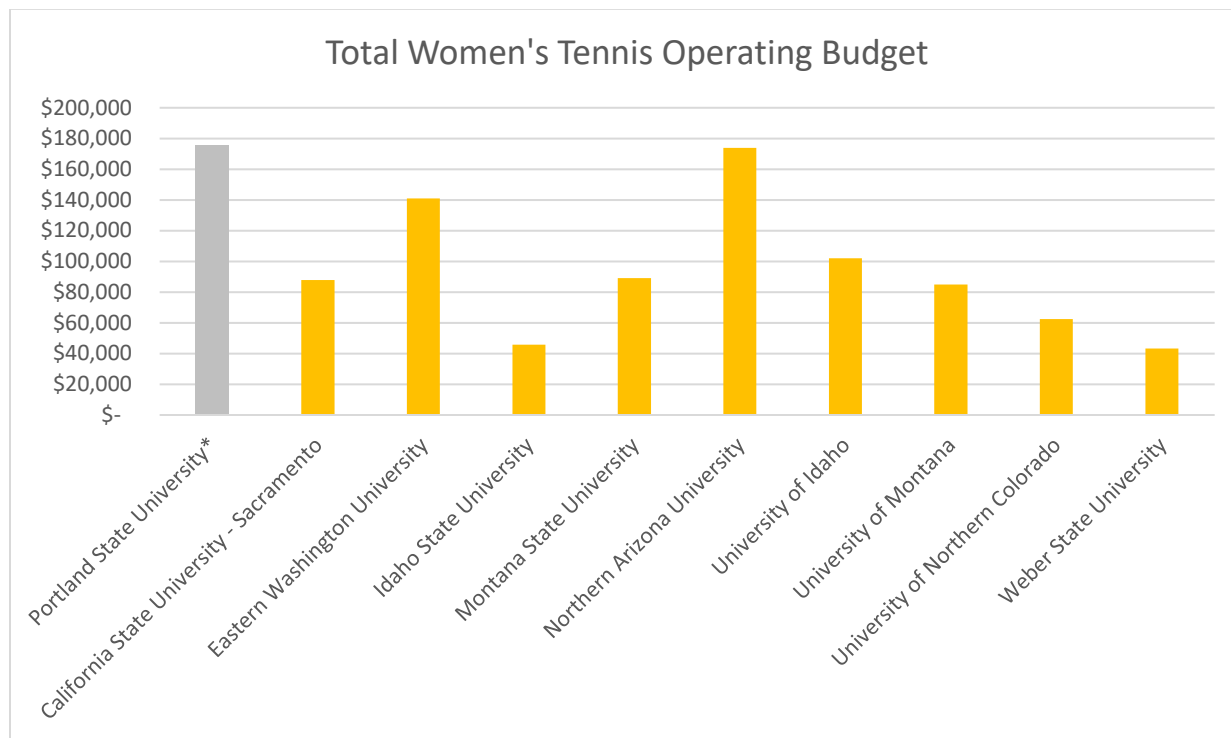


Tennis

The conference average is less than PSU's individual expenses and overall budget. For travel, PSU spends the fourth most. Portland State has the largest overall budget in the conference, however it is only slightly larger than Northern Arizona University's budget.

Big Sky - Women's Tennis Operating Budget Breakdown														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expenses
Portland State University*	2019			\$ 59,737									\$ 115,978	\$ 175,715
California State University - Sacramento	2019	\$ 5,831	\$ 57,831	\$ 18,577	\$ 375	\$ 787	\$ 6				\$ 885	\$ 1,581	\$ 1,888	\$ 87,761
Eastern Washington University	2019	\$ 3,238	\$ 74,146	\$ 21,811	\$ 6,143		\$ 1,066		33,262		\$ 1,150		\$ 89	\$ 140,905
Idaho State University	2019	\$ 1,324	\$ 32,956	\$ 5,713	\$ 2,765		\$ 258				\$ 550	\$ 1,181	\$ 1,059	\$ 45,806
Montana State University	2019	\$ 8,189	\$ 57,208	\$ 10,229	\$ 3,741					\$ 302	\$ 675	\$ 1,045	\$ 7,649	\$ 89,038
Northern Arizona University	2019	\$ 573	\$ 12,611	\$ 107,681	\$ 26,492	\$ 8,522	\$ 1,100				\$ 550	\$ 2,349	\$ 13,924	\$ 173,802
University of Idaho	2019	\$ 761	\$ 70,124	\$ 13,872	\$ 7,013		\$ 312				\$ 550	\$ 1,671	\$ 7,636	\$ 101,939
University of Montana	2019	\$ 3,787	\$ 51,380	\$ 10,089	\$ 4,009	\$ 407	\$ 922			\$ 1,480	\$ 550	\$ 1,200	\$ 11,073	\$ 84,897
University of Northern Colorado	2019	\$ 1,055	\$ 30,901	\$ 12,710	\$ 4,417		\$ 977				\$ 9,135	\$ 460	\$ 2,772	\$ 62,427
Weber State University	2020	\$ 270	\$ 928	\$ 26,045	\$ 11,250	\$ 1,564		\$ 682			\$ 550	\$ 2,218	\$ (214)	\$ 43,293
Average (Mean)		\$ 422	\$ 4,192	\$ 56,801	\$ 14,527	\$ 4,283	\$ 597	\$ 665	\$ 33,262	\$ 891	\$ 1,622	\$ 1,463	\$ 16,185	\$ 100,558
Average (Median)		\$ 422	\$ 3,238	\$ 57,520	\$ 12,710	\$ 4,009	\$ 597	\$ 802	\$ 33,262	\$ 891	\$ 550	\$ 1,391	\$ 5,204	\$ 88,400
Rank		NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	1	1

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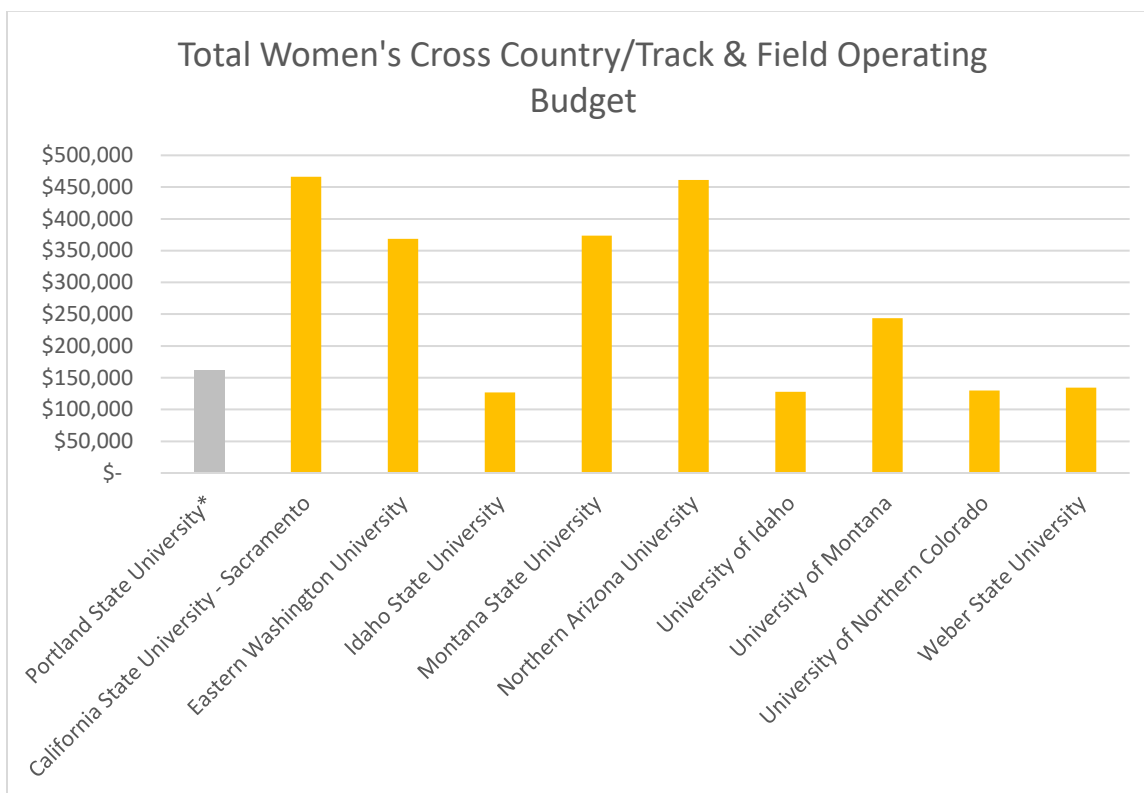


Track and Field/Cross-country

As the only school to spend less than \$55,000, PSU's \$8,001 travel expense is the smallest in the conference. Overall, PSU's budget is sixth largest in the Big Sky.

Big Sky - Women's Track & Field/Cross Country Operating Budget Breakdown														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expense
Portland State University*	2019			\$ 8,001									\$153,506	\$ 161,507
California State University - Sacramento	2019		\$ 10,641	\$284,759	\$ 62,986	\$ 78,560	\$ 3,081	\$ 823			\$ 1,450	\$ 8,595	\$ 15,309	\$ 466,204
Eastern Washington University	2019		\$ 6,221	\$121,376	\$ 80,171	\$ 4,382		\$ 4,672	\$ 148,900		\$ 600		\$ 2,496	\$ 368,818
Idaho State University	2019		\$ 12,826	\$ 72,765	\$ 21,213	\$ 615	\$ (1,250)	\$ 6,779	\$ 3,839			\$ 2,328	\$ 7,761	\$ 126,876
Montana State University	2019	\$ (1,000)	\$ 17,954	\$ 92,515	\$ 30,226	\$ 11,780		\$ 1,157	\$169,615		\$ 140	\$ 815	\$ 18,173	\$ 32,337
Northern Arizona University	2019		\$ 22,403	\$278,674	\$ 73,438	\$ 14,051		\$ 7,684		\$ 7,714		\$ 1,556	\$ 55,597	\$ 461,117
University of Idaho	2019		\$ 10,339	\$ 85,060	\$ 19,058	\$ 4,475						\$ 26	\$ 2,697	\$ 6,122
University of Montana	2019		\$ 13,624	\$ 94,578	\$ 32,592	\$ 39,921	\$ 589	\$ 2,495		\$ 50,204	\$ 375	\$ 3,431	\$ 5,865	\$ 243,674
University of Northern Colorado	2019		\$ 8,905	\$ 95,825	\$ 14,754			\$ 4,060				\$ 353	\$ 5,760	\$ 129,657
Weber State University	2020		\$ 9,443	\$ 56,016	\$ 46,399	\$ 1,860	\$ 6,459	\$ 1,851			\$ 466	\$ 6,723	\$ 5,325	\$ 134,542
Average (Mean)		\$ (1,000)	\$ 12,484	\$118,957	\$ 42,315	\$19,456	\$ 2,007	\$ 24,747	\$ 76,370	\$19,353	\$ 622	\$ 5,482	\$ 29,008	\$ 259,388
Average (Median)		\$ (1,000)	\$ 10,641	\$ 93,547	\$ 32,592	\$ 8,128	\$ 1,157	\$ 4,366	\$ 76,370	\$ 7,714	\$ 533	\$ 3,064	\$ 6,942	\$ 202,591
Rank		NA	NA	10	NA	NA	NA	NA	NA	NA	NA	NA	1	6

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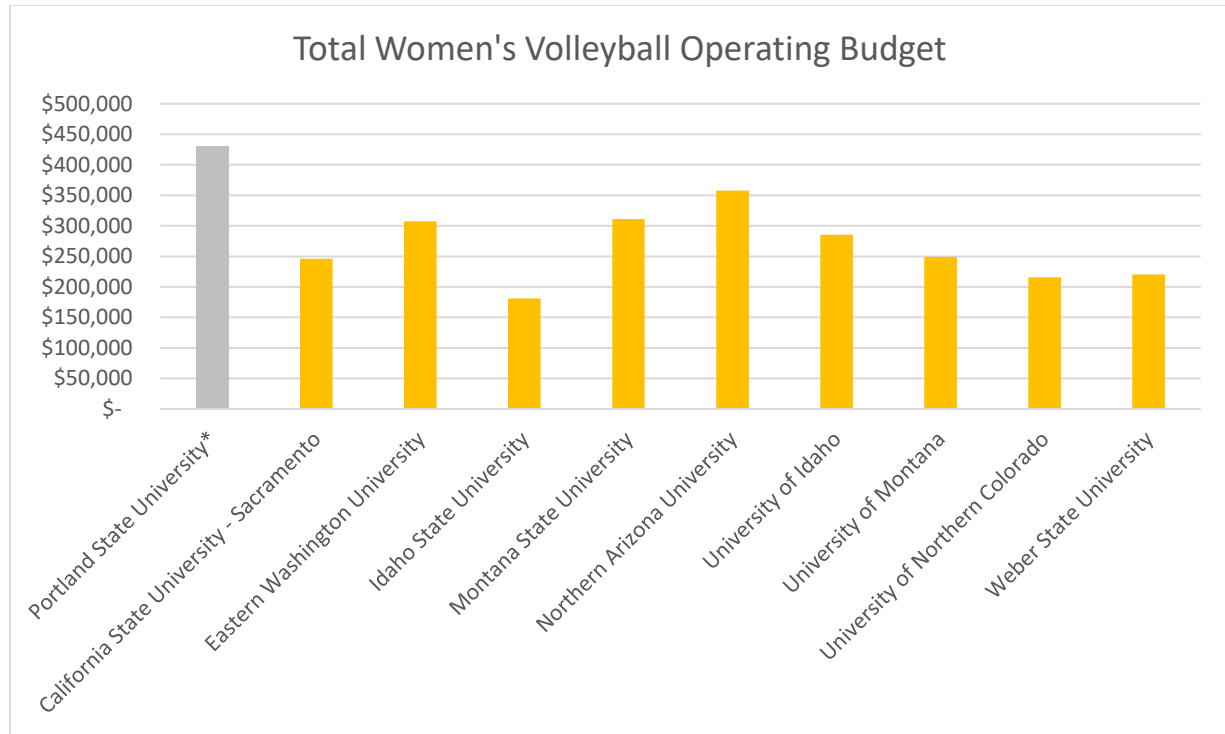
Volleyball

With a budget of \$430,288, Portland spends the most on volleyball in the conference. The bulk of PSU's budget comes from the line item 'other,' where PSU spends at least \$286,000 more than the conference. PSU's remaining line item, travel, ranks as the third lowest, comparatively.

Big Sky - Women's Volleyball Operating Budget Breakdown														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Admin	Indirect Institutional Support	Medical	Membership	S-A Meals	Other	Total Operating Expense
Portland State University*	2019			\$ 100,896									\$ 329,392	\$ 430,288
California State University - Sacramento	2019	\$ 7,949	\$ 24,937	\$ 101,607	\$ 30,064	\$ 46,077	\$ 6,490	\$ 178			\$ 4,348	\$ 9,718	\$ 14,682	\$ 246,050
Eastern Washington University	2019	\$ 22,305	\$ 126,090	\$ 33,849	\$ 22,748			\$ 4,272	\$ 86,812		\$ 355		\$ 11,105	\$ 307,536
Idaho State University	2019	\$ 2,580	\$ 9,955	\$ 90,042	\$ 10,885	\$ 27,163		\$ 3,320	\$ 12,285		\$ 699	\$ 5,071	\$ 19,186	\$ 181,186
Montana State University	2019	\$ 23,832	\$ 174,434	\$ 29,785	\$ 24,394			\$ 4,467		\$ 2,857	\$ 969	\$ 7,460	\$ 42,729	\$ 310,927
Northern Arizona University	2019	\$ 7,662	\$ 16,805	\$ 221,491	\$ 38,365	\$ 24,868			\$ 31,430			\$ 651	\$ 3,279	\$ 13,405
University of Idaho	2019	\$ 8,370	\$ 22,920	\$ 169,426	\$ 13,615	\$ 58,363			\$ 936			\$ 365	\$ 1,723	\$ 9,973
University of Montana	2019	\$ 30,094	\$ 24,238	\$ 117,592	\$ 12,551	\$ 35,803		\$ 525	\$ 2,874	\$ 2,264	\$ 685	\$ 11,039	\$ 11,781	\$ 249,446
University of Northern Colorado	2019	\$ 6,682	\$ 14,584	\$ 79,669	\$ 25,774	\$ 53,340			\$ 4,274		\$ 584	\$ 4,175	\$ 26,657	\$ 215,739
Weber State University	2020		\$ 9,281	\$ 146,526	\$ 11,498	\$ 34,857			\$ 2,814		\$ 842	\$ 6,443	\$ 8,212	\$ 220,473
Average (Mean)		\$ 10,556	\$ 18,762	\$ 132,777	\$ 22,932	\$ 36,401		\$ 3,701	\$ 7,383	\$ 86,812	\$ 2,561	\$ 1,055	\$ 6,114	\$ 280,529
Average (Median)		\$ 7,806	\$ 22,305	\$ 121,841	\$ 25,774	\$ 34,857		\$ 3,894	\$ 3,573	\$ 86,812	\$ 2,561	\$ 685	\$ 5,757	\$ 267,569
Rank		NA	NA	8	NA	NA	NA	NA	NA	NA	NA	NA	1	1

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BIG SKY CONFERENCE – TOTAL ATHLETIC BUDGET

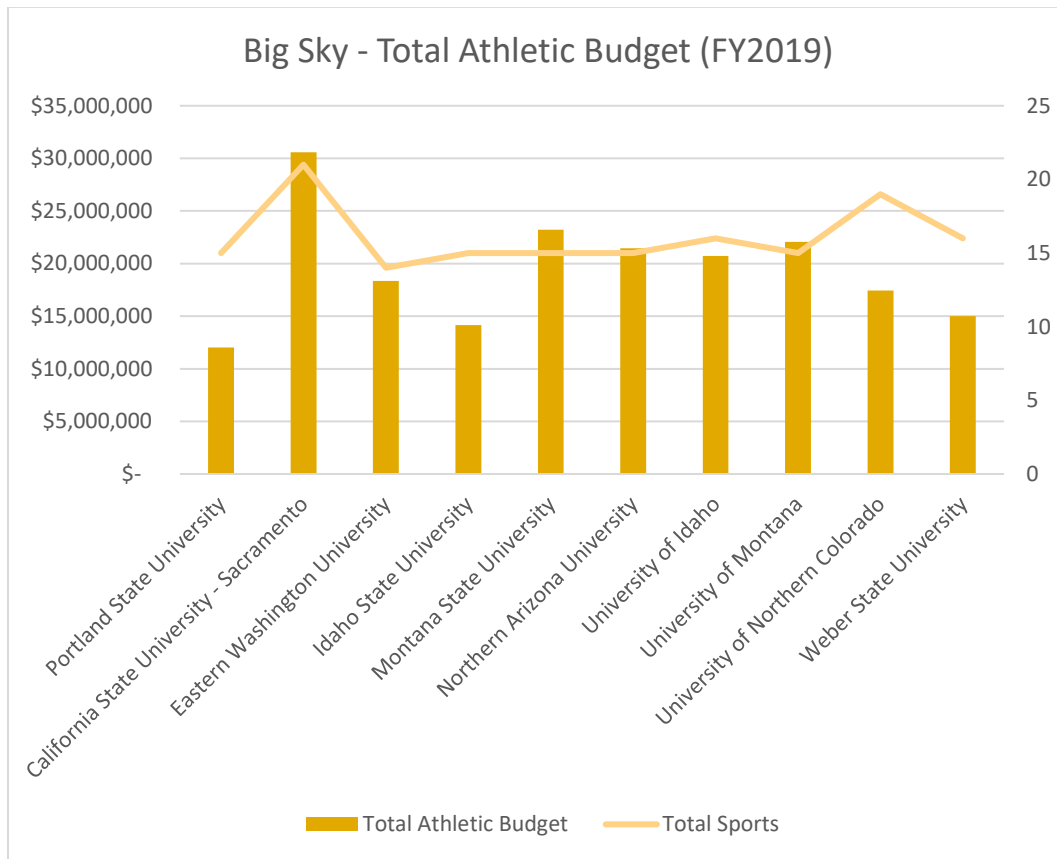
Collegiate Consulting gathered information on Big Sky Conference member-institutions' total athletic budgets to help Portland State understand where it falls within the conference. This information was collected from FY2019 NCAA Reports.

When looking at this section, it is important to note that the total athletic budget and operating budgets are two different items. Total athletic budget includes all line items within the operating budgets, but with the addition of athletic student aid, coaching salaries, support staff salaries, facilities and severance payments.

Big Sky - Total Athletic Budget (FY2019)		
Institution	Total Athletic Budget	Total Sports
Portland State University	\$ 12,015,314	15
California State University - Sacramento	\$ 30,566,334	21
Eastern Washington University	\$ 18,343,811	14
Idaho State University	\$ 14,144,273	15
Montana State University	\$ 23,222,276	15
Northern Arizona University	\$ 21,456,837	15
University of Idaho	\$ 20,728,355	16
University of Montana	\$ 22,066,048	15
University of Northern Colorado	\$ 17,442,112	19
Weber State University	\$ 15,011,072	16
Average (Mean)	\$ 19,499,643	16
Average (Median)	\$ 19,536,083	15
Rank	10	5

The mean average total athletic budget within the Big Sky is \$19.5 million for a total of 16 sports. This average is nearly \$7 million larger than Portland State's total athletic budget, which is the smallest in the Big Sky. The next-closest budget is Idaho State's, which is about \$2 million larger.

California State University-Sacramento comes in with the highest budget at \$30.57 million for 21 sports. Eastern Washington is the only institution that offers the NCAA minimum of 14 sports.



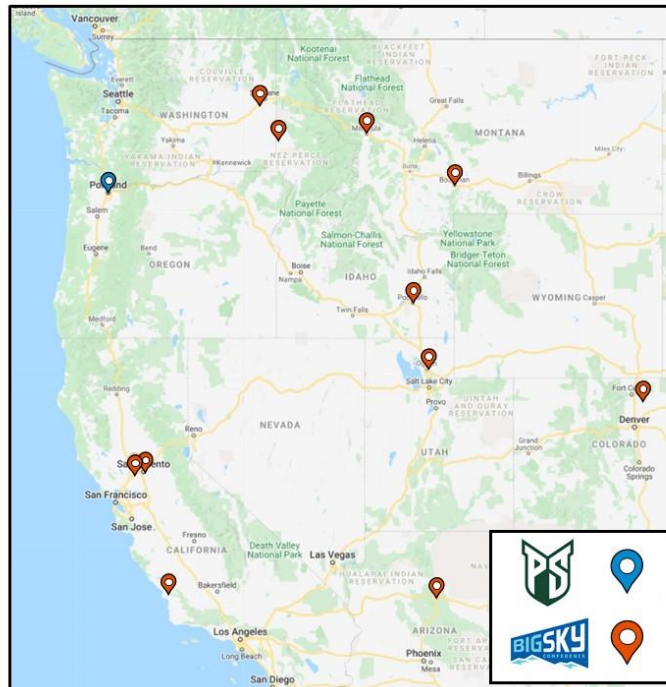
BIG SKY CONFERENCE – TRAVEL ANALYSIS

Due to PSU and conference travel budgets being shown in the [Operating Budget by Line Item section](#), this write-up is focused on the mileage to Big Sky Conference member-institutions. Collegiate Consulting is focusing on mileage in the graphic below because Portland State has determined its own modes of travel to and from each institution and for all athletic events.

Portland State travels a mean average of 720 miles to each Big Sky competitor. The median average is not much shorter at 664 miles.

Northern Arizona University is the farthest away at 1,286 miles. This is followed closely by the University of Northern Colorado at 1,214 miles. Eastern Washington and the University of Idaho both fall below 400 miles and are closest to Portland State University.

Big Sky - Travel Matrix		
Institution	Location	Milage
Portland State University	Portland, OR	
California State University - Sacramento	Sacramento, CA	586
Eastern Washington University	Cheney, WA	339
Idaho State University	Pocatello, ID	664
Montana State University	Bozeman, MT	750
Northern Arizona University	Flagstaff, AZ	1,286
University of Idaho	Moscow, ID	358
University of Montana	Missoula, MT	550
University of Northern Colorado	Greeley, CO	1,214
Weber State University	Ogden, UT	735
Average (Mean)		720
Average (Median)		664



BIG SKY CONFERENCE – ROSTER NUMBERS

Collegiate Consulting collected Big Sky roster data for all sports sponsored by Portland State. Data was collected from the annual financial reports submitted by each school to the NCAA. It should be noted these reports double-count athletes participating in both cross-country and track and field.

Men's Sports

Across all men's sports, the average total number of student-athletes is 225, with a high of 255 (Northern Arizona) and a low of 201 (Idaho). Portland State has a total of 208 athletes, ranking it seventh overall in the conference. For the individual sports, PSU ranks second or higher for two sports (cross-country and tennis) and ninth or lower for two (track and field and football).

Big Sky - Participants by Men's Sport						
Institution	Basketball	Cross Country	Football	Tennis	Track and Field	Total
Portland State University	15	24	93	11	65	208
California State University - Sacramento	16	9	108	9	66	208
Eastern Washington University	18	12	105	7	101	243
Idaho State University	15	14	102	6	70	207
Montana State University	13	14	111	12	81	231
Northern Arizona University	16	21	115	11	92	255
University of Idaho	13	12	108	7	61	201
University of Montana	16	14	108	9	105	252
University of Northern Colorado	15	17	102	6	75	215
Weber State University*	16	19	106	6	84	231
Average (Mean)	15	16	106	8	80	225
Average (Median)	16	14	107	8	78	223
Rank	6	1	10	2	9	7

* - 2020 Data

Women's Sports

Despite having more sports, the mean number of total student-athletes for women's sports is less than the men's programs. Across eight sports, the average total is 192 athletes, with a median of 197. Below the average by 26, PSU has the second-fewest female athletes in the conference. With the exception of basketball, PSU's individual rosters do not rank higher than fifth. For four sports – golf, softball, track and field and volleyball – PSU has either the fewest or second-fewest number of student-athletes.

Big Sky - Participants by Women's Sports									
Institution	Basketball	Cross Country	Golf	Soccer	Softball	Tennis	Track & Field	Volleyball	Total
Portland State University	15	19	7	28	19	8	56	14	166
California State University - Sacramento	17	12	7	26	23	8	97	15	205
Eastern Washington University	20	11	8	35		10	103	18	205
Idaho State University	15	22	10	28	20	9	82	16	202
Montana State University	15	20	9			8	101	18	171
Northern Arizona University	15	20	8	33		9	78	17	180
University of Idaho	13	13	8	31		7	64	18	154
University of Montana	14	13	9	27	17	8	102	16	206
University of Northern Colorado	12	13	8	36	20	10	79	14	192
Weber State University*	14	21	9	33	26	9	111	17	240
Average (Mean)	15	16	8	31	21	9	87	16	192
Average (Median)	15	16	8	31	20	9	90	17	197
Rank	3	5	9	6	5	6	10	9	9

* - 2020 Data

BIG SKY CONFERENCE – SCHOLARSHIPS

Across all Big Sky sports, the mean number of scholarships for the conference is 154.48, with 85.74 for the men's sports and 68.75 for the women's. Individual schools' totals range from 141.76 scholarships (Northern Colorado) to 166.55 (Idaho State). Providing a total of 148.66 scholarships, PSU has the fourth-fewest scholarships in the conference.

Big Sky - Overall Scholarships			
Institution	Men's Total	Women's Total	Overall Total
Portland State University	81.95	66.71	148.66
California State University - Sacramento	83.75	78.68	162.43
Eastern Washington University	85.76	60.50	146.26
Idaho State University	89.78	76.52	166.30
Montana State University	90.65	54.95	145.60
Northern Arizona University	91.80	68.80	160.60
University of Idaho	88.07	67.36	155.43
University of Montana	83.65	72.46	156.11
University of Northern Colorado	74.84	66.92	141.76
Weber State University	87.12	74.55	161.67
Average (Mean)	85.74	68.75	154.48
Average (Median)	86.44	68.08	155.77
Rank	9	8	7

Men's Sports

The Big Sky's total men's scholarships range from 74.84 to 91.80 equivalencies, with a mean of 85.74. While only ranking first for one sport (football), Northern Arizona has the most scholarships for men's sports. On trend with its overall ranking, Northern Colorado has the fewest men's scholarships, placing last for two sports (basketball and tennis). PSU's 81.95 scholarships are the second fewest in the conference.

Basketball

The scholarship variation amongst Big Sky schools is minimal, with all schools awarding within 2.13 scholarships of one another. The mean is 12.28, with a high of 13 and a low of 10.87 (Northern Colorado). There are two schools, Portland State and Idaho State, tied for having the most scholarships.

Football

With an average (mean) of 60.77, six of the 10 schools are within one scholarship or less of the DI limit (63). Sacramento and Northern Arizona are the only conference schools operating at the limit. The furthest from the maximum is Montana, which provides only 55.83 scholarships. Less than Sacramento and Northern Arizona by only 0.10 equivalencies, PSU has the third-most scholarships.

Tennis

Tennis in the Big Sky is allocated an average of 3.93 scholarships. A majority of the conference provides four or more scholarships, with Weber State giving the most (4.59). As the only school to drop below three scholarships, Northern Colorado's 1.24 equivalencies are the fewest by far. Portland State allocates 3.70 scholarships, making it the second-lowest awarding school after Northern Colorado.

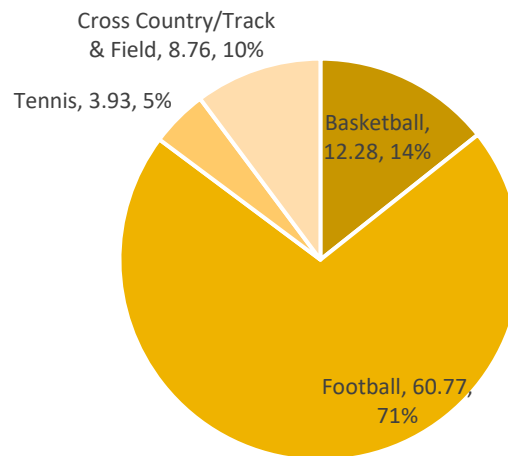
Track and Field/Cross-country

The average (mean) scholarship allocation for the combined sport is 8.76. At the 12.6 equivalency limit, Weber State has the most scholarships within the conference. On the other end is Portland State, which, by far, has the fewest scholarships (2.35) in the conference.

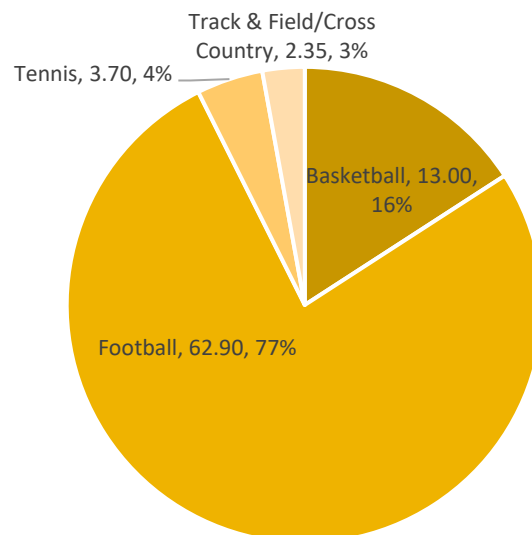
Big Sky - Men's Scholarships 2019					
Institution	Basketball	Football	Tennis	Track & Field/Cross Country	Total
Portland State University	13.00	62.90	3.70	2.35	81.95
California State University - Sacramento	12.69	63.00	4.40	3.66	83.75
Eastern Washington University	11.91	62.52	4.39	6.94	85.76
Idaho State University	13.00	62.59	3.79	10.40	89.78
Montana State University	11.97	62.34	4.45	11.89	90.65
Northern Arizona University	12.50	63.00	3.89	12.41	91.80
University of Idaho	11.00	60.50	4.35	12.22	88.07
University of Montana	12.92	55.83	4.46	10.44	83.65
University of Northern Colorado	10.87	58.41	1.24	4.32	74.84
Weber State University*	12.93	56.64	4.59	12.96	87.12
Average (Mean)	12.28	60.77	3.93	8.76	85.74
Average (Median)	12.60	62.43	4.37	10.42	86.44
Rank	1	3	9	10	9

*2020 Data

Big Sky - Mean Average Men's Scholarship Allocation



Portland State - Men's Scholarship Allocation



Women's Sports

The conference's mean for women's scholarships is 68.75 across all seven sports. Besides Montana State, all Big Sky schools have totals either in the 60s or 70s. As the sole exception, Montana State's 54.95 equivalencies are the fewest in the conference. With the most scholarships for two sports (golf and softball), Sacramento has the most scholarships overall (78.83). With a total of 66.71, PSU offers the third-fewest scholarships in the conference.

Basketball

Big Sky members allocate an average (mean) of 13.55 scholarships to basketball. Idaho State and Northern Arizona are the only two schools operating at the 15-scholarship limit. As the only school to drop below 12.5 scholarships, Northern Colorado has the fewest equivalencies (10.97). Slightly above the mean, PSU's 13.79 scholarships rank fifth overall.

Golf

Conference schools' scholarship allocations range from 2.96 (Idaho State) to 6.30 (Sacramento) for golf, resulting in a mean of 4.84. Once again, Portland State ranks fifth with 4.93 equivalencies.

Soccer

With a mean of 12.97 scholarships, soccer's average is the closest to the DI maximum of all the women's sports. Despite this, none of the schools are operating at the 14-scholarship limit. Northern Arizona is the closest, with a total of 13.85 scholarships, while Montana is the furthest with 11.77. More than Montana by 0.15, PSU is second lowest.

Softball

Across the six teams, the average (mean) number of scholarships is 10.87. Two schools, Sacramento and Idaho State, are at the NCAA limit (12). Montana once again has the fewest equivalencies in the conference with only 8.57 scholarships. Comparatively, Portland State is third overall, less than the DI maximum by only 0.01 (11.99).

Tennis

The conference has an average (mean) of 6.65 scholarships for tennis. By school, the totals range from 4.2 (Northern Colorado) to eight (Idaho State). Just under the conference average, PSU's allocation of 6.41 is the sixth largest.

Track and Field/Cross-country

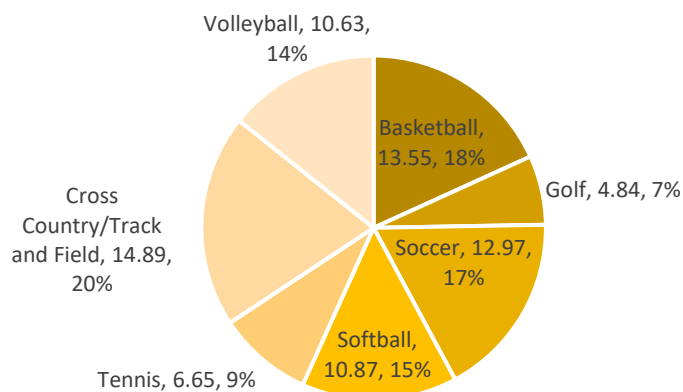
For the combined sport, the mean number of equivalencies is 14.89. The school with most scholarships is Montana State with 17.51. Track and field/cross-country is the only women's sport that PSU ranks last in. With 8.01 scholarships, Portland State is the only school to drop below 12.

Volleyball

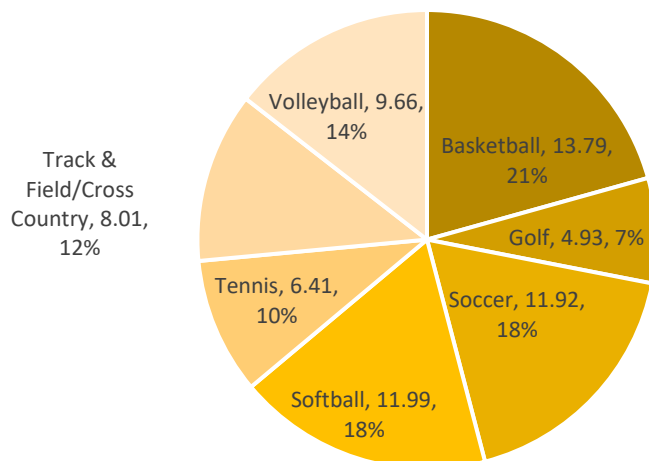
Volleyball is awarded an average of 10.63 scholarships. In the conference, the largest and smallest allocations are 11.50 (Northern Arizona) and 8.25 (Eastern Washington), respectively. With a total of 9.66, Portland State has the second-fewest scholarships after Eastern Washington.

Big Sky - Women's Scholarships									
Institution	Year	Basketball	Golf	Soccer	Softball	Tennis	Cross Country/Track and Field	Volleyball	Total
Portland State University	2019	13.79	4.93	11.92	11.99	6.41	8.01	9.66	66.71
California State University - Sacramento	2019	13.99	6.30	13.49	12.00	6.00	15.90	11.00	78.68
Eastern Washington University	2019	14.37	4.65	13.10		7.72	12.41	8.25	60.50
Idaho State University	2019	15.00	2.96	12.58	12.00	8.00	14.98	11.00	76.52
Montana State University	2019	12.68	5.81			7.87	17.51	11.08	54.95
Northern Arizona University	2019	15.00	5.50	13.85		6.00	16.95	11.50	68.80
University of Idaho	2019	13.34	5.64	13.80		6.50	16.87	11.21	67.36
University of Montana	2019	12.85	4.75	11.77	8.57	7.92	15.62	10.98	72.46
University of Northern Colorado	2019	10.97	4.59	13.42	9.90	4.20	13.46	10.38	66.92
Weber State University	2020	13.46	3.27	12.78	10.73	5.91	17.16	11.24	74.55
Average (Mean)		13.55	4.84	12.97	10.87	6.65	14.89	10.63	68.75
Average (Median)		13.63	4.84	13.10	11.36	6.46	15.76	11.00	68.08
Rank		5	5	8	3	6	10	9	8

Big Sky - Mean Average Women's Scholarship Allocation



Portland State - Women's Scholarship Allocation



BIG SKY CONFERENCE – STUDENT-ATHLETES RECEIVING ATHLETIC FINANCIAL AID

Collegiate Consulting gathered information on the number of student-athletes receiving athletic financial aid. The data within this write-up was pulled directly from NCAA Financial Reports. All institutions with the exception of Weber State have data from FY2019.

Men's Sports

The mean average of student-athletes on athletic financial aid in the Big Sky is 135, which is only one more than the median average. When compared to the rest of the conference, Portland State has the fewest male athletes receiving athletic aid; this is drastically different from Weber State, which has 173 receiving athletic aid.

Big Sky - Male Athletes Receiving Athletic Aid						
Institution	Year	Basketball	Football	Tennis	T&F	Total
Portland State University	2019	13	72	7	13	105
California State University - Sacramento	2019	13	97	9	23	142
Eastern Washington University	2019	12	88	10	25	135
Idaho State University	2019	13	76	6	27	122
Montana State University	2019	13	89	10	33	145
Northern Arizona University	2019	13	86	6	22	127
University of Idaho	2019	13	92	6	22	133
University of Montana	2019	13	85	9	35	142
University of Northern Colorado	2019	11	87	8	16	122
Weber State University	2020	13	108	8	44	173
Average (Mean)		13	88	8	26	135
Average (Median)		13	88	8	24	134
Rank		1	10	7	10	10

Basketball

Eastern Washington and the University of Northern Colorado are the only institutions that do not have the maximum number of student-athletes on scholarship. Of the two, Northern Colorado has the lowest at 11. Looking at the percentage of athletes receiving athletic aid, Montana State and the University of Idaho are at 100%. Portland State ranks third in the conference with 87% or 13 of 15 athletes receiving financial aid.

Big Sky - Percentage of Men's Basketball Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	15	13	87%
California State University - Sacramento	2019	16	13	81%
Eastern Washington University	2019	18	12	67%
Idaho State University	2019	15	13	87%
Montana State University	2019	13	13	100%
Northern Arizona University	2019	16	13	81%
University of Idaho	2019	13	13	100%
University of Montana	2019	16	13	81%
University of Northern Colorado	2019	15	11	73%
Weber State University	2020	16	13	81%
Average (Mean)		15	13	84%
Average (Median)		16	13	81%
Rank		6	1	3

Football

On average, a Big Sky institution has 88 football athletes receiving financial aid. Weber State sets the high with 108 student-athletes receiving aid. Portland State has the fewest athletes receiving aid at 72, or only 77% of the team. This percentage is the second lowest in the conference behind Idaho State.

Big Sky - Percentage of Football Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	93	72	77%
California State University - Sacramento	2019	108	97	90%
Eastern Washington University	2019	105	88	84%
Idaho State University	2019	102	76	75%
Montana State University	2019	111	89	80%
Northern Arizona University	2019	115	86	75%
University of Idaho	2019	108	92	85%
University of Montana	2019	108	85	79%
University of Northern Colorado	2019	102	87	85%
Weber State University	2020	106	108	102%
Average (Mean)		106	88	83%
Average (Median)		107	88	82%
Rank		10	10	8

Tennis

Eastern Washington and Montana State have the most student-athletes receiving aid at 10, while three institutions only have six. Portland State has

seven athletes, or 64% of the team receiving athletic aid. This percentage is the second lowest in the conference behind Northern Arizona University.

Big Sky - Percentage of Men's Tennis Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	11	7	64%
California State University - Sacramento	2019	9	9	100%
Eastern Washington University	2019	7	10	143%
Idaho State University	2019	6	6	100%
Montana State University	2019	12	10	83%
Northern Arizona University	2019	11	6	55%
University of Idaho	2019	7	6	86%
University of Montana	2019	9	9	100%
University of Northern Colorado	2019	6	8	133%
Weber State University	2020	6	8	133%
Average (Mean)		8	8	100%
Average (Median)		8	8	100%
Rank		2	7	9

Track and Field/Cross-country

Portland State ranks the lowest both in sheer number of student-athletes on athletic aid and percentage of the team earning aid. Weber State ranks the highest in both categories.

Big Sky - Percentage of Men's Track and Field Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	65	13	20%
California State University - Sacramento	2019	66	23	35%
Eastern Washington University	2019	101	25	25%
Idaho State University	2019	70	27	39%
Montana State University	2019	81	33	41%
Northern Arizona University	2019	92	22	24%
University of Idaho	2019	61	22	36%
University of Montana	2019	105	35	33%
University of Northern Colorado	2019	75	16	21%
Weber State University	2020	84	44	52%
Average (Mean)		80	26	33%
Average (Median)		78	24	34%
Rank		9	10	10

Women's Sports

In the Big Sky, the median average of student-athletes receiving aid is 115. Portland State has 105 female athletes receiving athletic aid, which is sixth

highest in the conference. Weber State has the most total female athletes receiving aid in every sport except basketball. Montana State has the fewest.

Big Sky - Female Athletes Receiving Athletic Aid									
Institution	Year	Basketball	Golf	Soccer	Softball	Tennis	T&F	VB	Total
Portland State University	2019	15	6	26	19	8	19	12	105
California State University - Sacramento	2019	14	8	24	19	6	40	12	123
Eastern Washington University	2019	15	7	27		8	34	12	103
Idaho State University	2019	15	10	28	18	8	35	11	125
Montana State University	2019	15	9			8	41	12	85
Northern Arizona University	2019	15	8	30		6	27	12	98
University of Idaho	2019	15	8	30		7	31	12	103
University of Montana	2019	13	9	26	18	8	39	12	125
University of Northern Colorado	2019	11	8	27	20	8	32	12	118
Weber State University	2020	14	11	37	28	9	51	12	162
Average (Mean)		14	8	28	20	8	35	12	115
Average (Median)		15	8	27	19	8	35	12	112
Rank		1	10	7	3	2	10	1	6

Basketball

Portland State is one-of-six institutions to have 15 student-athletes, with 100% or more of the team receiving financial aid, this applies to walk-ons and players receiving financial aid without full equivalencies in place for their academics. Eastern Washington has 20 participants with only 75% receiving aid.

Big Sky - Percentage of Women's Basketball Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	15	15	100%
California State University - Sacramento	2019	17	14	82%
Eastern Washington University	2019	20	15	75%
Idaho State University	2019	15	15	100%
Montana State University	2019	15	15	100%
Northern Arizona University	2019	15	15	100%
University of Idaho	2019	13	15	115%
University of Montana	2019	14	13	93%
University of Northern Colorado	2019	12	11	92%
Weber State University	2020	14	14	100%
Average (Mean)		15	14	96%
Average (Median)		15	15	100%
Rank		3	1	2

Golf

Weber State has the highest number of student-athletes receiving aid at 11, while there are four schools with eight. Across all categories, Portland State ranks the lowest.

Big Sky - Percentage of Women's Golf Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	7	6	86%
California State University - Sacramento	2019	7	8	114%
Eastern Washington University	2019	8	7	88%
Idaho State University	2019	10	10	100%
Montana State University	2019	9	9	100%
Northern Arizona University	2019	8	8	100%
University of Idaho	2019	8	8	100%
University of Montana	2019	9	9	100%
University of Northern Colorado	2019	8	8	100%
Weber State University	2020	9	11	122%
Average (Mean)		8	8	101%
Average (Median)		8	8	100%
Rank		9	10	10

Soccer

Portland State has the fifth-highest amount of student-athletes receiving financial aid at 93%. Consistently, Weber State has the highest percentage. Northern Colorado has the lowest with just 75%.

Big Sky - Percentage of Women's Soccer Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	28	26	93%
California State University - Sacramento	2019	26	24	92%
Eastern Washington University	2019	35	27	77%
Idaho State University	2019	28	28	100%
Montana State University	2019			
Northern Arizona University	2019	33	30	91%
University of Idaho	2019	31	30	97%
University of Montana	2019	27	26	96%
University of Northern Colorado	2019	36	27	75%
Weber State University	2020	33	37	112%
Average (Mean)		31	28	93%
Average (Median)		31	27	93%
Rank		6	7	5

Softball

Portland State has all of its softball athletes receiving financial aid along with the University of Northern Colorado. California State University-Sacramento has the lowest percentage of student-athletes on scholarship at 83%.

Big Sky - Percentage of Women's Softball Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	19	19	100%
California State University - Sacramento	2019	23	19	83%
Eastern Washington University	2019			
Idaho State University	2019	20	18	90%
Montana State University	2019			
Northern Arizona University	2019			
University of Idaho	2019			
University of Montana	2019	17	18	106%
University of Northern Colorado	2019	20	20	100%
Weber State University	2020	26	28	108%
Average (Mean)		21	20	98%
Average (Median)		20	19	100%
Rank		5	3	3

Tennis

Portland State, along with four other institutions, has all of its athletes receiving athletic financial aid. Two other institutions, Montana State and the University of Montana, have eight athletes participating and eight receiving aid. Northern Arizona University has only 67% of its team receiving athletic aid.

Big Sky - Percentage of Women's Tennis Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	8	8	100%
California State University - Sacramento	2019	8	6	75%
Eastern Washington University	2019	10	8	80%
Idaho State University	2019	9	8	89%
Montana State University	2019	8	8	100%
Northern Arizona University	2019	9	6	67%
University of Idaho	2019	7	7	100%
University of Montana	2019	8	8	100%
University of Northern Colorado	2019	10	8	80%
Weber State University	2020	9	9	100%
Average (Mean)		9	8	89%
Average (Median)		9	8	94%
Rank		6	2	1

Track and Field/Cross-country

Portland State only has 19 athletes receiving athletic aid, and is only one percent higher than Eastern Washington University, which has the lowest at 33%. The University of Idaho has the most athletes receiving aid at 45%.

Big Sky - Percentage of Women's Track & Field Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	56	19	34%
California State University - Sacramento	2019	97	40	41%
Eastern Washington University	2019	103	34	33%
Idaho State University	2019	82	35	43%
Montana State University	2019	101	41	41%
Northern Arizona University	2019	78	27	35%
University of Idaho	2019	64	31	48%
University of Montana	2019	102	39	38%
University of Northern Colorado	2019	79	32	41%
Weber State University	2020	111	51	46%
Average (Mean)		87	35	40%
Average (Median)		90	35	41%
Rank		10	10	9

Volleyball

Portland State and Northern Colorado have the highest percentage of athletes receiving aid at 86%. Idaho State is the only institution that does not reach the NCAA maximum.

Big Sky - Percentage of Women's Volleyball Athletes Receiving Aid				
Institution	Year	Participants	SA on Aid	Percentage
Portland State University	2019	14	12	86%
California State University - Sacramento	2019	15	12	80%
Eastern Washington University	2019	18	12	67%
Idaho State University	2019	16	11	69%
Montana State University	2019	18	12	67%
Northern Arizona University	2019	17	12	71%
University of Idaho	2019	18	12	67%
University of Montana	2019	16	12	75%
University of Northern Colorado	2019	14	12	86%
Weber State University	2020	17	12	71%
Average (Mean)		16	12	74%
Average (Median)		17	12	71%
Rank		9	1	1

BIG SKY CONFERENCE – COMPETITIVENESS: DIRECTORS' CUP

The Learfield IMG College Directors' Cup is an annual award presented by the National Association of Collegiate Directors of Athletics to colleges and universities in the United States, which demonstrates the most success in college athletics. Learfield Directors' Cup data was gathered from the past five seasons – not including 2019–20 due to COVID-19 – to help demonstrate the competitiveness of the Big Sky Conference.

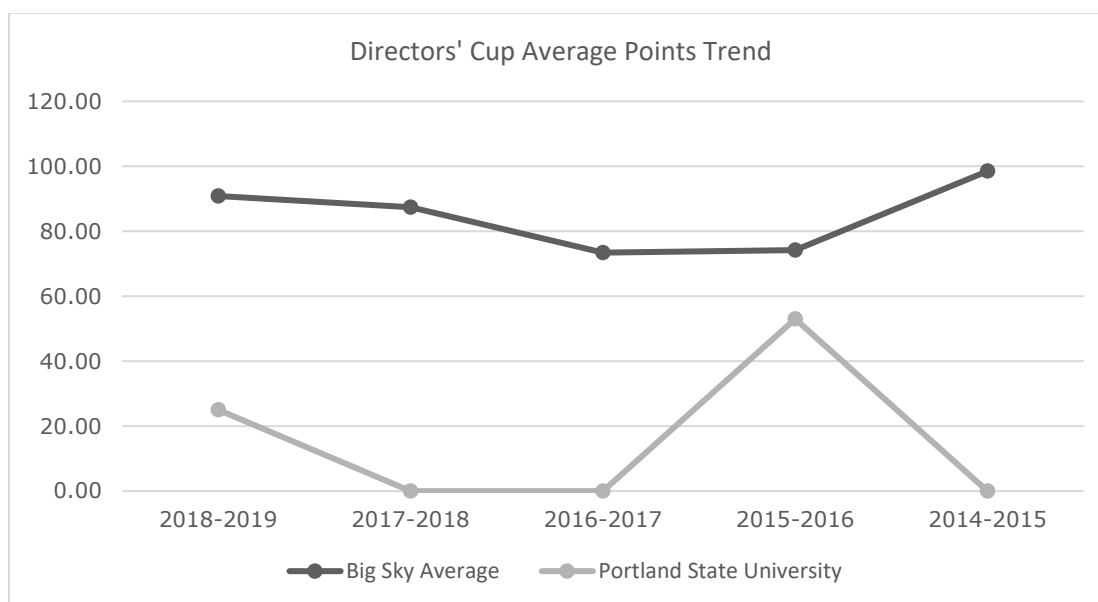
Directors' Cup Points

The average Big Sky institution scores 78.72 points over this five-year period. The range is set by Northern Arizona University with a five-year average of 203.20 points, and Idaho State University, which has remained unranked.

For the conference, 2014-15 was the most competitive year, with an average of 98.50 points. Portland State joined three other institutions in being unranked during this year. The least competitive year for the conference was 2016-17. During this year, PSU was one of three unranked institutions. Although there were three institutions scoring above 100, there were also three institutions scoring in the 20s, resulting in a 73.43 average.

Portland State's most competitive year was in 2015-16, bringing in 53 points. 2018-19 was the only other year that PSU accumulated points within the Directors' Cup. The University of Idaho was not ranked four of the five years and California State-Sacramento was unranked for two years.

Learfield Directors' Cup Annual Points						
Institution	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015	AVG
Portland State University	25.00	NR	NR	53.00	NR	39.00
California State University-Sacramento	61.00	34.50	45.50	NR	NR	47.00
Eastern Washington University	90.00	25.00	108.00	NR	95.00	79.50
Idaho State University	NR	NR	NR	NR	NR	NR
Montana State University	116.00	72.00	126.00	80.00	148.00	108.40
Northern Arizona University	249.00	327.00	158.50	107.00	174.50	203.20
University of Northern Colorado	28.50	76.50	26.00	25.00	51.50	41.50
University of Idaho	NR	69.00	NR	NR	NR	69.00
University of Montana	50.00	25.00	25.00	53.00	78.00	46.20
Weber State University	107.50	70.00	25.00	127.00	44.00	74.70
Average	90.88	87.38	73.43	74.17	98.50	78.72
Rank	8	NA	NA	4	NA	9



Directors' Cup Rank

Northern Arizona University had the highest average ranking at 106. Over the last two years, NAU broke into the top 100 and is the only institution within the Big Sky to do so.

Again, 2014-15 was the conference's most competitive year with an average rank of 171, while 2017-18 was the only year above 200.

Portland State's 266 ranking in 2018-19 is the second lowest in the conference, while Northern Colorado's 2015-16 ranking of 268 is the five-year low.

Learfield Directors' Cup Annual Rank						
Institution	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015	AVG
Portland State University	266	NR	NR	216	NR	241
California State University-Sacramento	211	245	234	NR	NR	230
Eastern Washington University	171	258	143	NR	163	184
Idaho State University	NR	NR	NR	NR	NR	NR
Montana State University	134	199	129	180	118	152
Northern Arizona University	83	70	113	153	109	106
University of Northern Colorado	262	188	248	268	210	235
University of Idaho	NR	203	NR	NR	NR	203
University of Montana	223	258	252	216	184	227
Weber State University	147	201	252	132	241	195
Average	176	203	196	190	171	191
Rank	8	NA	NA	4	NA	9

BIG SKY CONFERENCE – WIN-LOSS RECORD

Collegiate Consulting compiled 2019 data for the overall and conference records for Big Sky member-institutions. Affiliate schools were not included. Only sports sponsored by Portland State are represented.

Men's Sports

Basketball

Across all games the average win-loss record is 11-12, while for conference games it's 7-8. The top two teams, Eastern Washington and Weber State, are separated by only one non-conference game. The worst-performing team, Idaho, was the only school to win only one game. With an overall record of 9-13, PSU ranked eighth in the conference.

Big Sky 2019 Win-Loss Record Men's Basketball			
Institution	Overall	Conf	Finish
Portland State University	9-13	6-8	8
California State University - Sacramento	8-12	5-9	9
Eastern Washington University	16-8	12-3	3
Idaho State University	13-11	8-6	5
Montana State University	13-10	8-6	4
Northern Arizona University	6-16	4-10	10
University of Northern Colorado	11-11	6-8	7
University of Idaho	1-21	1-17	11
University of Montana	15-13	7-9	6
Weber State University	17-6	12-3	2
Average	11-12	7-8	

Football

Like basketball, both the overall and conference averages were nearly 50%. With only four total losses, Weber State finished first. Ranking last is Idaho, which won only three of its 12 games. Portland State's record is 3-5 overall and 4-7 for the conference, earning it a seventh-place finish.

Big Sky 2019 Win-Loss Record Football			
Institution	Overall	Conf	Finish
Portland State University	4-7	3-5	7
California State University - Sacramento	9-4	7-1	2
Eastern Washington University	7-5	6-2	5
Idaho State University	3-9	2-6	11
Montana State University	11-4	6-2	4
Northern Arizona University	4-8	2-6	9
University of Northern Colorado	2-10	2-6	13
University of Idaho	5-7	3-5	6
University of Montana	10-3	6-2	3
Weber State University	11-4	7-1	1
Average	7-6	5-4	

Tennis

In the Big Sky the average record for the conference is 5-5, while overall in competition it is 9-11. The top-three teams for the conference are Northern Arizona, Sacramento and Portland State. Southern Utah placed second in the conference but was not included in this analysis as it is departing the conference. With an overall record of 22-7, Northern Arizona placed first. While Portland has more overall wins (14) than Sacramento (nine), Sacramento has more conference wins with seven. Weber State, with a record of 4-17, finished last overall.

Big Sky 2019 Win-Loss Record Men's Tennis			
Institution	Overall	Conf	Finish
Portland State University	14-8	6-4	4
California State University - Sacramento	9-12	7-3	3
Eastern Washington University	5-14	3-7	9
Idaho State University	9-12	5-5	5
Montana State University	6-11	5-5	7
Northern Arizona University	22-7	10-0	1
University of Northern Colorado	11-13	3-7	8
University of Idaho	5-15	2-8	10
University of Montana	8-14	5-5	6
Weber State University	4-17	2-8	11
Average	9-11	5-5	

Women's Sports

Basketball

The top three teams are Montana State, Idaho and Idaho State. All three schools won 18 or more games. While PSU won a total of 16 games, it also

lost 16 games, ranking seventh. In last place is Weber State with a win-loss record of 4-26.

Big Sky 2019 Win-Loss Record Women's Basketball			
Institution	Overall	Conf	Finish
Portland State University	16-16	9-11	7
California State University - Sacramento	8-22	6-14	9
Eastern Washington University	4-26	3-17	10
Idaho State University	18-13	13-7	3
Montana State University	25-6	19-1	1
Northern Arizona University	16-15	12-8	5
University of Northern Colorado	13-18	8-12	8
University of Idaho	22-9	15-5	2
University of Montana	17-13	12-8	4
Weber State University	4-26	2-18	11
Average	14-16	10-10	

Soccer

Soccer is the only sport that had numerous teams tie during the 2019 season. The record for conference games is 4-3-2, while overall it's 7-10-3. With an overall win-loss record of 7-6-6, Montana placed first. Idaho State had a record of 2-14-3, ranking ninth. Compared to the rest of the conference, PSU's 4-15 record ranks sixth.

Big Sky 2019 Win-Loss Record Women's Soccer			
Institution	Overall	Conf	Finish
Portland State University	4-15	3-6	6
California State University - Sacramento	11-2-6	5-0-4	2
Eastern Washington University	11-8-2	6-2-1	3
Idaho State University	2-14-3	1-6-2	9
Montana State University			
Northern Arizona University	8-8-3	4-3-2	5
University of Northern Colorado	9-11-4	4-2-3	4
University of Idaho	5-12-2	2-5-2	7
University of Montana	7-6-6	6-0-3	1
Weber State University	2-10-5	1-3-5	8
Average	7-10-3	4-3-2	

Softball

Across the six teams, the average win-loss record for softball is 9-8 for the conference and 23-29 overall. Unlike previous women's sports, Weber State finished number one in the conference with a record of 27-21. Last is Northern Colorado, which won only 14 of its 53 games. With an overall record of 20-31, PSU placed fifth overall.

Big Sky 2019 Win-Loss Record Softball			
Institution	Overall	Conf	Finish
Portland State University	20-31	8-9	5
California State University - Sacramento	31-25	9-8	4
Eastern Washington University			
Idaho State University	20-28	10-7	2
Montana State University			
Northern Arizona University			
University of Northern Colorado	14-39	5-12	6
University of Idaho			
University of Montana	25-31	10-8	3
Weber State University	27-21	14-2	1
Average	23-29	9-8	

Women's Tennis

The Big Sky, on average, has a record of 5-5 for conference games and 9-12 overall. The top-three performing schools are Northern Arizona, Weber State and Idaho, while the bottom three teams are Portland State, Northern Colorado and Montana State. PSU won only five of its 15 games, finishing ninth in the conference.

Big Sky 2019 Win-Loss Record Women's Tennis			
Institution	Overall	Conf	Finish
Portland State University	5-10	2-8	9
California State University - Sacramento	8-15	5-5	6
Eastern Washington University	12-10	8-2	4
Idaho State University	9-10	4-6	7
Montana State University	3-16	1-9	11
Northern Arizona University	15-9	9-1	1
University of Northern Colorado	7-15	1-9	10
University of Idaho	13-8	8-2	3
University of Montana	4-17	4-6	8
Weber State University	16-8	8-2	2
Average	9-12	5-5	

Volleyball

The top two teams, Northern Colorado and Weber State, each won a total of 26 games. However, Northern Colorado lost one less game, ranking it first overall. In last place was Eastern Washington, with an overall record of 6-24. On average, the conference's win-loss record is 9-9 for conference games and 15-17 for all games. Compared to other Big Sky member-institutions, PSU's 10-19 record ranks eighth.

Big Sky 2019 Win-Loss Record Volleyball			
Institution	Overall	Conf	Finish
Portland State University	10-19	6-12	8
California State University - Sacramento	14-18	9-9	5
Eastern Washington University	6-24	4-14	11
Idaho State University	7-23	4-14	10
Montana State University	15-14	10-8	4
Northern Arizona University	21-11	13-5	3
University of Northern Colorado	26-8	17-1	1
University of Idaho	13-18	9-9	6
University of Montana	7-23	6-12	9
Weber State University	26-9	13-5	2
Average	15-17	9-9	

BIG SKY CONFERENCE – ACADEMIC PROGRESS RATE

Collegiate Consulting compiled APR data for Big Sky Conference schools in order to determine where Portland State University (PSU) compares within the conference.

It is important to note the new revenue component for schools with higher graduation rates and academic success, which now qualify for more funds. These new monies went into effect beginning in the 2019-20 academic year. The first distribution occurred in Spring 2020. An institution earns an academic unit by meeting any **ONE** of the three standards.

1. APR for the previous year is equal to or greater than 985. The average of single-year scores for all teams is used to determine eligibility for this standard.
2. The Graduation Success Rate for the most recently available year is equal to or greater than 90 percent.
3. The difference between the student-athlete and student body percentages in the most recently published Federal Graduation Rate is equal to or greater than 13 percentage points.

Men's Sports

The overall APR average for men's sports in the Big Sky is 969. Eastern Washington maintains the highest overall APR average at 978 while the University of Idaho is one point behind at 977. Weber State has the lowest APR at 957. PSU maintains an APR across all sports of 971, which is slightly above average and ranks in the middle of the conference.

Big Sky Conference - Men's Academic Progress Rate (2018/2019)							
Institution	Basketball	XC	Football	Golf	Tennis	Track & Field	Avg Men's APR
Portland State University	956	976	954		1,000	967	971
California State University - Sacramento	995	960	959	993	984	965	976
Eastern Washington University	980	1,000	963		984	962	978
Idaho State University	955	986	959		983	984	973
Montana State University	942	957	950		985	979	963
Northern Arizona University	934	964	944		977	978	959
University of Northern Colorado	954	1,000	968	957		978	971
University of Idaho	937	1,000	957	1,000	981	988	977
University of Montana	970	968	961		1,000	953	970
Weber State University	945	965	957	980	951	945	957
Average (Mean)	957	978	958	983	981	970	969
Average (Median)	954	968	959	987	984	978	971
Rank	4	5	8	NA	1	6	6

Basketball

The average basketball APR across all Big Sky schools is 957; it is the lowest average of all conference-sponsored sports. Cal State-Sacramento has the

highest average at 995 and is the only program scoring above 990. Northern Arizona has the lowest APR among conference members at 934 and is one of two (Northern Arizona, University of Idaho) with an APR in the 930 range. PSU has a basketball APR of 956, which is about average and ranks fourth in the conference.

Cross-country

Across all Big Sky schools, the average cross-country APR is 978. Three member schools (Eastern Washington, Northern Colorado, University of Idaho) all score a perfect 1,000 while Montana State has the lowest at 957. PSU maintains a cross-country APR of 976, which is just below average and ranks in the middle of the conference.

Football

The average APR for all football programs in the conference is 958. The range of APR scores among conference institutions is 968 at Northern Colorado to 944 at Northern Arizona. More than half of Big Sky football programs have an APR in the 950 range. PSU has a football APR of 954, which is below average and ranks eighth among conference members.

Golf

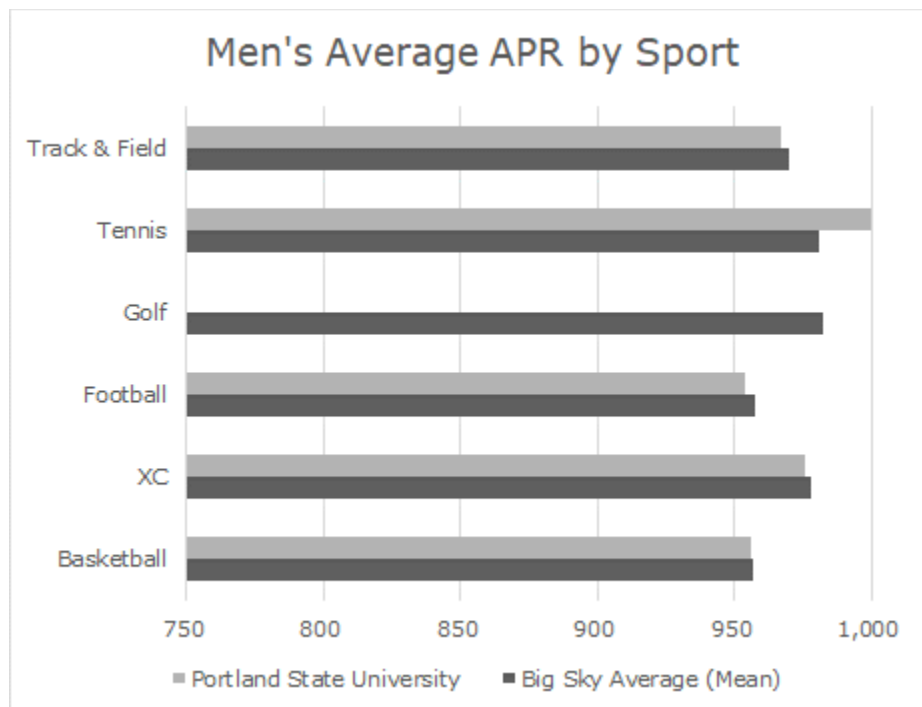
With only four programs in the conference, the average APR for golf is 983, the highest of all conference-sponsored sports. The University of Idaho has the highest at 1,000 and Northern Colorado the lowest at 957. PSU does not offer a men's golf program.

Tennis

Big Sky tennis programs have an average APR of 981. This average is second highest only to golf, which only has four programs; in contrast tennis is offered at all universities but Northern Colorado. The University of Montana has the highest APR at a perfect 1,000 and Weber State has the lowest at 951. PSU has a tennis APR of 1,000, which ties with Montana for highest in the conference.

Track & Field

The average APR for all indoor/outdoor track and field programs in the conference is 970. Conference APRs range from a high of 988 at the University of Idaho to a low of 945 at Weber State. PSU has a track and field APR of 967, which is just below average and ranks in the lower half of the conference.



Women's Sports

The overall APR average for all women's sports in the Big Sky Conference is 984. The University of Idaho maintains the highest overall APR average in the conference at 989. Northern Arizona has the lowest at 979 and, along with PSU, is one of two conference members to have an overall APR below 980. PSU's average APR is also 979, ranking last in the conference.

Big Sky Conference - Women's Academic Progress Rate (2018/2019)									
Institution	Basketball	XC	Golf	Softball	Soccer	Tennis	Track & Field	Volleyball	Avg. Women's APR
Portland State University	967	984	989	990	994	991	975	941	979
California State University - Sacramento	983	980	1,000	976	986	991	980	970	983
Eastern Washington University	996	976	984		1,000	1,000	968	986	987
Idaho State University	995	981	972	940	987	992	983	989	980
Montana State University	991	976	986			1,000	992	983	988
Northern Arizona University	974	995	969		989	991	969	967	979
University of Northern Colorado	968	1,000	1,000	968	984		990	995	986
University of Idaho	986	1,000	1,000		995	973	988	980	989
University of Montana	968	1,000	979	973	985	1,000	981	967	982
Weber State University	949	991	981	994	995	1,000	973	995	985
Average (Mean)	979	989	986	970	990	993	980	981	984
Average (Median)	983	991	984	973	988	996	981	983	985
Rank	9	6	4	2	4	6	7	10	10

Basketball

Across all schools, the average APR for women's basketball is 979. Eastern Washington has the highest APR at 996 and is one of only three with an APR above 990 (Eastern Washington, Idaho State, Montana State). Weber State has the lowest basketball APR at 949. Portland State has an APR of 967, which is below average and ranks second-to-last in the conference.

Cross-country

The average APR for Big Sky cross-country programs is 989. Three programs score a perfect 1,000 (Northern Colorado, University of Idaho, University of Montana). Eastern Washington and Montana State tie for the lowest APR at 976. PSU has a women's cross-country APR of 984, which is below average and ranks in the lower half of the conference.

Golf

Big Sky women's golf programs have an average APR of 986. Three programs maintain a perfect APR score of 1,000 (Cal State Sacramento, Northern Colorado, University of Idaho). Northern Arizona has the lowest APR at 969 and is the only program below 970. PSU has a golf APR of 989, which ranks second behind the three perfect scores.

Soccer

Soccer programs in the Big Sky maintain an overall APR average of 990. Only Eastern Washington has an APR of 1,000 while Northern Colorado has the lowest at 984. PSU has a soccer APR of 994, which is above average and ranks in the upper half of the conference.

Softball

More than half of Big Sky members offer a softball program. The average APR for these programs is 970, which is the lowest of all women's conference-sponsored sports. APRs range from a high of 994 at Weber State to a low of 940 at Idaho State. PSU has a softball APR of 990, which is significantly above average and ranks second behind Weber State.

Tennis

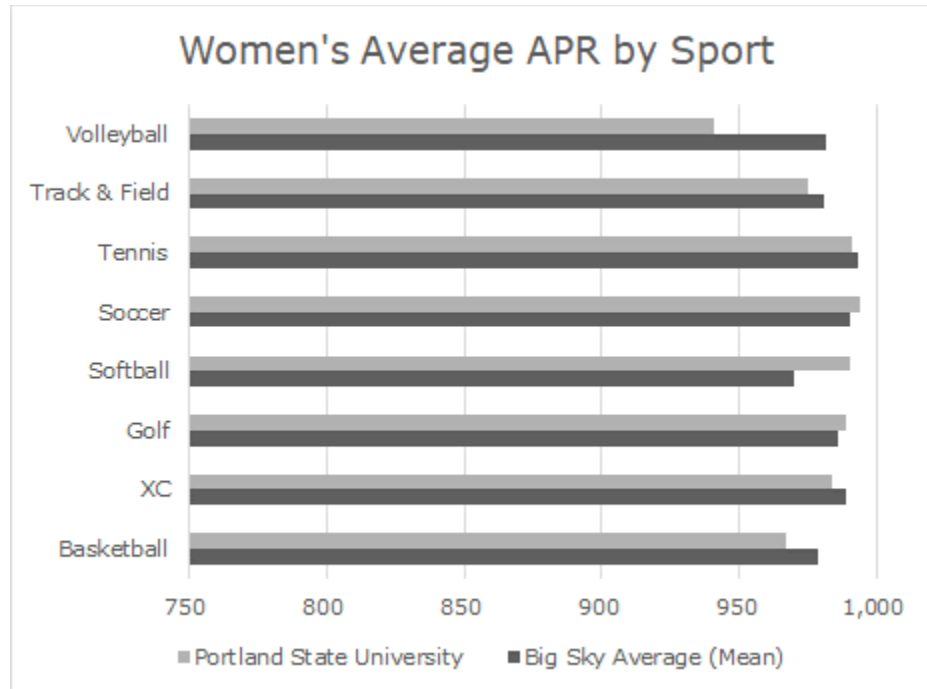
The average APR for tennis programs in the Big Sky is 993, which is the highest of all women's programs in the conference. Four programs maintain the maximum 1,000 (Eastern Washington, Montana State, University of Montana, Weber State). The remaining programs have APRs in the 990 range with the exception of the University of Idaho, which has the lowest at 973. PSU has a tennis APR of 991, which is just below the average.

Track & Field

Track and field programs in the Big Sky have an average APR of 980. The highest in the conference is Montana State at 992 while the lowest is Eastern Washington with 968. PSU track and field maintains an APR of 975, which is below average and would rank near the bottom of the conference.

Volleyball

Across all Big Sky Conference schools, the average APR is 981. Both Weber State and Northern Colorado maintain an APR of 995, which is the highest in the conference. PSU has a volleyball APR of 941, which is significantly below average and significantly lower than the next-lowest score of 967 (University of Montana, Northern Arizona).



Based on the average of all PSU athletic programs, the average APR is 975. It would not meet the APR requirement of 985 as noted in the second paragraph for qualification of NCAA academic funds.

Big Sky Conference - Overall Average APR (2018/2019)			
Institution	Avg Men's	Avg. Women's	Total
Portland State University	971	979	975
California State University - Sacramento	976	983	980
Eastern Washington University	978	987	982
Idaho State University	973	980	977
Montana State University	963	988	975
Northern Arizona University	959	979	969
University of Northern Colorado	971	986	979
University of Idaho	977	989	983
University of Montana	970	982	976
Weber State University	957	985	971
Average (Mean)	969	984	977
Average (Median)	971	985	977
Rank	6	10	8

BIG SKY CONFERENCE – GRADUATION SUCCESS RATE

The NCAA uses Graduation Success Rate to measure a Division I institution on its academic success. According to the NCAA, “an institution’s GSR cohort for a given year includes the student-athletes in the federal cohort for that year, as well as student-athletes who entered mid-year and those who transferred into the institution from either two-year or four-year colleges. In the GSR, student-athletes who leave the institution but would have been academically eligible to compete in athletics if they had returned are removed from the cohort thus reducing the denominator of the rate.”

Men’s GSR

The average Big Sky institution has a mean GSR of 80. Portland State is well above that with an average of 86, making it the fourth-highest ranking member-institution in the conference. The overall range is set by Northern Arizona University with a high of 88 and Eastern Washington with a low of 72.

Basketball

The mean average basketball GSR is 85, which is heavily influenced by Montana State’s low of 65. The median average is more reflective of the conference at 89. Portland State’s GSR of 80 ranks seventh in the conference.

Football

Compared to all of the men’s sports, football has the lowest average GSR at 72. Portland State’s 71 is slightly below average and ranks sixth in the conference. Northern Arizona and Northern Colorado are tied with the highest GSR at 82. The University of Idaho has the lowest GSR at 55.

Golf

With only four institutions participating in men’s golf, the average GSR is 76. California State-Sacramento has the highest GSR at 88, while Idaho has the lowest at 60.

Tennis

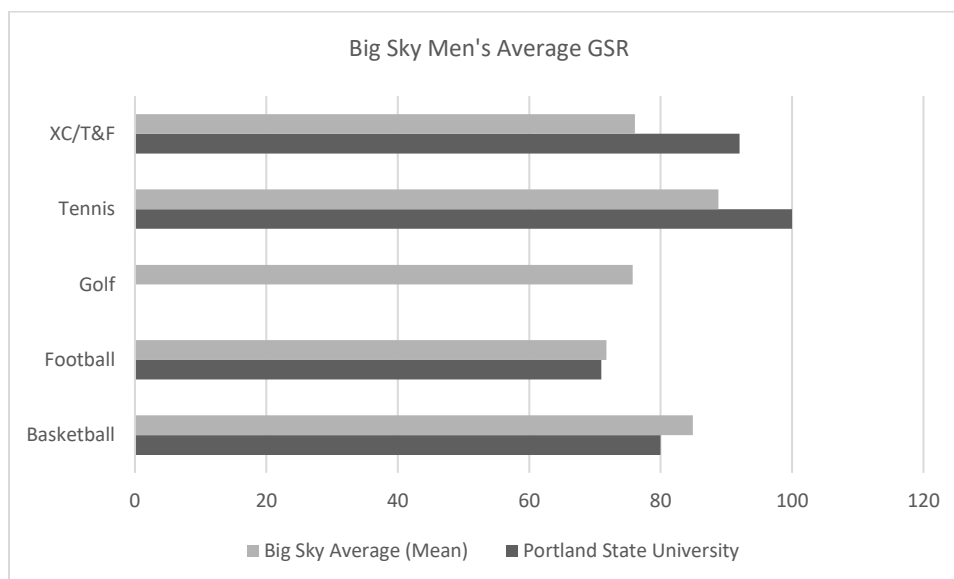
With five institutions, including PSU, having a perfect 100 GSR, tennis has the highest average at 89. Eastern Washington’s GSR of 60 is significantly below the rest of the conference; it is the only institution below 80.

Cross-country/Track and Field

Portland State ranks second in the conference with a GSR of 92. Northern Colorado is the only institution with a perfect GSR. On the other hand,

Montana has a GSR of 50.

Big Sky Conference Graduation Success Rate (2018/2019)						
Institution	Basketball	Football	Golf	Tennis	XC/T&F	Average Men's GSR
Portland State University	80	71		100	92	86
California State University - Sacramento	100	57	88	100	85	86
Eastern Washington University	89	74		60	65	72
Idaho State University	100	80		83	72	84
Montana State University	65	76		80	82	76
Northern Arizona University	92	82		88	89	88
University of Northern Colorado	73	82	75	100	100	86
University of Idaho	92	55	60	100	82	78
University of Montana	82	70		88	50	73
Weber State University	71	70	80	100	60	76
Average (Mean)	85	72	76	89	76	80
Average (Median)	89	74	78	88	82	78
Rank	7	6	NA	1	2	4



Women's GSR

Portland State's GSR average of 93 is the second highest in the conference. University of Northern Colorado has the highest GSR in the conference at 97. Weber State University has the lowest GSR at 84.

Basketball

Portland State has a perfect GSR along with two other institutions. Weber State University has the lowest GSR at 64.

Golf

Out of all the women's sports, golf has the highest average GSR at 95. Seven institutions, including Portland State, have a perfect GSR. California State University-Sacramento has the lowest GSR at 78.

Softball

Softball and soccer are tied for the second-highest average at 92. Portland State's team has the second-lowest GSR in the conference, with Weber State having the lowest.

Soccer

Idaho State has a perfect GSR, while the University of Idaho has the lowest at 86. Portland State's 91 GSR is tied with Cal State-Sacramento and Eastern Washington University.

Tennis

Four institutions in the conference have perfect GSR scores. The University of Idaho has the lowest score at 75.

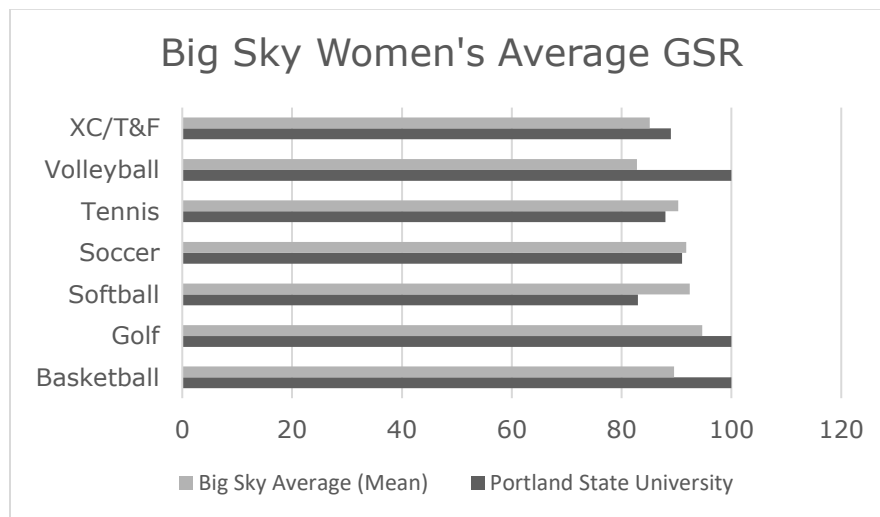
Volleyball

Portland State has a perfect GSR score along with two other institutions. When compared to other conference sports, volleyball has the lowest average GSR.

Cross-country and Track and Field

This is the only sport that does not have a conference team with a perfect GSR. Three institutions have a GSR of 92, while Eastern Washington has a low of 70. Portland State's 89 ranks fifth within the conference.

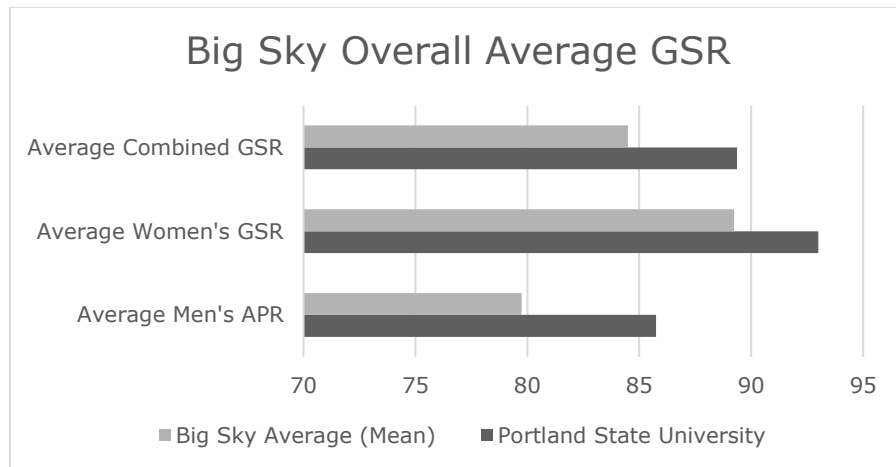
Big Sky Conference Women's Graduation Success Rate (2018/2019)								
Institution	Basketball	Golf	Softball	Soccer	Tennis	Volleyball	XC/T&F	Average Women's GSR
Portland State University	100	100	83	91	88	100	89	93
California State University - Sacramento	88	78	94	91	83	70	84	84
Eastern Washington University	100	100		91	83	86	70	88
Idaho State University	93	86	89	100	86	92	92	91
Montana State University	95	100			100	67	84	89
Northern Arizona University	83	88		96	100	77	76	87
University of Northern Colorado	100	100	100	89	100	100	92	97
University of Idaho	91	100		86	75	100	92	91
University of Montana	92	100	100	89	100	73	91	92
Weber State University	64	100	79	92	86	80	85	84
Average (Mean)	90	95	92	92	90	83	85	89
Average (Median)	92	100	94	91	86	80	85	89
Rank	1	1	5	4	5	1	5	2



Overall Average

Portland State's combined average of 89 ranks second in the conference behind Northern Colorado's 92. Weber State has the lowest combined average of 80.

Big Sky Overall Average GSR			
Institution	Average Men's GSR	Average Women's GSR	Average Combined GSR
Portland State University	86	93	89
California State University - Sacramento	86	84	85
Eastern Washington University	72	88	80
Idaho State University	84	91	87
Montana State University	76	89	82
Northern Arizona University	88	87	87
University of Northern Colorado	86	97	92
University of Idaho	78	91	84
University of Montana	73	92	82
Weber State University	76	84	80
Average (Mean)	80	89	84
Average (Median)	78	89	84
Rank	4	2	2



BIG SKY CONFERENCE – STAFFING

Collegiate Consulting compiled Big Sky staffing data for coaches and administration. Data was pulled directly from schools' athletic websites.

Coaches

The Big Sky has an average of 11.2 head coaches and 29.2 assistant coaches for 11 sports. The women's sports have more head coaches, while the men's sports have more assistants. Portland State's number of head coaches and assistant coaches mimics the rest of the conference, with 11 head coaches and 29 assistants.

For head coaches, Portland State and the conference are nearly identical. The difference in staffing instead lies with assistant coaches. There are four sports in which Portland State has more assistants: Men's basketball, women's golf, softball and women's tennis. Alternatively, there is only one sport where the conference average is notably higher than Portland: Football. With the remaining six sports, Portland State and the conference are nearly identical in their staffing.

Big Sky Coaching Staff 2020				
SPORT	Portland		Average	
	Head	Asst	Head	Asst
Men's Sports				
Basketball	1.0	4.0	1.0	3.1
Football	1.0	7.0	1.0	8.7
Tennis	1.0	0.0	1.0	0.5
Cross Country/Track and Field	1.0	3.0	1.1	3.4
Men's Total	4.0	14.0	4.1	15.7
Women's Sports				
Basketball	1.0	2.0	1.0	2.0
Golf	1.0	1.0	1.0	0.3
Soccer	1.0	2.0	1.0	2.0
Softball	1.0	3.0	1.0	2.6
Tennis	1.0	2.0	1.0	0.8
Cross Country/Track and Field	1.0	3.0	1.1	3.4
Volleyball	1.0	2.0	1.0	2.3
Women's Total	7.0	15.0	7.1	13.5
Overall Total	11.0	29.0	11.2	29.2

Administration

Across nine departments, there are an average of 37.6 employees working in athletic administration departments for the Big Sky. Portland State has a total of 28.5 administrative personnel. There are 11 positions that are present within the conference and **not** at Portland State. When only using positions filled at Portland State, the conference's total average drops to 30.9.

The departments with the most employees for the Big Sky are Athletic Training (7.7), Academics and Compliance (6.6), and Internal Operations (five). For Portland, it's Academics and Compliance (six), Athletic Training (five), and External Operations (five). There are two departments in which Portland is staffed more than the Big Sky average: External Operations and Communications/Sports Information.

When looking at PSU's athletic training department, it is important to note that while four assistant trainers are listed, two are technically qualified as graduate assistants, but are full-time staff members.

Big Sky Administrative Staffing 2020		
Job Position	PSU	Average
Administration		
Athletic Director	1	1.0
Senior Associate/Deputy AD	0	0.4
Administrative Assistant	1	1.0
Internal Operations		
Associate/Assistant AD	1	1.0
Equipment Manager	1	1.0
Asst. Equipment Manager	1	1.0
Operations	0	1.6
External Operations		
Associate/Assistant AD	1	1.0
Assistant AD Marketing/Sales	0	0.8
Director of Marketing*	1	1.1
Director of Game Production & Fan Experience	1	0.4
Ticket Sale Director/Manager*	1	0.8
Ticket Coordinator/Assistant	0	0.4
Development		
Associate/Assistant AD*	1	1.1
Director	1	1.1
Development Assistant	0	0.7
Communication/Sports Information		
Associate/Assistant AD	1	1.0
Assistant Sports Information/Communication	1.5	1.5
Academics and Compliance		
Associate/Assistant AD Compliance/SWA	1	1.4
Director of Compliance	1	0.8
Compliance Coordinator	0	0.9
Associate/Assistant AD Academics	1	1.1
Advisors	2	2.1
Assistants	0	0.6
Business Office		
Associate/Assistant AD Business/Finance	0	0.9
Business Manager	1	0.9
Accountant/Accounts Manager	1	0.8
Business Coordinator	1	0.4
Athletic Training		
Director of Sports Medicine/Head Trainer	1	1.2
Physician/Sport Psychologist	0	1.0
Assistant Trainer	4	4.5
GA Trainers	0	1.0
Athletic Performance		
Director of Performance/Head S&C Coach	1	1.1
Assistant S&C Coach	1	1.6
GA Trainers	0	0.4
Total	28.5	37.6
PSU Total	28.5	30.9
* Staff members are not on athletics payroll and are housed under the PSUF, Peak or Aspire.		

BIG SKY CONFERENCE – SALARIES

Collegiate Consulting compiled data on the average salaries for coaches and administration within the Big Sky to compare against Portland State. Big Sky data is from the Big Sky's 2016-17 Salary Survey, as this is the most up to date salary information available. To remain consistent with the expense pro forma, Collegiate Consulting used Portland State's 2020 Salary Data for this section.

When examining this data, it is important to note the cost of living in Portland is significantly higher than that of other Big Sky cities. In addition, all athletic departments and staff members use different titles and have different responsibilities. This is especially true within Portland State as all administrative staffers wear many hats.

Men's Sports

Basketball

When comparing 2020 salary data to the 2017 Big Sky average, the head basketball coach gets paid more than \$10,000 above average. The rest of the staff is paid below the conference average. Portland State allocates more to student support than the average Big Sky institution.

Football

Again, the PSU head football coach is paid more than \$20,000 above the 2017 Big Sky average. It is important to note that football assistant coaches often have different titles and responsibilities that could impact salaries. The average assistant coach at Portland State makes \$43,368, whereas the average assistant in the Big Sky makes \$54,706.

Tennis

Portland State's tennis coach makes more than \$10,000 less than the conference average.

Big Sky Conference Coaches' Salary Comparison 2020		
Coaching Position	PSU	Big Sky
Men's Sports		
Basketball		
Head Coach	\$ 175,004	\$ 164,496
Assistant Coach	\$ 57,069	\$ 69,294
Assistant Coach	\$ 45,771	\$ 51,376
Assistant Coach	\$ 39,136	\$ 40,839
Student Support	\$ 32,472	\$ 27,296
Football		
Head Coach	\$ 205,000	\$ 179,754
Associate Head Coach	\$ 86,436	\$ 83,952
Assistant Coach #1	\$ 64,080	\$ 70,057
Assistant Coach #2	\$ 63,660	\$ 55,769
Assistant Coach #3	\$ 52,803	\$ 51,716
Assistant Coach #4	\$ 52,020	\$ 53,968
Assistant Coach #5	\$ 40,008	\$ 44,715
Assistant Coach #6	\$ 33,407	\$ 45,717
Assistant Coach #7	\$ 36,019	\$ 35,953
Assistant Coach #8	\$ 21,596	\$ 42,818
Assistant Coach #9	\$ 18,873	\$ 32,372
Assistant Coach #10	\$ 8,150	\$ 24,075
Student Support	\$ 25,817	NA
Tennis		
Head Coach	\$ 34,054	\$ 45,534
Assistant Coach	NA	\$ 11,559

Women's Sports

Basketball

The head women's basketball coach makes about \$8,000 more than the average Big Sky head coach. The third assistant is the only assistant to make more than the Big Sky average.

Golf

The average Big Sky golf coach makes \$44,068, which is \$7,109 less than Portland State's coach.

Soccer

On average, a head women's soccer coach in the Big Sky makes \$62,847, which is \$3,345 more than Portland State's head coach. Conversely, the assistant coach makes more than the conference average by about \$5,269.

Softball

Similarly, the softball head coach makes less than the conference average by \$5,023 and both assistants make more than average by about \$1,400.

Tennis

The average Big Sky tennis coach makes \$43,979, which is more than Portland State's head coach.

Volleyball

Portland State's head volleyball coach is the second-highest paid women's coach on staff. The head volleyball coach gets paid more than \$13,091 than the conference average, which is the highest differential for any women's coach. Both assistants are paid less than the conference average.

Women's Sports		
Basketball		
Head Coach	\$ 135,000	\$ 126,955
Associate Head/Assistant Coach	\$ 50,176	\$ 55,227
Assistant Coach	\$ 43,209	\$ 45,235
Assistant Coach	\$ 40,167	\$ 37,997
Student Support	\$ 26,000	NA
Golf		
Head Coach	\$ 51,177	\$ 44,068
Soccer		
Head Coach	\$ 59,502	\$ 62,847
Assistant Coach	\$ 41,553	\$ 36,284
Student Support	\$ 8,771	NA
Softball		
Head Coach	\$ 59,154	\$ 64,180
Assistant Coach	\$ 39,291	\$ 37,843
Assistant Coach	\$ 19,626	\$ 18,205
Tennis		
Head Coach	\$ 34,133	\$ 43,979
Assistant Coach	NA	\$ 8,875
Volleyball		
Head Coach	\$ 91,140	\$ 78,049
Assistant Coach	\$ 34,045	\$ 39,311
Assistant Coach	\$ 31,523	\$ 33,852
Student Support	\$ 8,603	NA

Combined Sports

The average Big Sky track and field coach makes \$68,838, which is nearly \$15,000 more than Portland State's head coach. The assistant coach makes slightly more than the conference average.

Combined Sports		
Men's & Women's Track & Field		
Head Coach (T&F)	\$ 54,276	\$ 68,838
Head Coach (CC)	NA	\$ 33,165
Assistant Coach	\$ 40,323	\$ 38,539
Assistant Coach	NA	\$ 30,206

Admin Salaries

When looking at admin salaries, all Portland State staff members in the business office, internal operations, external operations, athletic training, and strength and conditioning departments are paid below the conference average.

The Associate AD in Sales and Marketing has one of the biggest differentials in the conference, making \$13,866 less than the Big Sky average. Three team members in the athletic training department make more than \$10,000 less than the conference average.

Conversely, the compliance/academics department is on-par with the rest of the conference and has all but one employee making more than the Big Sky average in respective positions.

Portland State's associate athletic director of media relations makes \$10,472 more than the conference average for that position. This is the highest positive differential for the entire administrative staff.

Big Sky Admin Salary Comparison 2020		
Position	PSU	Big Sky
Administration		
Director of Athletics	\$ 176,665	\$ 183,350
Business Office		
Business Manager	\$ 61,509	\$ 65,267
Fiscal Officer - PT	\$ 8,052	NA
Internal Operations		
Ass't AD - Facilities/Operations	\$ 45,749	\$ 48,878
Ass't Director - Facilities/Operations	\$ 33,000	\$ 36,624
Property Specialist	\$ 38,354	NA
Student Workers - Operations	\$ 40,580	NA
Student Workers - Facilities	\$ 11,709	NA
Student Workers - Equipment Room	\$ 3,024	NA
External Operations		
Assoc AD - Sales & Mktg	\$ 61,800	\$ 75,666
Director, Mkt & Creative Services	\$ 43,599	\$ 44,121
Director, Game Production/Fan Experience	\$ 32,453	NA
Director, Events	\$ 24,436	NA
Student Workers	\$ 31,467	NA
Media Relations		
Assoc AD - Media Relations	\$ 66,396	\$ 55,924
Ass't - Media Relations Dir.	\$ 38,022	\$ 41,767
Student Workers	\$ 57,010	NA
Compliance/Academics		
Assoc AD - Compliance/SWA	\$ 65,283	\$ 56,995
Assoc AD - Academics	\$ 41,518	\$ 37,879
Ass't AD - Academics	\$ 52,000	\$ 52,000
Compliance Coordinator	\$ 42,000	\$ 51,245
Academic Advisor	\$ 44,797	\$ 40,726
Academic Advisor	\$ 48,074	\$ 39,245
Academic/Compliance - GA	\$ 6,552	NA
Student Workers	\$ 6,885	NA
Athletic Training		
Director - Sports Medicine	\$ 60,840	\$ 63,110
Ass't Dir - Sports Medicine	\$ 35,047	\$ 47,009
Assistant Athletic Trainer	\$ 22,554	\$ 39,311
Assistant Athletic Trainer	\$ 30,279	\$ 37,839
Athletic Trainer - GA	\$ 10,483	\$ 28,979
Student Athletic Trainers	\$ 44,369	NA
Strength and Conditioning		
Director, Strength & Conditioning	\$ 53,094	\$ 58,144
Ass't Dir., Strength & Conditioning	\$ 30,261	\$ 37,092
Student - S&C	\$ 2,756	NA

BIG SKY CONFERENCE – PROJECTED 2020 SALARY AVERAGES

At the request of Portland State University, Collegiate Consulting used the 2017 Big Sky Salary Survey to create a projected average salary for 2020. Collegiate Consulting used a yearly 3% increase to calculate the 2020 average. It is important to note that significant changes caused by COVID-19 could not be captured in this projection. In addition, other Big Sky institutions are not located in cities with a cost of living like PSU.

Men's Sports

Basketball

When comparing to the 2020 projected average, Portland State men's basketball coach is on-par with the conference and only makes about \$5,000 less than the average coach. The first and second assistant both make more than \$10,000 less than the conference average. The third assistant makes us \$5,490 less. The student support is consistent with the conference average.

Football

Similarly, PSU's head football coach makes only \$8,577 more than the 2020 projected conference average. When looking at assistants, it is important to note that titles and job descriptions vary from institution-to-institution, which could result in the salary discrepancies. Regardless, only one Portland State assistant makes more than the conference average. All other assistants make anywhere from \$3,267 to \$25,192 less than the conference average.

Tennis

The projected 2020 average for the head men's tennis coach is \$49,756, which is more than \$15,000 higher than the salary of PSU head coach.

Big Sky Conference Coaches' Salary Comparison 2020			
Coaching Position	PSU	Big Sky	2020 Projected Average
Men's Sports			
Basketball			
Head Coach	\$ 175,004	\$164,496	\$ 179,750
Assistant Coach	\$ 57,069	\$ 69,294	\$ 75,719
Assistant Coach	\$ 45,771	\$ 51,376	\$ 56,140
Assistant Coach	\$ 39,136	\$ 40,839	\$ 44,626
Student Support	\$ 32,472	\$ 27,296	\$ 29,827
Football			
Head Coach	\$ 205,000	\$179,754	\$ 196,423
Associate Head Coach	\$ 86,436	\$ 83,952	\$ 91,737
Assistant Coach #1	\$ 64,080	\$ 70,057	\$ 76,553
Assistant Coach #2	\$ 63,660	\$ 55,769	\$ 60,940
Assistant Coach #3	\$ 52,803	\$ 51,716	\$ 56,512
Assistant Coach #4	\$ 52,020	\$ 53,968	\$ 58,972
Assistant Coach #5	\$ 40,008	\$ 44,715	\$ 48,861
Assistant Coach #6	\$ 33,407	\$ 45,717	\$ 49,956
Assistant Coach #7	\$ 36,019	\$ 35,953	\$ 39,286
Assistant Coach #8	\$ 21,596	\$ 42,818	\$ 46,788
Assistant Coach #9	\$ 18,873	\$ 32,372	\$ 35,374
Assistant Coach #10	\$ 8,150	\$ 24,075	\$ 26,307
Student Support	\$ 25,817	NA	\$ -
Tennis			
Head Coach	\$ 34,054	\$ 45,534	\$ 49,756
Assistant Coach	NA	\$ 11,559	\$ 12,630

Women's Sports

Basketball

When compared to the 2020-projected average, the head basketball coach's salary is aligned with the conference, only making \$3,726 less than average. All assistant coaches make less than the conference average. The first assistant coach makes \$10,000 less than the projected average.

Golf

The Portland State women's golf coach is on-par with the projected conference average of \$48,154.

Soccer

The projected average salary for a soccer coach in 2020 is \$68,675, which is almost \$10,000 higher than that of Portland State. The assistant coach is accordant with the projected average.

Softball

Similarly, the softball head coach makes nearly \$11,000 less than the projected 2020 average. Both assistants are below the projected average, but closer in range. The first assistant only makes \$2,060 less, while the second assistant is about \$267 behind the average.

Tennis

The Portland State women's tennis coach makes nearly \$14,000 less than the projected 2020 average.

Volleyball

The head volleyball coach is one of the few coaches above the projected 2020 average, making \$91,140. Both assistants are below the conference average by \$8,910 and \$5,468 respectively.

Women's Sports			
Basketball			
Head Coach	\$ 135,000	\$ 126,955	\$ 138,727
Associate Head/Assistant Coach	\$ 50,176	\$ 55,227	\$ 60,348
Assistant Coach	\$ 43,209	\$ 45,235	\$ 49,430
Assistant Coach	\$ 40,167	\$ 37,997	\$ 41,521
Student Support	\$ 26,000	NA	\$ -
Golf			
Head Coach	\$ 51,177	\$ 44,068	\$ 48,154
Soccer			
Head Coach	\$ 59,502	\$ 62,847	\$ 68,675
Assistant Coach	\$ 41,553	\$ 36,284	\$ 39,648
Student Support	\$ 8,771	NA	\$ -
Softball			
Head Coach	\$ 59,154	\$ 64,180	\$ 70,131
Assistant Coach	\$ 39,291	\$ 37,843	\$ 41,352
Assistant Coach	\$ 19,626	\$ 18,205	\$ 19,893
Tennis			
Head Coach	\$ 34,133	\$ 43,979	\$ 48,057
Assistant Coach	NA	\$ 8,875	\$ 9,698
Volleyball			
Head Coach	\$ 91,140	\$ 78,049	\$ 85,287
Assistant Coach	\$ 34,045	\$ 39,311	\$ 42,956
Assistant Coach	\$ 31,523	\$ 33,852	\$ 36,991
Student Support	\$ 8,603	NA	\$ -

Combined Sports

Track and Field

The head track and field coach's salary has the highest differential for a head coach in the entire athletic department, making \$20,945 less than the projected 2020 average. While the assistant coach still makes less than average, it is significantly more reasonable differential at just \$1,789.

Combined Sports			
Men's & Women's Track & Field			
Head Coach (T&F)	\$ 54,276	\$ 68,838	\$ 75,221
Head Coach (CC)	NA	\$ 33,165	\$ 36,241
Assistant Coach	\$ 40,323	\$ 38,539	\$ 42,113
Assistant Coach	NA	\$ 30,206	\$ 33,007

Admin Salaries

When compared to the projected 2020 average, the Portland State athletic director currently makes \$23,686, which is one of the highest negative differentials in the department.

Staff members in the business office, internal operations department and external operations department all make less than average. The differentials ranging from \$20,882 (associate athletic director for sales and marketing) to \$4,614 (director of marketing and creative services).

Portland State's associate athletic director for media relations has the highest positive differential out of all administrative staff members, making \$5,286 more than the projected average.

The compliance and academic department has the most staff members – more than the average, with four.

Big Sky Admin Salary Comparison 2020			
Position	PSU	Big Sky	2020 Projected Average
Administration			
Director of Athletics	\$ 176,665	\$ 183,350	\$ 200,351
Business Office			
Business Manager	\$ 61,509	\$ 65,267	\$ 71,319
Fiscal Officer - PT	\$ 8,052	NA	\$ -
Internal Operations			
Ass't AD - Facilities/Operations	\$ 45,749	\$ 48,878	\$ 53,410
Ass't Director - Facilities/Operations	\$ 33,000	\$ 36,624	\$ 40,020
Property Specialist	\$ 38,354	NA	\$ -
Student Workers - Operations	\$ 40,580	NA	\$ -
Student Workers - Facilities	\$ 11,709	NA	\$ -
Student Workers - Equipment Room	\$ 3,024	NA	\$ -
External Operations			
Assoc AD - Sales & Mktg	\$ 61,800	\$ 75,666	\$ 82,682
Director, Mkt & Creative Services	\$ 43,599	\$ 44,121	\$ 48,213
Director, Game Production/Fan Experience	\$ 32,453	NA	\$ -
Director, Events	\$ 24,436	NA	\$ -
Student Workers	\$ 31,467	NA	\$ -
Media Relations			
Assoc AD - Media Relations	\$ 66,396	\$ 55,924	\$ 61,110
Ass't - Media Relations Dir.	\$ 38,022	\$ 41,767	\$ 45,640
Student Workers	\$ 57,010	NA	\$ -
Compliance/Academics			
Assoc AD - Compliance/SWA	\$ 65,283	\$ 56,995	\$ 62,280
Assoc AD - Academics	\$ 41,518	\$ 37,879	\$ 41,391
Ass't AD - Academics	\$ 52,000	NA	\$ -
Compliance Coordinator	\$ 42,000	\$ 51,245	\$ 55,997
Academic Advisor	\$ 44,797	\$ 40,726	\$ 44,502
Academic Advisor	\$ 48,074	\$ 39,245	\$ 42,884
Academic/Compliance - GA	\$ 6,552	NA	\$ -
Student Workers	\$ 6,885	NA	\$ -
Athletic Training			
Director - Sports Medicine	\$ 60,840	\$ 63,110	\$ 68,962
Ass't Dir - Sports Medicine	\$ 35,047	\$ 47,009	\$ 51,368
Assistant Athletic Trainer	\$ 22,554	\$ 39,311	\$ 42,956
Assistant Athletic Trainer	\$ 30,279	\$ 37,839	\$ 41,348
Athletic Trainer - GA	\$ 10,483	\$ 28,979	\$ 31,666
Student Athletic Trainers	\$ 44,369	NA	\$ -
Strength and Conditioning			
Director, Strength & Conditioning	\$ 53,094	\$ 58,144	\$ 63,535
Ass't Dir., Strength & Conditioning	\$ 30,261	\$ 37,092	\$ 40,532
Student - S&C	\$ 2,756	NA	\$ -

BIG SKY CONFERENCE – SOCIAL MEDIA

Collegiate Consulting gathered information from PSU's social media as well as from the rest of Big Sky institutions' accounts. It's important to remember that followers and number of tweets and posts do not tell the full story. Collegiate Consulting does not have access to the analytics and engagement rates of these profiles, which is crucial when assessing social-media success.

Twitter

PSU joined Twitter in April 2009, along with five other Big Sky schools. In 2009 alone, eight of the 10 members created a Twitter. Montana State joined the year prior and Northern Colorado the year following.

In terms of number of tweets, the range is from 10,500 (Weber State) to 26,800 (Northern Arizona), with an average of 20,220. Half of the conference has tweets in 20,000s. While only less than the average by 1,120, PSU has tweeted the fourth-fewest times in the conference.

When it comes to followers, the average is 14,876. Montana has vastly more followers than the rest of the conference (44,900), despite having the second-fewest tweets. In turn, Idaho State, which had the third-most tweets, has the fewest followers at 8,115. PSU's ranking for followers is consistent with its ranking for number of tweets. With 8,843 followers, PSU has the third fewest in the conference.

Big Sky - Social Media - Twitter				
Institution	Handle	Tweets	Twitter Followers	Joined
Portland State University	@psuviks	19,100	8,843	April 2009
California State University - Sacramento	@hornetsports	18,200	8,475	June 2009
Eastern Washington University	@EWUAthletics	20,000	13,600	July 2009
Idaho State University	@ISUBengals	23,100	8,115	April 2009
Montana State University	@MSUBobcats	24,100	17,100	July 2008
Northern Arizona University	@NAUAthletics	26,800	13,700	April 2009
University of Northern Colorado	@UNC_Bears	22,900	11,400	August 2010
University of Idaho	@Idaho_Vandals	19,600	12,700	April 2009
University of Montana	@UMGRIZZLIES	17,900	44,900	April 2009
Weber State University	@weberstate	10,500	9,931	April 2009
Average		20,220	14,876	

Instagram

In terms of posts, the conference averages 2,713. There are only two schools that have more than 4,000 posts, Montana State and Idaho State. Of the two, Montana State has the most with 4,767 posts. The fewest

number of posts belongs to Idaho, which has only 1,356. Compared to the rest of the conference, PSU's 3,058 posts are the fourth most.

Similar to Twitter, there seems to be little correlation between the number of posts and followers. The two schools with most followers, Montana (26,800) and Northern Arizona (10,700), had the third- and fifth-most posts, respectively. While Montana State, which had the most posts, has the fewest followers (2,919). The average number of followers for the conference is 8,807, which is 2,587 more than PSU. With 6,200 followers, PSU has the fourth-smallest following in the Big Sky.

None of the other member-institutions follow as many accounts as PSU. Exceeding the other schools by at least 2,900, PSU follows 3,397 accounts. In contrast, Eastern Washington is only following 22, which is the lowest in the conference. When including PSU, the average for number of accounts following is 468; excluding PSU, the average drops to 142.

Big Sky - Social Media - Instagram				
Institution	Handle	Posts	Instagram Followers	Following
Portland State University	@psuviks	3,058	6,220	3,397
California State University - Sacramento	@sacstateathletics	1,663	3,984	71
Eastern Washington University	@ewuathletics	2,534	9,977	22
Idaho State University	@isuathletics	4,397	6,221	411
Montana State University	@msubsports	4,767	2,919	91
Northern Arizona University	@nau_athletics	2,408	10,700	219
University of Northern Colorado	@unc_bears	1,823	5,382	285
University of Idaho	@idaho_vandals	1,356	7,835	65
University of Montana	@umgrizzlies	3,266	26,800	33
Weber State University	@wsuwildcats	1,854	8,036	83
Average		2,713	8,807	468

BIG SKY CONFERENCE – FACILITIES

To give Portland State a full view of the Big Sky competitor playing fields, Collegiate Consulting compiled facility information for the conference. Research was conducted from the athletic department websites for each respective member-institution. The Big Sky's two affiliate football members, Cal Poly and UC Davis, were also included.

Football

In the conference, there are 11 football facilities. The initial construction date of stadiums range from the 1950s to 2007. Seven schools renovated their stadiums, with Montana being the most recent (2017). When using the renovation year, there are only four facilities older than Portland State's stadium (1999). The average capacity is 11,867, with a high of 25,217 (Montana) and a low of 8,500 (Eastern Washington and Northern Colorado). There are nine stadiums with locker rooms, six with a press box and four with training facilities. Comparatively, Portland State's amenities are on par with the rest of the conference.

Big Sky Conference - Facilities: Football				
Institution	Facility Name	Year Built	Capacity	Amenities and Renovations
Portland State	Hillsboro Stadium	1999	7,600	A 170,000-square-foot facility. The 2000 renovation added more seats; the 2010 renovation added FieldTurf, covered seating, suite and club seating, locker rooms, concession stands, training facilities. Facility areas are shared with local high school
Cal Poly	Alex G. Spanos Stadium	2006	22,000 (when renovations finished)	Currently going through staged renovations, which will increase capacity from 11,075 to 22,000. There are eight sky boxes as well as chairback seating, bleacher seating and a natural grass field
Eastern Washington	Roos Field	1967	8,500	This is a 250,000-square-foot stadium with new red "Sprinturf" installed 2020. Temporary seating can increase capacity to 12,000; 20 suites, 1,100 club seating, 22 loge boxes, press box, locker rooms, concession stands and a state-of-the-art video scoreboard
Idaho State	Holt Arena	1970	12,000	A totally contained multi-purpose indoor stadium; new turf laid down in 2011, locker rooms renovated in 2012 and a 16x12 foot video board
Idaho	William H. Kibbie-ASUI Activity Center	1975, renovated 2011	16,000	This center has locker rooms, team meeting rooms, academic facilities, athletic training and equipment rooms, a press box, premium seating, suites and loge boxes
Montana	Washington-Grizzly Stadium	1986, renovated 2017	25,217	Stadium includes student-athlete weight room, football locker room, football lounge, meeting rooms, concession stands, a HD jumbotron, FieldTurf and new Musco Lighting
Montana State	Bobcat Stadium	1973, renovated 1998	17,000	Stadium has FieldTurf, state-of-the-art Bozeman scoreboard, concession stands, locker rooms, grandstand, sky suites, indoor stadium club, a corporate entertaining area and press box
Northern Arizona	J. Lawrence Walkup Skydome	1977, renovated 2011	10,000	This 96,000-square-foot, multipurpose facility can also be used for basketball games or track and field meets. Skydome has REALGRASS, concession stands, suites, locker rooms, offices, meeting rooms, press box and an athletic training and equipment room
Northern Colorado	Nottingham Field	1995, renovated 2005	8,500	Has concession stands, locker rooms and a track surrounding the field
Sacramento State	Hornet Stadium	1969, renovated 1992	21,195	Facility has FieldTurf, a high-capacity drainage system, a scoreboard and a track surrounding the field
Weber State	Stewart Stadium	1950s, renovated 2011	17,500	Stadium has lighting, a turf field, a track surrounding the field, sky suites, club seating, a press box, meeting rooms, coaches' offices, locker rooms and training rooms. Attached to the facility is the Youngberg Football Center, which acts as the main entrance for the stadium
UC Davis	UC Davis Health Stadium	2007	10,743	Has concession stands, a video board, a press box and club seating

Basketball and Volleyball

Of the nine schools, five have separate facilities for their basketball and volleyball teams. When using the renovation year, there are seven stadiums that were built before 2000 and five built after 2008. With a renovation in 2018, Portland State has the second-newest facility. The average capacity for the facilities is 4,670. That average dips to 4,437 when only looking at facilities that house both basketball and volleyball. Portland's capacity of 3,000 is at least 1,400 below both averages. Similar to Portland State, most of the other conference stadiums have locker rooms, coaching offices and additional athletic practice and game-day facilities.

Big Sky Conference - Facilities: Basketball and Volleyball				
Institution	Facility Name	Year Built	Capacity	Amenities and Renovations
Portland State	Viking Pavilion at Peter W. Stott Center	1996, renovated 2018	3,000	A 14,000-square-foot center with six AV-equipped breakout rooms/classrooms, two 20-foot video display boards, a café, athletic offices, locker rooms, racquetball courts, an eighth-mile track, wrestling room and a small gym
Eastern Washington	Reese Court	1975	6,000	This court is 20,000 square feet. It includes concession stands, club area for donors, one video board and two scoreboards
Idaho State	Holt Arena	1970	8,000	The arena has a totally contained multi-purpose indoor stadium. The locker rooms were renovated in 2012 and have a 16-by-12-foot video board
Idaho	Basketball- ICUU Arena	2021	4,200	Once complete, the facility will have locker rooms, game-day court, practice courts, alumni center, student team lounges and coaching and staff offices
	Volleyball – Memorial Gym	1928, renovated 1994	1,814	Locker rooms, athletic training rooms, eight baskets, one full-size court and three 77'x45' courts
Montana	Basketball – Dahlberg Arena	1951, renovated 1999	7,321	Concession stands; can be converted into a concert venue
	Volleyball- West Auxiliary Gym	1998	1,218	Permanent maple wood floor, a high-intensity lighting system, and a state-of-the-art public-address system. The building is attached to the East Auxiliary Gymnasium, a practice facility for the athletic department
Montana State	Basketball- Worthington Arena	1965, renovated 2013	6,772	Has locker rooms, coaches' offices, concession stands and a Hall of Fame. Facility is multi-purpose and can be used for track and field competitions, concerts or theater performances
	Volleyball- Shroyer Gymnasium	2009	1,900	Facility has a new refinished wood floor. Connected to the Brick Breeden Fieldhouse and the Hosaeus Health and Physical Education Center
Northern Arizona	Basketball- J. Lawrence Walkup Skydome	1977, renovated 2011	10,000	This 96,000 square-foot, multi-purpose facility can also be used for football games or track and field meets. Skydome has concession stands, suites, locker rooms, offices, meeting rooms, press box and an athletic training and equipment room
	Volleyball- Joseph C. Rolle Activity Center	1989	1,210	Has four volleyball courts and bleacher seating. Facility also used as a practice space for the basketball teams
Northern Colorado	Bank of Colorado Arena	1974, renovated 2014	2,734	Contains chairback and movable stadium seating
Sacramento State	The Nest	1955	1,012	No data available
Weber State	Basketball- Dee Evans Center	1997, renovated 2011	12,000	A multi-purpose arena with a Daktronics videoboard, display ring and score table sign
	Volleyball- Swenson Gym	1962, renovated 2006	1,200	Has classrooms, faculty offices, teaching laboratories, new locker rooms and an elevated track

Soccer

Besides Sacramento State, all soccer stadiums in the Big Sky including Portland were built before 2000 and renovated after 2005. The latest renovation is Idaho State's stadium in 2020. Capacity ranges from 500 (Weber State) to 16,000 (Idaho), with an average of 3,568. Portland's capacity of 7,600 is the second largest. Comparatively, Portland State's facility has more amenities than the majority of the conference.

Big Sky Conference - Facilities: Soccer				
Institution	Facility Name	Year Built	Capacity	Amenities and Renovations
Portland State	Hillsboro Stadium	1999, renovated 2010	7,600	This stadium is 170,000 square feet. A 2000 renovation added more seats; 2010 renovation added FieldTurf, covered seating, suite and club seating, locker rooms, concession stands, training facilities. Facility shared with local high school
Eastern Washington	EWU Sports & Recreation Center Soccer Field			Facility shared with recreational teams and has no seating for fans
Idaho State	Davis Field	1936, renovated 2020		Currently the facility is being renovated. When renovations are complete the facility will have new LED lights and a video scoreboard
Idaho	William H. Kibbie-ASUI Activity Center	1975, renovated 2011	16,000	Indoor facility with locker rooms, team meeting rooms, academic facilities, athletic training and equipment rooms, press box, premium seating, suites and loge boxes
Montana	South Campus Stadium		1,000	No data available
Northern Arizona	Max Spilsbury Field at Lumberjack Stadium	1957, renovated 2011	1,000	Is a covered facility with new lighting, a press box, locker rooms and coaches' offices. The field is 65 yards wide and 120 yards long
Northern Colorado	Jackson Stadium		1,860	No data available
Sacramento State	Hornet Field	2002	1,050	Facility has an international-sized field with a new LED scoreboard, bleacher seating and locker rooms
Weber State	Wildcat Soccer Field	1996, renovated 2006	500	Bleacher seating overlooking a sod field with a state-of-the-art drainage and watering system

Softball

Across the five softball facilities, the oldest is Sacramento State's, built in 1986 and renovated in 2002, and the newest is Montana's, built in 2015. Of the three schools with capacity data available, the average is 637. There are

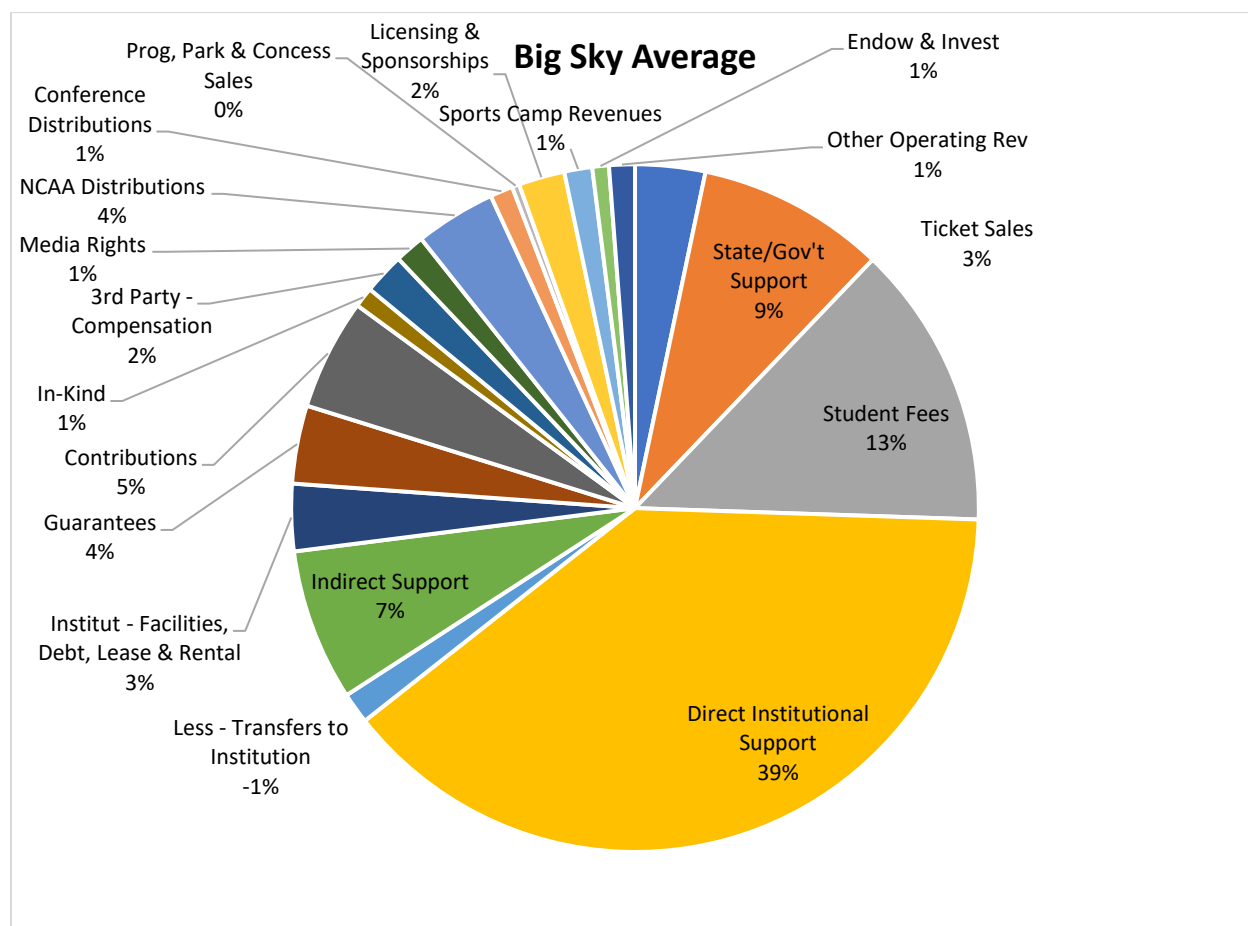
four schools that have dugouts, two with a press box and two with additional batting facilities.

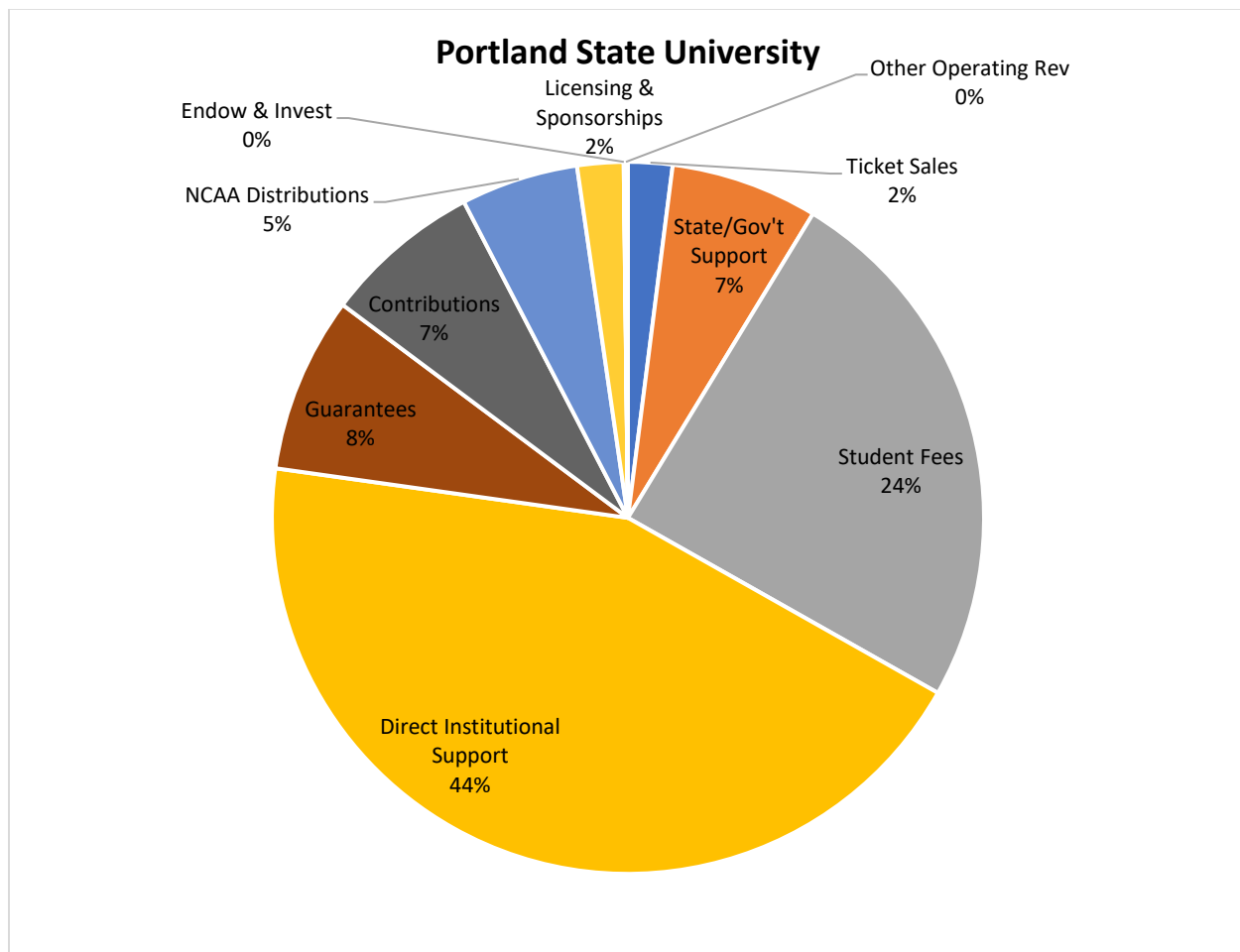
Big Sky Conference - Facilities: Softball				
Institution	Facility Name	Year Built	Capacity	Amenities and Renovations
Portland State	Gordon Faber Rec Complex			Complex has six natural grass fields
Idaho State	Miller Ranch Stadium	2011		Has lockers, dugouts and limited bleacher seating
Montana	Grizzly Softball Field	2015		Stadium has state-of-the-art, artificial-turf playing surface, press box, stadium seating and dugouts for both teams. The stadium is attached to a softball complex that contains an indoor hitting facility
Northern Colorado	Gloria Rodriguez Field		500	No data available
Sacramento State	Shea Stadium	1986, renovated 2002	912	Has a concrete backstop, a permanent outfield fence, concrete dugouts, a re-leveled sodded playing surface, two-lane batting cage, VIP chairback seating and stadium seating
Weber State	Wildcat Softball Field	2009	500	The facility has bleacher seating, a press box, a digital scoreboard, dugouts and batting cages

BIG SKY CONFERENCE – TOTAL REVENUE

Collegiate Consulting compiled and analyzed data on the overall revenue for Big Sky institutions to better understand how the conference financially supports its athletic programs.

There are 19 different sources of revenue represented in the dataset. Of those 19 revenue streams, PSU is utilizing 10 of them, while the conference on average uses 14. The three categories that make the most money for the Big Sky are direct institutional support, student fees and state and government support categories. For PSU, the top three are direct institutional support, student fees and guarantees. Direct institutional support includes unrestricted funds allocated to the athletic department by the university such as state funds, tuition, tuition discounts/waivers and transfers. It also includes federal work study support for student workers and endowment unrestricted income.





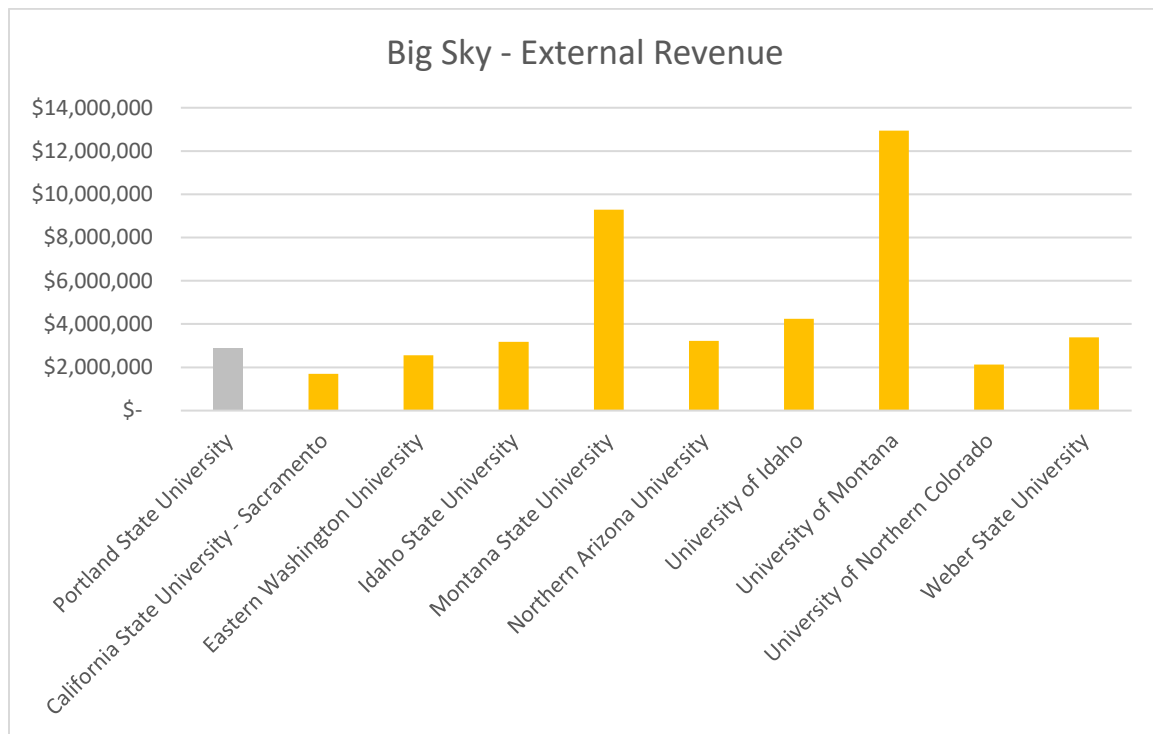
For total revenue, the conference has a mean of \$19.6 million and a median of \$18.41 million. Only three schools make more than \$20 million: Sacramento, Montana State and Northern Arizona. Of the three, Sacramento earns the most, with revenue totaling \$31.03 million. The schools that earn the least are Portland State, Idaho State and Weber State. Earning only \$13.16 million, Idaho State has the smallest revenue in the conference. Coming in at \$1.82 million more than Idaho State, PSU's \$14.99 million revenue is the second lowest.

Across the different revenue streams there are two categories where PSU earns either the second or third most: Student fees and guarantees. There are also two categories where PSU earns the least – state government support and endowments and investments. Just shy of half of PSU's revenue streams rank as seventh in the conference.

Big Sky - Overall Athletic Revenue by Line Item													
Revenue	PSU	SAC	EWU	ISU	MSU	NAU	Idaho	Montana	UNC	WSU	Average (Mean)	Average (Median)	Rank
Ticket Sales	\$ 301,740	\$ 241,562	\$ 683,425	\$ 376,964	\$ 3,254,920	\$ 313,371	\$ 305,035		\$ 412,254	\$ 928,624	\$ 764,211	\$ 376,964	8
State/Gov't Support	\$ 1,002,130			\$ 4,056,198						\$ 1,102,199	\$ 2,053,509	\$ 1,102,199	3
Student Fees	\$ 3,669,903	\$ 8,671,820	\$ 2,225,000	\$ 1,748,524	\$ 2,005,477	\$ 3,128,161	\$ 2,114,438		\$ 2,020,321	\$ 2,347,955	\$ 3,103,511	\$ 2,225,000	2
Direct Institutional Support	\$ 6,600,511	\$ 11,128,250	\$ 9,786,521	\$ 2,580,144	\$ 9,281,371	\$ 16,095,019	\$ 8,844,120		\$ 10,389,899	\$ 6,212,783	\$ 9,015,189	\$ 9,281,371	7
Less - Transfers to Institution									\$ (338,080)		\$ (338,080)	\$ (338,080)	NA
Indirect Support		\$ 7,135,436	\$ 1,496,808	\$ 235,038			\$ 420,408		\$ 575,085	\$ 75,117	\$ 1,656,982	\$ 497,747	NA
Institut - Facilities, Debt, Lease & Rental					\$ 395,702		\$ 1,068,396				\$ 732,044	\$ 732,044	NA
Guarantees	\$ 1,197,000	\$ 548,900	\$ 747,000	\$ 1,462,800	\$ 404,000	\$ 729,000	\$ 1,543,163		\$ 347,200	\$ 694,400	\$ 852,607	\$ 729,000	3
Contributions	\$ 1,074,636	\$ 503,825	\$ 815,441	\$ 727,402	\$ 3,543,839	\$ 802,028	\$ 1,524,834		\$ 689,609	\$ 1,212,561	\$ 1,210,464	\$ 815,441	4
In-Kind		\$ 29,225	\$ 10,837	\$ 318,623	\$ 576,841	\$ 17,005	\$ 37,800		\$ 609,606	\$ 94,824	\$ 219,345	\$ 66,312	NA
3rd Party - Compensation							\$ 448,772				\$ 448,772	\$ 448,772	NA
Media Rights			\$ 30,067	\$ 18,529	\$ 1,774,278	\$ 18,530	\$ 93,529			\$ 18,529	\$ 325,577	\$ 24,299	NA
NCAA Distributions	\$ 788,622	\$ 899,942	\$ 1,444,627	\$ 686,756	\$ 540,921	\$ 959,633	\$ 1,076,167		\$ 549,761	\$ 962,679	\$ 879,901	\$ 899,942	6
Conference Distributions		\$ 576,235		\$ 61,875	\$ 299,607				\$ 303,638	\$ 3,181	\$ 248,907	\$ 299,607	NA
Prog. Park & Concess Sales		\$ 16,587	\$ 38,451	\$ 123,136	\$ 221,260	\$ 100,000	\$ 27,810		\$ 92,153	\$ 14,023	\$ 79,178	\$ 65,302	NA
Licensing & Sponsorships	\$ 314,872	\$ 384,914	\$ 237,035	\$ 463,863	\$ 47,812	\$ 1,255,799	\$ 688,735		\$ 584,708	\$ 510,817	\$ 505,175	\$ 463,863	7
Sports Camp Revenues		\$ 364,132	\$ 891,116	\$ 299,060	\$ 254,421	\$ 252,325	\$ 129,222		\$ 16,840	\$ 227,280	\$ 304,362	\$ 253,373	NA
Endow & Invest	\$ 1,882	\$ 73,728			\$ 257,187	\$ 95,605	\$ 484,200		\$ 204,266	\$ 150,270	\$ 181,020	\$ 150,270	7
Other Operating Rev	\$ 26,398	\$ 251,185	\$ 3,438	\$ 5,811	\$ 283,490	\$ 63,433	\$ 333,394		\$ 1,080,603	\$ 478,539	\$ 280,699	\$ 251,185	7
Total Operating Revenue	\$ 14,887,694	\$ 31,025,741	\$ 18,409,766	\$ 13,164,723	\$ 23,181,126	\$ 23,829,909	\$ 19,200,033		\$ 17,597,863	\$ 15,038,281	\$ 19,603,904	\$ 18,409,766	8

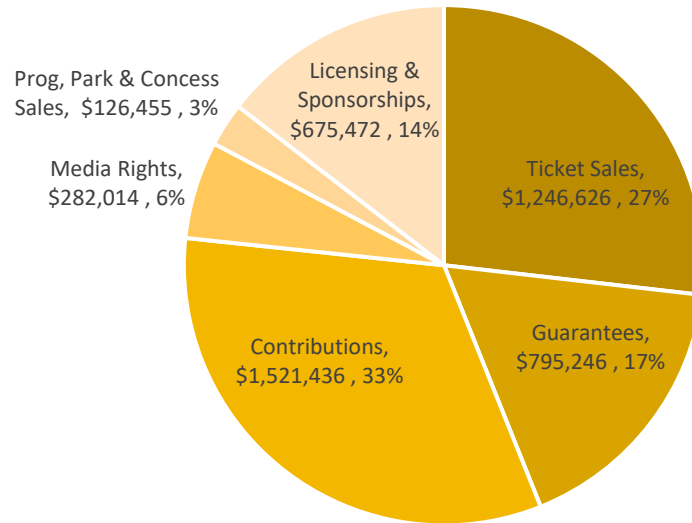
BIG SKY CONFERENCE – REVENUE: EXTERNAL

For the conference, there are six different external revenue streams: Ticket sales, guarantees, contributions, media rights and program, park and concession sales. The mean and median for the Big Sky's external revenue are \$4.55 million and \$3.20 million, respectively. Total external revenue for individual schools ranges from \$1.7 million (Sacramento) to \$12.94 million (Montana). With \$2.89 million, PSU has the seventh-largest total revenue in the conference.

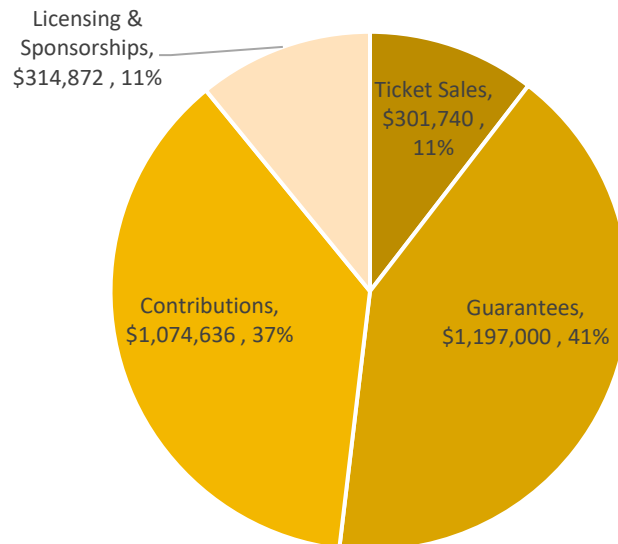


By revenue category, the three largest for the conference are ticket sales (27%), contributions (33%) and guarantees (17%). At PSU, guarantees is the largest line item, 41%, and contributions is the second-largest, 37%. It should be noted that PSU does not report any revenue from media rights or program/park/concession sales. The only other schools that do not have revenue from all six streams are Cal State-Sacramento and Northern Colorado.

Big Sky Average (Mean) - External Revenue



Portland State - External Revenue



Ticket Sales

There are four schools that earn more than \$650,000 in ticket sales and five that earn less than \$400,000. Montana outperforms the entire conference, earning \$5.59 million in ticket sales. With a total of \$241,562 in revenue, Sacramento earns the least in the conference. When including Montana, the mean is \$1.25 million and the median is \$394,609. However, when Montana is excluded, the mean decreases to \$764,211 and the median is \$376,984. With a total of \$301,740, PSU earns the second-lowest amount for ticket sales in the Big Sky.

Guarantees

The conference's mean for guarantees is \$795,246, while the median drops to \$711,700. The smallest earnings are \$279,000 (Montana), while the largest are \$1.54 million (Idaho). There are only three schools with revenue greater than \$1 million and seven that are less than \$750,000. As one of the three schools with revenue exceeding \$1 million, PSU ranks third largest in the conference.

Contributions

With a mean of \$1.52 million and a median of \$945,039, the contributions category has the largest averages of all revenue streams. As the only schools to exceed \$2 million, Montana State's \$3.54 million and Montana's \$4.32 million revenue are the largest by far. On the opposite end, Sacramento's \$503,825 in contributions is the lowest. There are five schools that exceed \$1 million and three that fall under \$750,000. PSU's \$1.07 million is fourth largest in the conference.

Media Rights

There are three Big Sky members that did not report any revenue from media rights: PSU, Sacramento and Northern Colorado. The remaining six schools had a mean of \$282,014 and a median of \$20,633. Once again, Montana State out earns the rest of the conference, reporting \$1.78 million from media rights. Idaho State and Weber State each have only \$18,529 in revenue, which is the lowest of all schools.

Program, Park and Concession Sales

Of all the revenue streams, this section of sales has the lowest mean (\$126,455) and the second-lowest median (\$92,153). Revenue for schools ranges from \$14,023 (Weber State) to \$504,678 (Montana). This is the second revenue stream that PSU reports no data for.

Licensing and Sponsorships

Revenue for licensing and sponsorships varies dramatically across the schools. The two highs are \$2.23 million (Montana) and \$1.26 (Northern Arizona) while the low is \$87,812 (Montana State). The conference's mean and median are \$675,472 and \$487,340, respectively. Compared to the rest of the Big Sky, PSU's \$314,872 in revenue is the seventh smallest.

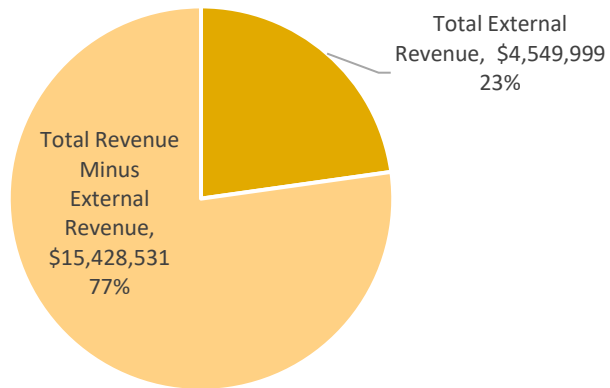
Big Sky - External Revenue 2019							
Institution	Ticket Sales	Guarantees	Contributions	Media Rights	Prog, Park & Concess Sales	Licensing & Sponsorships	Total External Revenue
Portland State University	\$ 301,740	\$ 1,197,000	\$ 1,074,636			\$ 314,872	\$ 2,888,248
California State University - Sacramento	\$ 241,562	\$ 548,900	\$ 503,825		\$ 16,587	\$ 384,914	\$ 1,695,788
Eastern Washington University	\$ 683,425	\$ 747,000	\$ 815,441	\$ 30,067	\$ 38,451	\$ 237,035	\$ 2,551,419
Idaho State University	\$ 376,964	\$ 1,462,800	\$ 727,402	\$ 18,529	\$ 123,136	\$ 463,863	\$ 3,172,694
Montana State University	\$ 3,254,920	\$ 404,000	\$ 3,543,839	\$ 1,774,278	\$ 221,260	\$ 87,812	\$ 9,286,109
Northern Arizona University	\$ 313,371	\$ 729,000	\$ 802,028	\$ 18,530	\$ 100,000	\$ 1,255,799	\$ 3,218,728
University of Idaho	\$ 365,035	\$ 1,543,163	\$ 1,524,834	\$ 93,529	\$ 27,810	\$ 688,755	\$ 4,243,126
University of Montana	\$ 5,588,367	\$ 279,000	\$ 4,320,184	\$ 20,633	\$ 504,678	\$ 2,226,142	\$ 12,939,004
University of Northern Colorado	\$ 412,254	\$ 347,200	\$ 689,609		\$ 92,153	\$ 584,708	\$ 2,125,924
Weber State University	\$ 928,624	\$ 694,400	\$ 1,212,561	\$ 18,529	\$ 14,023	\$ 510,817	\$ 3,378,954
Average (Mean)	\$ 1,246,626	\$ 795,246	\$ 1,521,436	\$ 282,014	\$ 126,455	\$ 675,472	\$ 4,549,999
Average (Median)	\$ 394,609	\$ 711,700	\$ 945,039	\$ 20,633	\$ 92,153	\$ 487,340	\$ 3,195,711
Rank	9	3	5	NA	NA	8	7

On average, 23% of the Big Sky's revenue comes from external sources. The University of Montana has the most external revenue at \$12.94 million, which makes up 55% of total revenue (\$23.35 million). Although Sacramento has the most total revenue, external revenue only makes up 5% of its income.

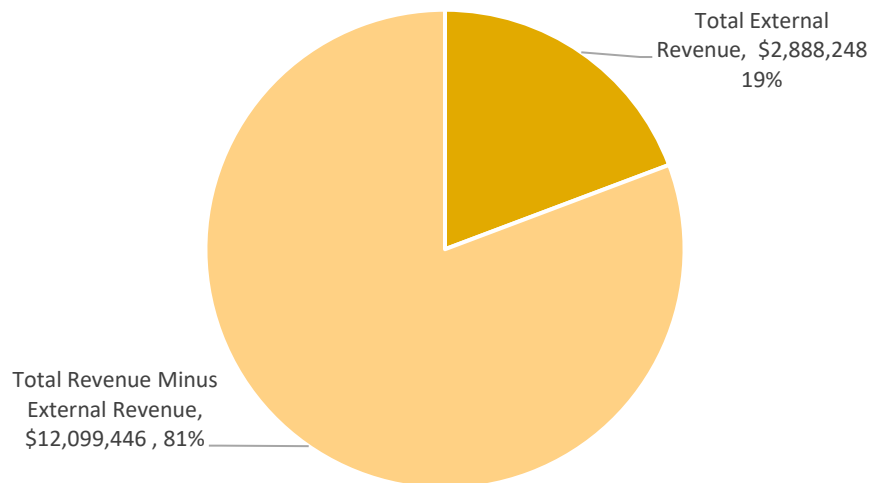
Portland State's external revenue makes up 19% of its total revenue, which ranks sixth in the conference.

Big Sky - External Revenue v. Total Operating Revenue				
Institution	Total Operating Revenues	Total External Revenue	Percentage of External Revenue	Total Non-External Revenue
Portland State University	\$ 14,987,694	\$ 2,888,248	19%	\$ 12,099,446
California State University - Sacramento	\$ 31,025,741	\$ 1,695,788	5%	\$ 29,329,953
Eastern Washington University	\$ 18,409,766	\$ 2,551,419	14%	\$ 15,858,347
Idaho State University	\$ 13,164,723	\$ 3,172,694	24%	\$ 9,992,029
Montana State University	\$ 23,181,126	\$ 9,286,109	40%	\$ 13,895,017
Northern Arizona University	\$ 23,829,909	\$ 3,218,728	14%	\$ 20,611,181
University of Idaho	\$ 19,200,033	\$ 4,243,126	22%	\$ 14,956,907
University of Montana	\$ 23,350,166	\$ 12,939,004	55%	\$ 10,411,162
University of Northern Colorado	\$ 17,597,863	\$ 2,125,924	12%	\$ 15,471,939
Weber State University	\$ 15,038,281	\$ 3,378,954	22%	\$ 11,659,327
Average (Mean)	\$ 19,978,530	\$ 4,549,999	23%	\$ 15,428,531
Average (Median)	\$ 18,804,900	\$ 3,195,711	17%	\$ 14,425,962
Rank	9	7	6	7

Big Sky – External Revenue v. Remaining Total Revenue



Portland State – External Revenue v. Remaining Total Revenue



BIG SKY CONFERENCE – REVENUE: TICKET SALES

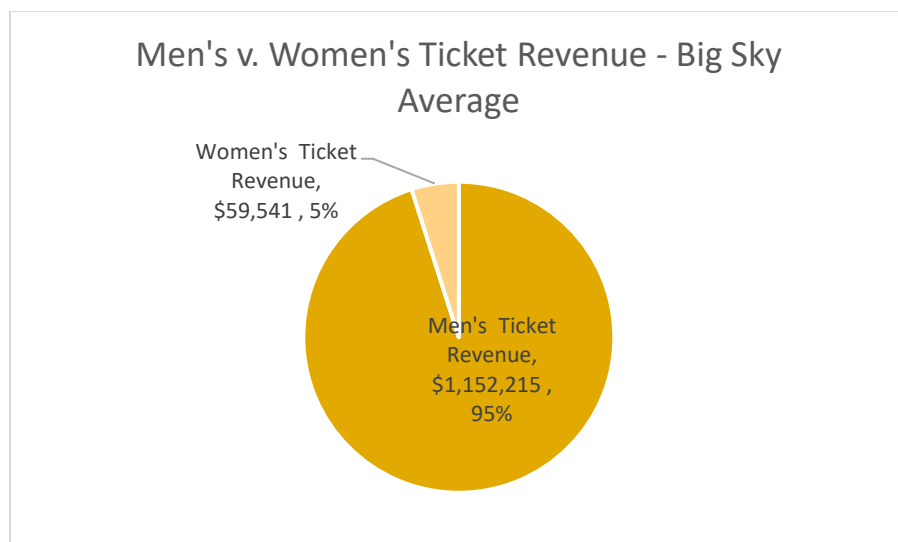
Collegiate Consulting gathered 2019 NCAA Reports to breakdown overall ticket revenue within the Big Sky Conference. In this analysis, only sports sponsored by Portland State are included.

Overall Ticket Revenue

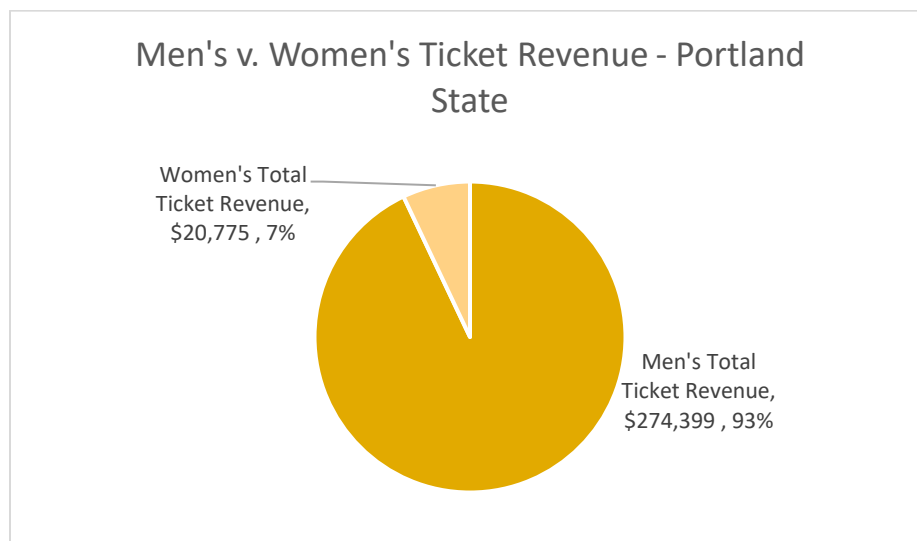
According to the 2019 NCAA reports, the average Big Sky revenue is \$19.98 million and the median revenue is \$18.80 million. Of this, the average institution generated \$1.25 million in ticket revenue (a median of \$394,609). In terms of total ticket revenue, Montana generates the largest amount at \$5.59 million and is one of only two institutions generating more than \$1 million in ticket revenue. On the other hand, California State University-Sacramento generates the least revenue at \$241,562. When compared to the rest of the conference, Portland State generates the second-lowest ticket revenue.

Big Sky Ticket Revenue Breakdown 2019						
Institution	Year	Total Operating Revenues	Men's Ticket Revenue	Women's Ticket Revenue	Not Related to Teams - Ticket Rev	Total Ticket Revenue
Portland State University	2019	\$ 14,987,694	\$ 274,399	\$ 20,775	\$ 6,566	\$ 301,740
California State University - Sacramento	2019	\$ 31,025,741	\$ 120,625	\$ 63,752	\$ 57,185	\$ 241,562
Eastern Washington University	2019	\$ 18,409,766	\$ 667,254	\$ 16,171	\$ -	\$ 683,425
Idaho State University	2019	\$ 13,164,723	\$ 330,114	\$ 42,370	\$ 4,480	\$ 376,964
Montana State University	2019	\$ 23,181,126	\$ 2,973,250	\$ 68,945	\$ 212,725	\$ 3,254,920
Northern Arizona University	2019	\$ 23,829,909	\$ 302,178	\$ 9,161	\$ 2,032	\$ 313,371
University of Idaho	2019	\$ 19,200,033	\$ 342,851	\$ 22,184	\$ -	\$ 365,035
University of Montana	2019	\$ 23,350,166	\$ 5,330,877	\$ 257,490	\$ -	\$ 5,588,367
University of Northern Colorado	2019	\$ 17,597,863	\$ 341,005	\$ 71,249	\$ -	\$ 412,254
Weber State University	2019	\$ 15,038,281	\$ 839,593	\$ 23,309	\$ 65,722	\$ 928,624
Average (Mean)		\$ 19,978,530	\$ 1,152,215	\$ 59,541	\$ 34,871	\$ 1,246,626
Average (Median)		\$ 18,804,900	\$ 341,928	\$ 32,840	\$ 3,256	\$ 394,609
Rank		9	9	8	4	9

When looking at the mean average, men's sports generate 95%, or \$1.15 million, of the total ticket revenue.



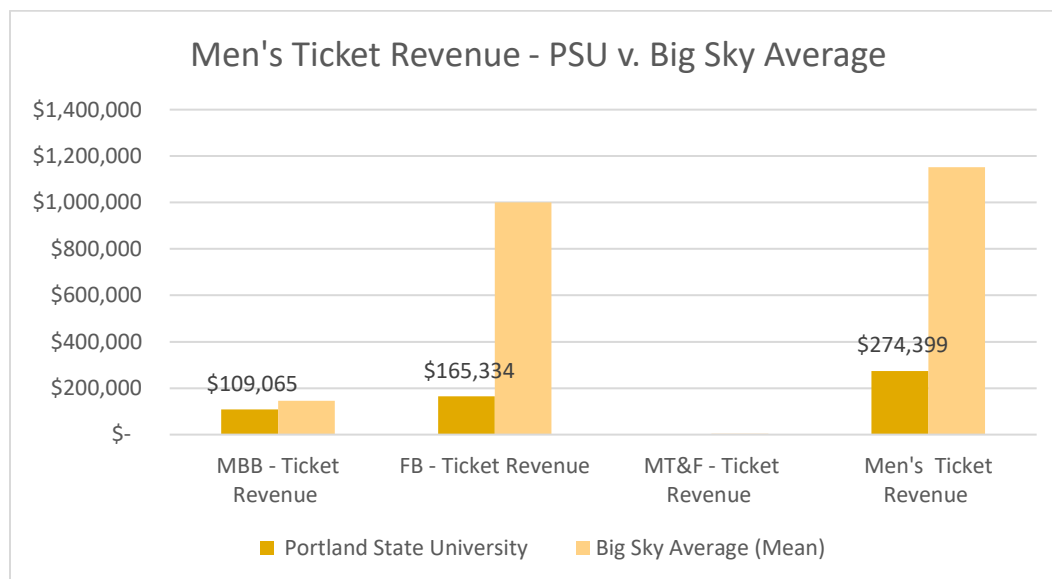
Compared to the rest of the conference, women's sports at Portland State generate only \$20,775 in ticket revenue, but 2% more of the overall ticket revenue. For men's and women's sports, Portland State ranks second and third-lowest respectively.



Men's Sports Ticket Revenue

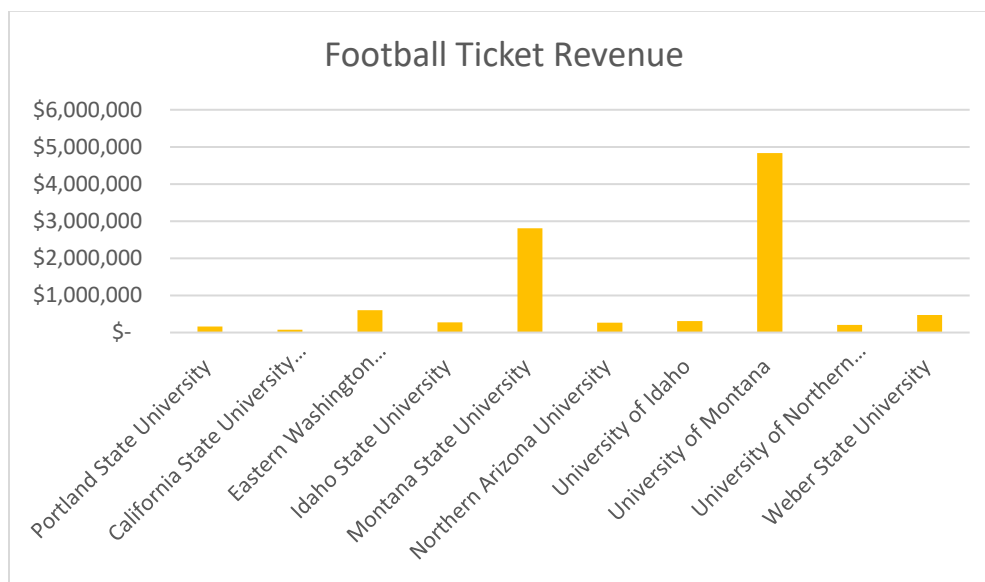
Men's sports generate a mean average of \$1.15 in ticket revenue. Montana is significantly larger than the rest of the conference at \$5.33 million. The median average is \$341,928. Portland State generates the second-lowest amount in terms of men's ticket revenue. Montana State, Montana and Idaho State are the only institutions to ticket for men's track and field.

Big Sky Men's Ticket Revenue Breakdown 2019					
Institution	Year	MBB - Ticket Revenue	FB - Ticket Revenue	MT&F - Ticket Revenue	Men's Ticket Revenue
Portland State University	2019	\$ 109,065	\$ 165,334		\$ 274,399
California State University - Sacramento	2019	\$ 22,729	\$ 74,667		\$ 120,625
Eastern Washington University	2019	\$ 66,432	\$ 600,822		\$ 667,254
Idaho State University	2019	\$ 52,569	\$ 275,570	\$ 1,975	\$ 330,114
Montana State University	2019	\$ 164,331	\$ 2,804,827	\$ 4,092	\$ 2,973,250
Northern Arizona University	2019	\$ 32,377	\$ 269,801		\$ 302,178
University of Idaho	2019	\$ 35,897	\$ 306,954		\$ 342,851
University of Montana	2019	\$ 494,602	\$ 4,831,501	\$ 4,774	\$ 5,330,877
University of Northern Colorado	2019	\$ 105,973	\$ 201,737		\$ 341,005
Weber State University	2019	\$ 366,919	\$ 472,674		\$ 839,593
Average (Mean)		\$ 145,089	\$ 1,000,389	\$ 3,614	\$ 1,152,215
Average (Median)		\$ 86,203	\$ 291,262	\$ 4,092	\$ 341,928
Rank		4	9	NA	9



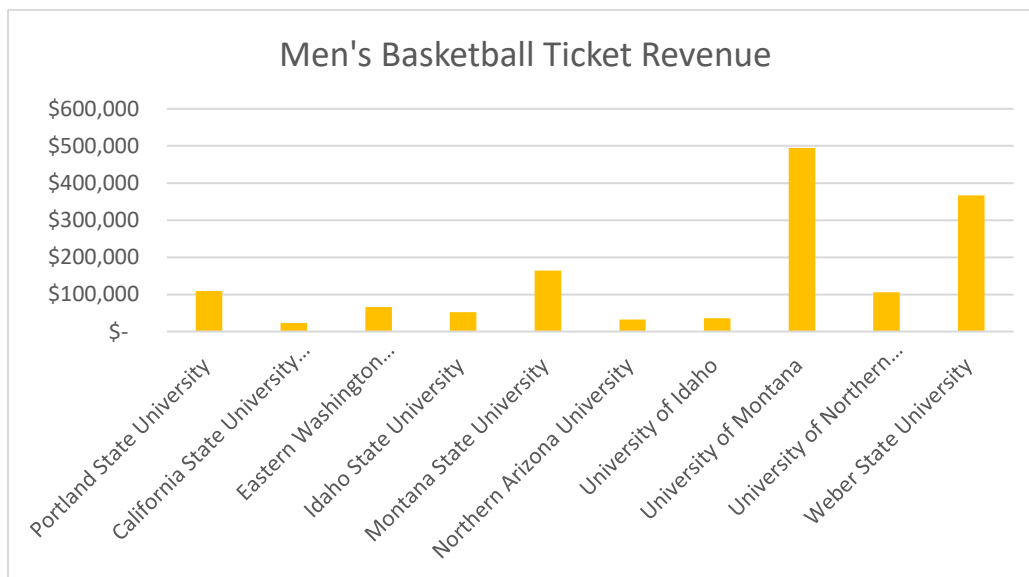
Football

Football generates the most revenue for all Big Sky member-institutions. Montana State University's \$2.8 million and Montana's \$4.83 million are significantly larger than the rest of the conference and nearly four times larger than the next-highest amount: Eastern Washington's \$600,822. Portland State's \$165,334 is second lowest in the conference and approximately \$100,000 less than the median average.



Basketball

Basketball generates a mean average of \$145,089 in ticket revenue for Big Sky institutions. Montana generates the most ticket revenue at \$494,602, whereas Weber State's \$366,919 is second-largest. In contrast, Portland State's \$109,065 ticket revenue ranks fourth in the Big Sky.



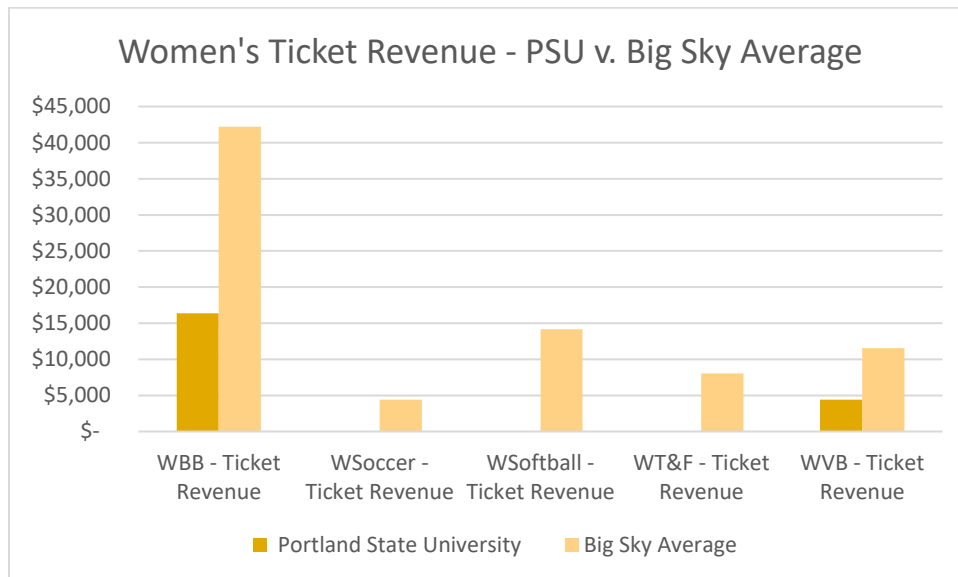
Women's Sports Ticket Revenue

The mean average for women's ticket revenue is \$59,541. The University of Montana generates the most ticket revenue in women's sports, followed by

Northern Colorado. Northern Arizona generates the lowest amount of revenue for women's sports at \$9,161. Portland State ranks third lowest in the conference.

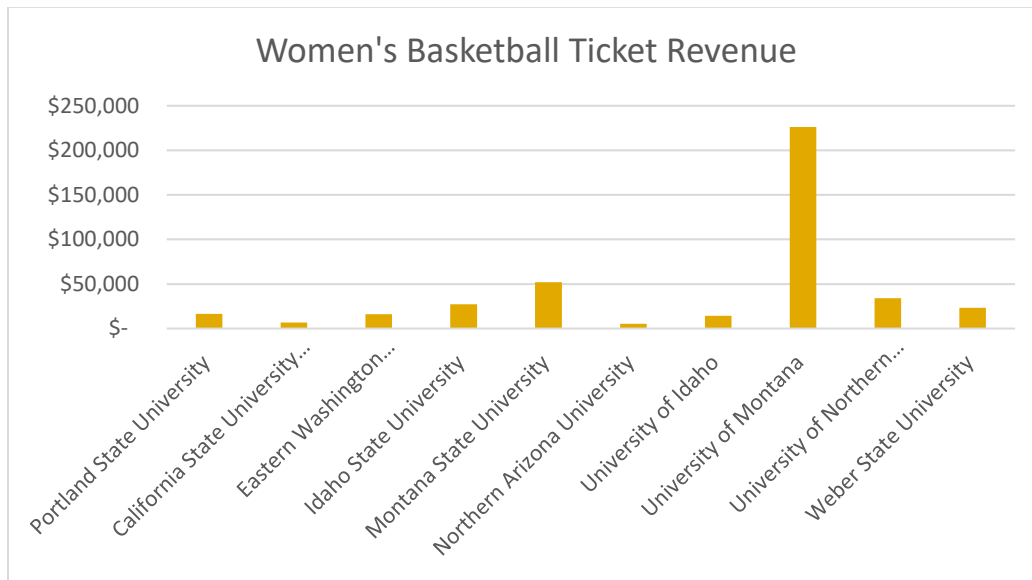
California State University-Sacramento and Montana collect revenue from tickets for soccer, softball and track and field. All three of these sports at Sacramento generate a combined \$41,443. These sports generate \$23,597 at Montana.

Big Sky Women's Ticket Revenue Breakdown 2019							
Institution	Year	WBB - Ticket Revenue	WSoccer - Ticket Revenue	WSoftball - Ticket Revenue	WT&F - Ticket Revenue	WVB - Ticket Revenue	Women's Ticket Revenue
Portland State University	2019	\$ 16,368				\$ 4,407	\$ 20,775
California State University - Sacramento	2019	\$ 6,898	\$ 6,496	\$ 13,566	\$ 21,381	\$ 8,462	\$ 63,752
Eastern Washington University	2019	\$ 16,171					\$ 16,171
Idaho State University	2019	\$ 27,389	\$ 2,633		\$ 1,975	\$ 10,373	\$ 42,370
Montana State University	2019	\$ 52,014			\$ 4,093	\$ 12,838	\$ 68,945
Northern Arizona University	2019	\$ 5,157				\$ 4,004	\$ 9,161
University of Idaho	2019	\$ 14,456				\$ 7,728	\$ 22,184
University of Montana	2019	\$ 226,342	\$ 4,115	\$ 14,708	\$ 4,774	\$ 7,551	\$ 257,490
University of Northern Colorado	2019	\$ 34,114				\$ 37,135	\$ 71,249
Weber State University	2019	\$ 23,309					\$ 23,309
Average (Mean)		\$ 42,222	\$ 4,415	\$ 14,137	\$ 8,056	\$ 11,562	\$ 59,541
Average (Median)		\$ 19,839	\$ 4,115	\$ 14,137	\$ 4,434	\$ 8,095	\$ 32,840
Rank		6	NA	NA	NA	7	8



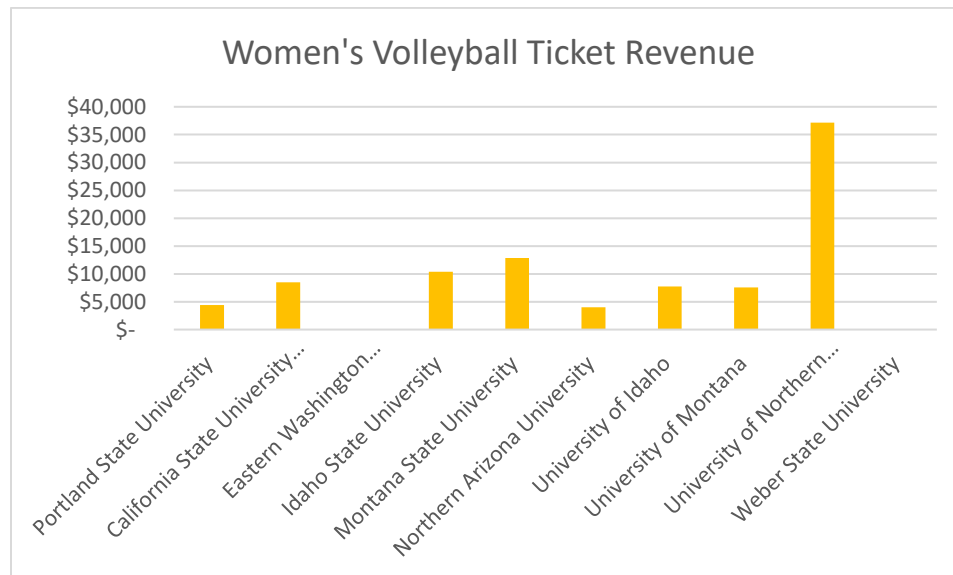
Women's Basketball

Montana generates \$226,342 in women's basketball ticket revenue and is the only institution to generate more than \$75,000. Northern Arizona generates the least ticket revenue for women's basketball at \$5,157. Portland State's women's revenue is larger than that of four institutions.



Women's Volleyball

The average Big Sky volleyball team generates \$11,562 in ticket revenue. The University of Northern Colorado is significantly larger than the rest of the conference, generating more than double the ticket revenue of the next-highest school. At \$4,407, Portland State only generates \$3 more in ticket revenue than lowest-ranking Northern Arizona.



BIG SKY CONFERENCE – REVENUE: INSTITUTIONAL SUPPORT V. TOTAL INSTITUTIONAL EXPENSES

Collegiate Consulting analyzed Big Sky institutions' total institutional expenses and what percentage of those expenses went to athletics to help Portland State understand where it falls within the conference.

Knight Commission Data

All of the data in this first section was pulled from the Knight Commission on Intercollegiate Athletics. The Knight Commission groups institutional support and government support into one category.

The mean average institutional spending in the Big Sky is \$330.82 million. Of this, an average of \$10.52 million, or 3.43%, comes from institutional and government support. Sacramento receives the most institutional and government support at \$18.46 million.

When comparing PSU to the median average, it ranks third in terms of total institutional expenses at \$438 million. In terms of institutional/government support, Portland State ranks seventh in the conference. Portland State allocates the lowest percentage of its total institutional expenses to athletics, with only 1.73%. Portland State is the only institution to allocate less than two percent to athletics.

Big Sky Revenue - Institutional Support v. Total Institutional Expenses (FY2019)			
Institution	Total Institutional Expenses*	Institutional/Government Support*	Pct
Portland State University	\$ 438,221,588	\$ 7,602,641	1.73%
California State University - Sacramento	\$ 442,852,925	\$ 18,463,686	4.17%
Eastern Washington University	\$ 194,721,404	\$ 11,283,329	5.79%
Idaho State University	\$ 223,859,759	\$ 6,871,380	3.07%
Montana State University	\$ 410,675,938	\$ 9,677,073	2.36%
Northern Arizona University	\$ 527,722,364	\$ 16,095,019	3.05%
University of Idaho	\$ 375,434,196	\$ 10,332,914	2.75%
University of Montana	\$ 281,885,348	\$ 6,885,199	2.44%
University of Northern Colorado	\$ 189,054,675	\$ 10,626,904	5.62%
Weber State University	\$ 223,841,742	\$ 7,394,100	3.30%
Average (Mean)	\$ 330,826,994	\$ 10,523,225	3.43%
Average (Median)	\$ 328,659,772	\$ 10,004,994	3.06%
Rank	3	7	10

**Data from the Knight Commission on Intercollegiate Athletics*

NCAA Report Data

Since the Knight Commission groups institutional and government support together, Collegiate Consulting adjusted this research to show only direct institutional support. The direct institutional support was pulled from the FY2019 NCAA Reports.

According to this data, the median average for direct institutional support in the Big Sky is \$8.81 million. Portland State athletics received \$6.6 million in FY2019, which ranks eight in the conference. This is 1.51% of the total institutional expenses going to athletics, or the ninth lowest in the conference. Only Idaho State provides a lower percentage to the athletic department.

Big Sky Revenue - Institutional Support v. Total Institutional Expenses (FY2019)			
Institution	Total Institutional Expenses*	Direct Institutional Support**	Percentage
Portland State University	\$ 438,221,588	\$ 6,600,511	1.51%
California State University - Sacramento	\$ 442,852,925	\$ 11,328,250	2.56%
Eastern Washington University	\$ 194,721,404	\$ 9,786,521	5.03%
Idaho State University	\$ 223,859,759	\$ 2,580,144	1.15%
Montana State University	\$ 410,675,938	\$ 9,281,371	2.26%
Northern Arizona University	\$ 527,722,364	\$ 16,095,019	3.05%
University of Idaho	\$ 375,434,196	\$ 8,844,120	2.36%
University of Montana	\$ 281,885,348	\$ 6,937,241	2.46%
University of Northern Colorado	\$ 189,054,675	\$ 10,389,899	5.50%
Weber State University	\$ 223,841,742	\$ 6,212,783	2.78%
Average (Mean)	\$ 330,826,994	\$ 8,805,586	2.86%
Average (Median)	\$ 328,659,772	\$ 9,062,746	2.51%
Rank	3	8	9

*Data from the Knight Commission on Intercollegiate Athletics

**Data from NCAA Reports

BIG SKY CONFERENCE – REVENUE: STUDENT FEES

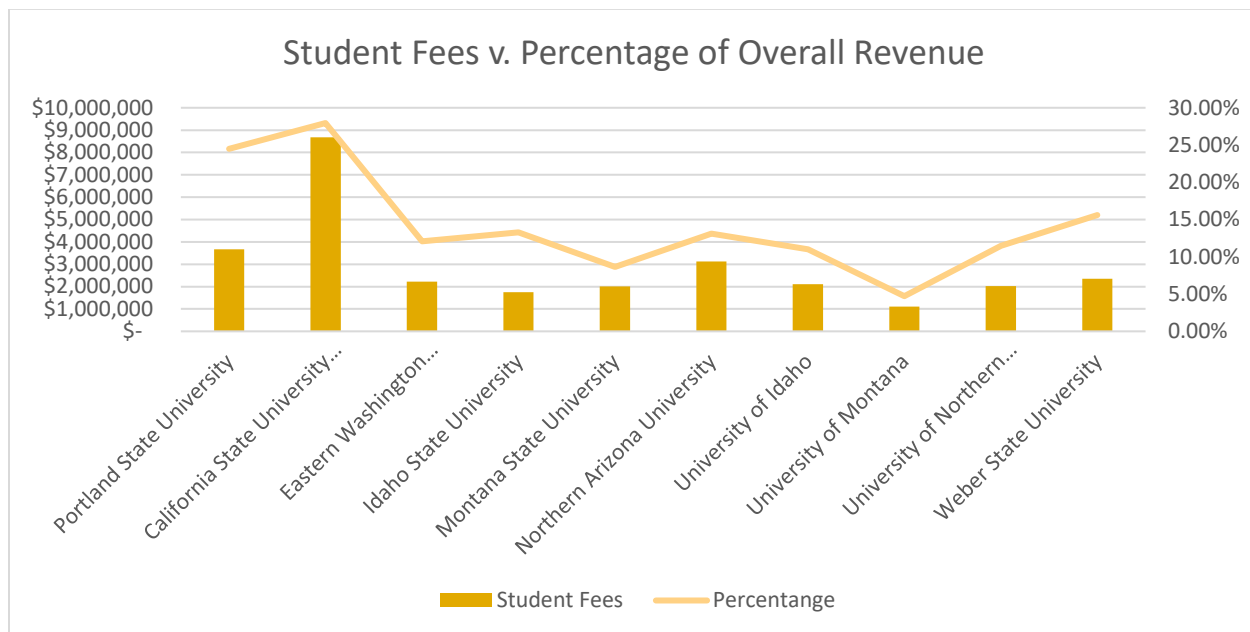
Collegiate Consulting gathered information from the FY2019 NCAA Reports to help determine how much member-institutions are bringing in from student fees.

Big Sky Conference - Student Fees				
Institution	Year	Student Fees	Total Operating Revenues	Percentage
Portland State University	2019	\$ 3,669,903	\$ 14,987,694	24.49%
California State University - Sacramento	2019	\$ 8,671,820	\$ 31,025,741	27.95%
Eastern Washington University	2019	\$ 2,225,000	\$ 18,409,766	12.09%
Idaho State University	2019	\$ 1,748,524	\$ 13,164,723	13.28%
Montana State University	2019	\$ 2,005,477	\$ 23,181,126	8.65%
Northern Arizona University	2019	\$ 3,128,161	\$ 23,829,909	13.13%
University of Idaho	2019	\$ 2,114,438	\$ 19,200,033	11.01%
University of Montana	2019	\$ 1,101,920	\$ 23,350,166	4.72%
University of Northern Colorado	2019	\$ 2,020,321	\$ 17,597,863	11.48%
Weber State University	2019	\$ 2,347,955	\$ 15,038,281	15.61%
Average (Mean)		\$ 2,903,352	\$ 19,978,530	14%
Average (Median)		\$ 2,169,719	\$ 18,804,900	13%
Rank		2	9	2

The average Big Sky institution has a total operating revenue of \$19.98 million, where 14% or \$2.90 million is made up of student fees. The median average is much lower with a total revenue of \$18.80 million, with just 13% or \$2.17 million coming from student fees.

When looking at the amount generated by student fees, California State University-Sacramento generates the most revenue at nearly \$31.03 million, \$8.67 million or 27.95% comes from student fees.

Portland State generates the second-highest amount and percentage in student fees, but only has the ninth-largest total operating revenue. The percentage and amount of student fees are also heavily influenced by the total enrollment of a given institution.

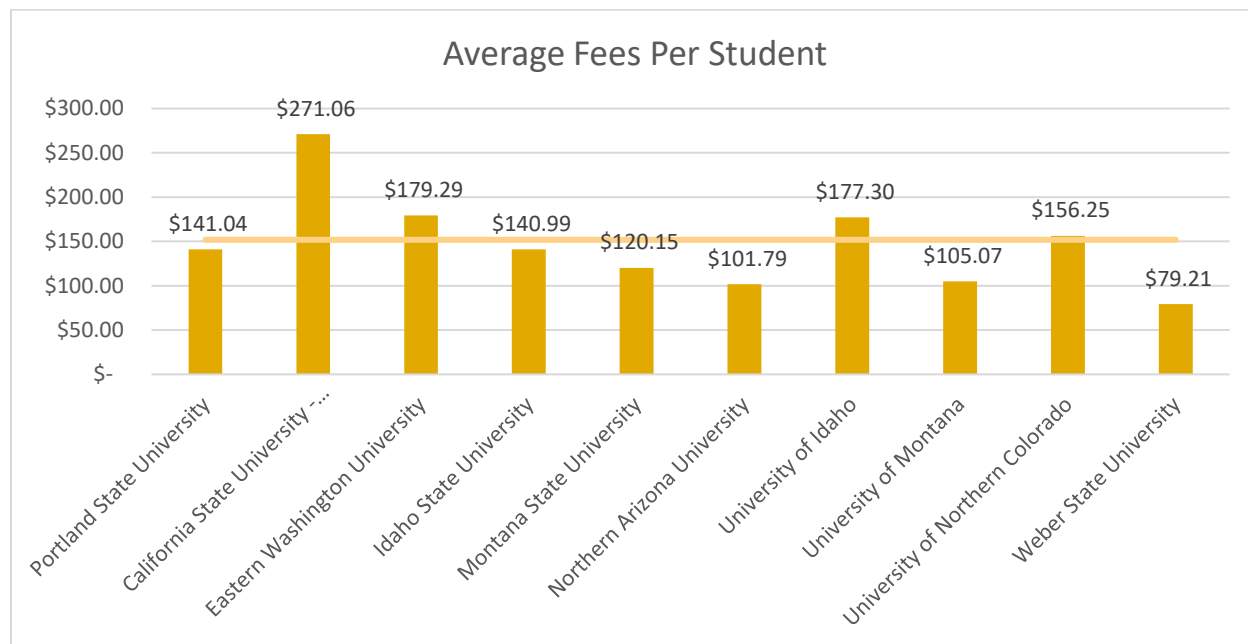


The average Big Sky institution has an enrollment of 19,524 along with an average student fee of \$2.9 million. This means that the average Big Sky student pays \$147.21 in student fees that go toward athletics.

When comparing Portland State to this average, it has a significantly higher enrollment than the average and ranks fourth in the conference. Although its total student fees number is second highest in the conference, PSU's large student population means that most students pay only \$141.04 in student fees towards athletics. This ranks fifth in the conference and is below average.

Big Sky Conference - Student Fees				
Institution	Year	Student Fees	Total Enrollment	Average Per Student
Portland State University	2019	\$ 3,669,903	26,021	\$ 141.04
California State University - Sacramento	2019	\$ 8,671,820	31,992	\$ 271.06
Eastern Washington University	2019	\$ 2,225,000	12,410	\$ 179.29
Idaho State University	2019	\$ 1,748,524	12,402	\$ 140.99
Montana State University	2019	\$ 2,005,477	16,692	\$ 120.15
Northern Arizona University	2019	\$ 3,128,161	30,733	\$ 101.79
University of Idaho	2019	\$ 2,114,438	11,926	\$ 177.30
University of Montana	2019	\$ 1,101,920	10,487	\$ 105.07
University of Northern Colorado	2019	\$ 2,020,321	12,930	\$ 156.25
Weber State University	2019	\$ 2,347,955	29,644	\$ 79.21
Average (Mean)		\$ 2,903,352	19,524	\$ 147.21
Average (Median)		\$ 2,169,719	14,811	\$ 141.01
Rank		2	4	5

California State University-Sacramento ranks the highest in all categories. The University of Montana has the lowest enrollment but does not have any student fee data available. Weber State has the lowest average per student, with most students only paying \$79.21 in student fees towards athletics.



BIG SKY CONFERENCE – REVENUE: SPORTS CAMPS

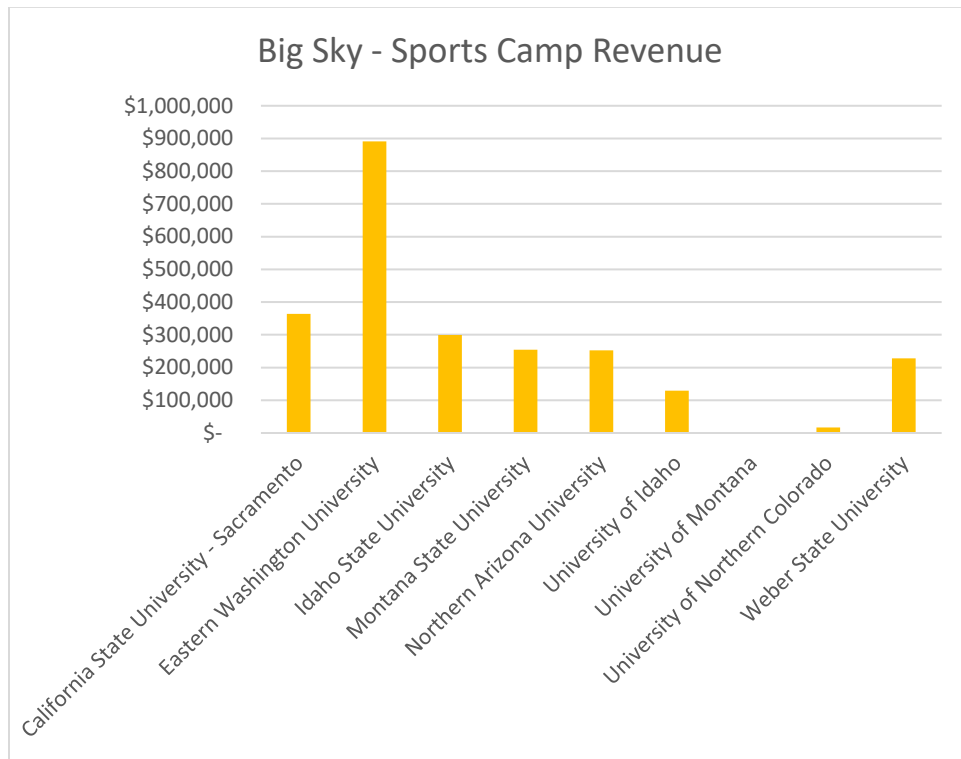
Collegiate Consulting gathered information on sports camp revenues within the Big Sky to help Portland State better understand where other member-institutions are generating revenue.

The average Big Sky institution earned \$304,362 in camp revenue. This average is heavily influenced by the \$891,116 coming from Eastern Washington University. The median average tells a more accurate story of the conference at \$253,373.

Portland State and Montana are the only institutions that do not generate camp revenue. Montana generates \$8.36 million more in total revenue than Portland State.

Eastern Washington University generates the most camp revenue and the highest percentage. The University of Northern Colorado generates the least camp revenue at \$16,840, which only makes up 0.1% of its overall revenue.

Big Sky - Sports Camp Revenue				
Institution	Year	Sports Camp Revenues	Total Operating Revenues	Percentage of Total
Portland State University	2019		\$ 14,987,694	
California State University - Sacramento	2019	\$ 364,132	\$ 31,025,741	1.17%
Eastern Washington University	2019	\$ 891,116	\$ 18,409,766	4.84%
Idaho State University	2019	\$ 299,060	\$ 13,164,723	2.27%
Montana State University	2019	\$ 254,421	\$ 23,181,126	1.10%
Northern Arizona University	2019	\$ 252,325	\$ 23,829,909	1.06%
University of Idaho	2019	\$ 129,222	\$ 19,200,033	0.67%
University of Montana	2019		\$ 23,350,166	
University of Northern Colorado	2019	\$ 16,840	\$ 17,597,863	0.10%
Weber State University	2019	\$ 227,780	\$ 15,038,281	1.51%
Average (Mean)		\$ 304,362	\$ 19,978,530	1.52%
Average (Median)		\$ 253,373	\$ 18,804,900	1.35%
Rank		NA	9	NA



TOP 25 PUBLIC FCS INSTITUTIONS – INSTITUTIONAL SUPPORT V. TOTAL INSTITUTIONAL EXPENSES

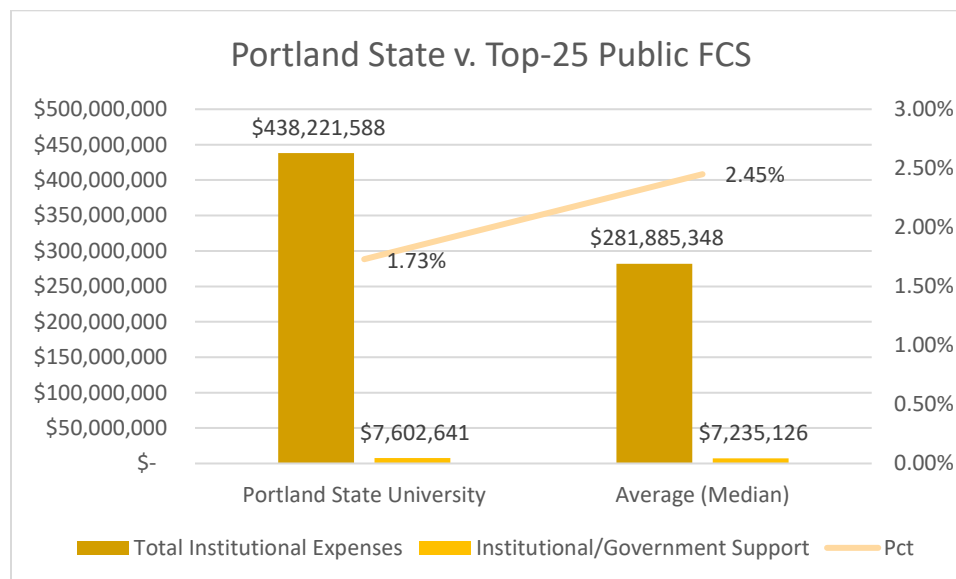
Collegiate Consulting gathered information for the top 25 public FCS institutions that would best serve as peers for Portland State. This is to help Portland State understand how it stacks up with the most competitive peer-schools in the nation.

When looking at the median average, the top 25 spend \$281.9 million on total institutional expenses. Of this, a median average of \$7.24 million, or 2.45%, is allocated to athletics. Portland State is well above average and ranks fourth on total institutional expenses but is well below average and ranks 16th on the percentage allocated to athletics.

Southern Illinois University-Carbondale spends the most in terms of total institutional expenses at \$623 million; of this, 1.03% is allocated to athletics.

California State-Sacramento has a similar total institutional expenses number to PSU but allocates more than double the percentage to athletics (4.17%).

James Madison allocates the lowest amount to athletics at just \$509,359 or 0.14%. JMU is one of five institutions that allocates a lower percentage to athletics than Portland State University.



Top 25 Public FCS Institutions - Institutional Support v. Total Institutional Expenses (FY2019)			
Institution	Total Institutional Expenses	Institutional/Government Support	Pct
Portland State University	\$ 438,221,588	\$ 7,602,641	1.73%
North Dakota State University	\$ 373,785,105	\$ 6,736,004	1.80%
James Madison University	\$ 359,258,703	\$ 509,359	0.14%
Weber State University	\$ 223,841,742	\$ 7,394,100	3.30%
Montana State University	\$ 410,675,938	\$ 9,677,073	2.35%
University of Northern Iowa	\$ 203,175,560	\$ 7,779,543	3.83%
Illinois State University	\$ 399,143,136	\$ 9,791,861	2.45%
Austin Peay State University	\$ 153,012,207	\$ 8,759,916	5.72%
California State Sacramento	\$ 442,852,925	\$ 18,463,686	4.17%
University of Montana	\$ 281,885,348	\$ 6,885,199	2.44%
South Dakota State University	\$ 269,960,340	\$ 7,235,126	2.68%
Nicholls State University	\$ 62,447,788	\$ 2,819,694	4.52%
University of Central Arkansas	\$ 162,554,032	\$ 5,091,109	3.13%
Kennesaw State University	\$ 405,229,169	\$ 6,368,080	1.57%
University at Albany	\$ 495,431,950	\$ 10,894,410	2.20%
Southeastern Louisiana University	\$ 130,875,990	\$ 5,865,117	4.48%
North Carolina A&T University	\$ 222,910,166	\$ 3,197,937	1.43%
Southeast Missouri State University	\$ 142,544,379	\$ 8,597,567	6.03%
Towson University	\$ 285,478,162	\$ 10,483,603	3.67%
Southern Illinois University	\$ 623,284,788	\$ 6,434,147	1.03%
Florida A&M University	\$ 242,740,018	\$ -	0.0%
Average (Mean)	\$ 301,395,668	\$ 7,170,770	2.79%
Average (Median)	\$ 281,885,348	\$ 7,235,126	2.45%
Rank	4	9	16

Source: Knight Commission

FOOTBALL CHAMPIONSHIP SUBDIVISION – NCAA REVENUES & EXPENSES 2019

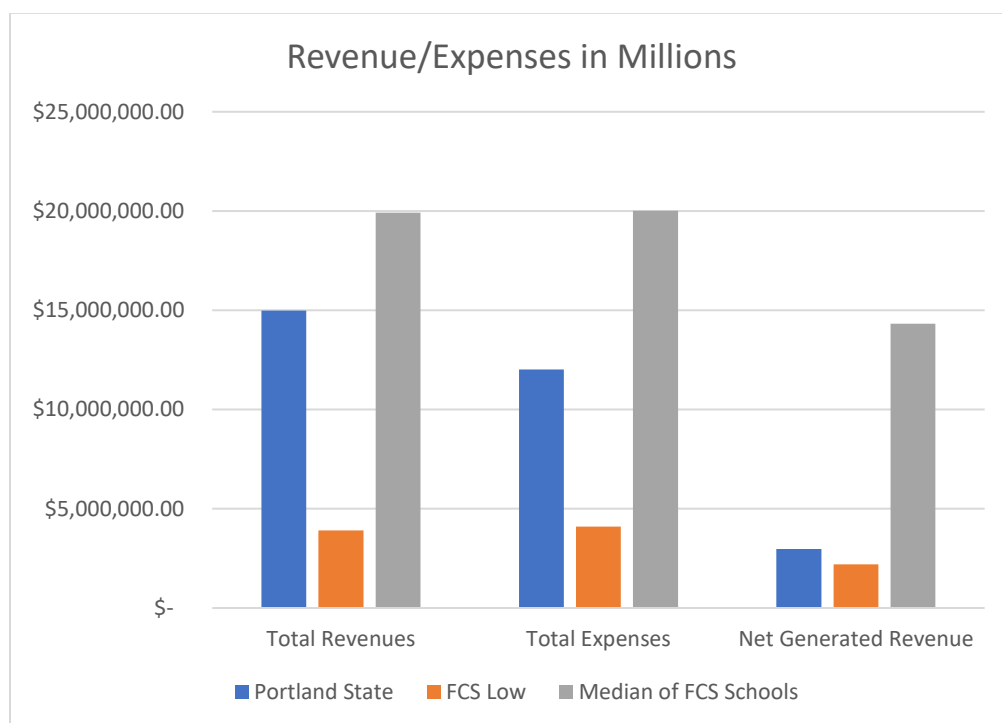
Data was collected from the NCAA Membership Financial Reporting System for fiscal years 2004-05 through 2018-19. Significant changes were made to the process beginning with the data collection in 2004-05 (for example, definitional changes, agreed-upon procedures...etc.), so previous data is not comparable. When the data is divided into quarters for this presentation, those quarters are based on each corresponding year's total expenses within each subdivision. In Division I, 351 schools provided data to the NCAA Membership Financial Reporting System.

The revenue generated came from ticket sales, NCAA and conference distributions, contributions from alumni and others, including:

- Guarantees and options
- Third-party support
- Concessions
- Broadcast rights
- Royalties/advertising/sponsorship
- Sports camps
- Endowment/investment income

Allocated support includes Student Activity Fees, Direct Government Support, Direct Institutional Support and Indirect Institutional Support. For median 2019 revenues and expenses for Divisions I schools (by subdivision), generated revenues in the FCS were \$4.74 million: \$1.4 million to \$40.1 million. Total revenues measured \$19.92 million: \$3.9 million to \$79.9 million. Portland State's total operating revenue is \$14.99 million, which sits only around \$5 million less than the average.

Total expenses averaged \$20 million: \$4.1 million to \$64.5 million. Portland State's total operating expenses are \$12.02 million. Finally, the net generated revenue median was \$14.32 million: \$2.2 million to \$42.1 million – whereas it was \$2.97 million at Portland State.



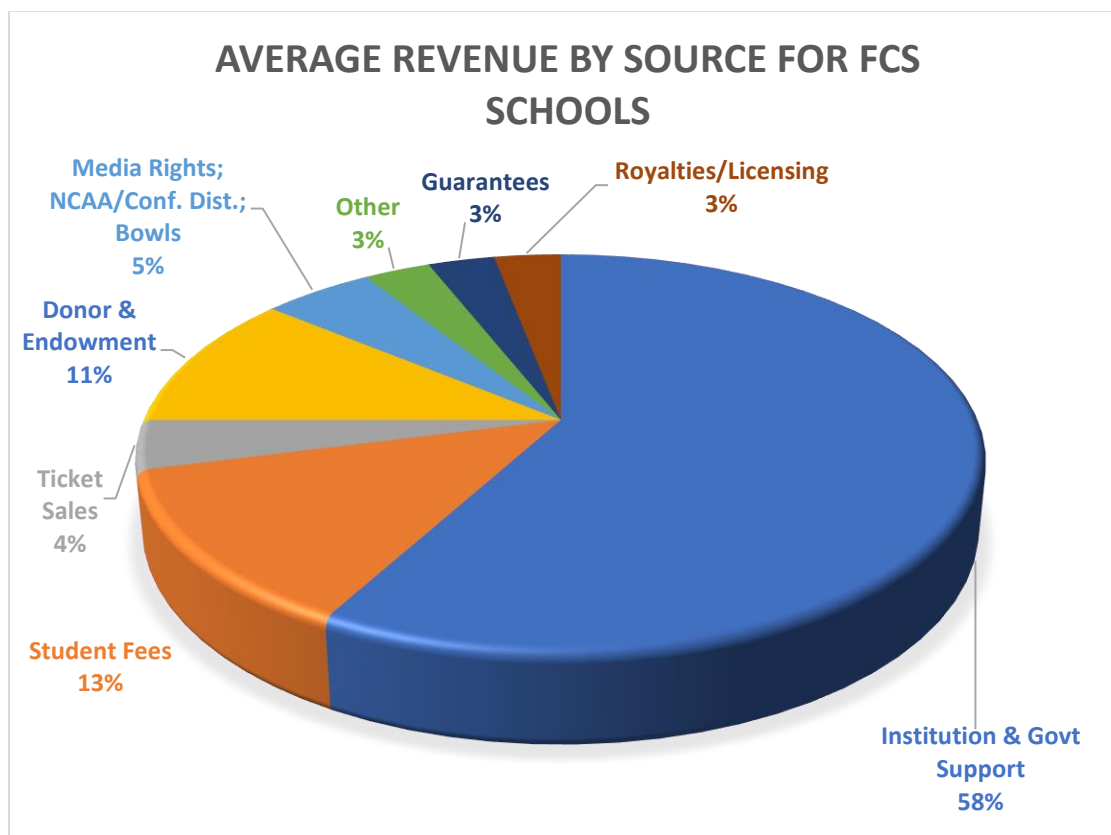
Large disparities were seen in both revenues and expenses across FCS schools. Expenses ranged from approximately \$4.1 million to \$64.5 million, and generated revenues ranged from \$1.4 million to \$40.1 million.

The median generated revenues decreased by 4.0% from 2018 (after a 12.3% increase from 2016 to 2017), while the median total expenses increased by 6.8%. Generated revenues did not exceed expenses for any school in 2019. The median negative net generated revenue for FCS schools is approximately \$14.3 million. This net result ranged from a loss of about \$2.2 million to more than \$42.1 million.

Sources of Revenue

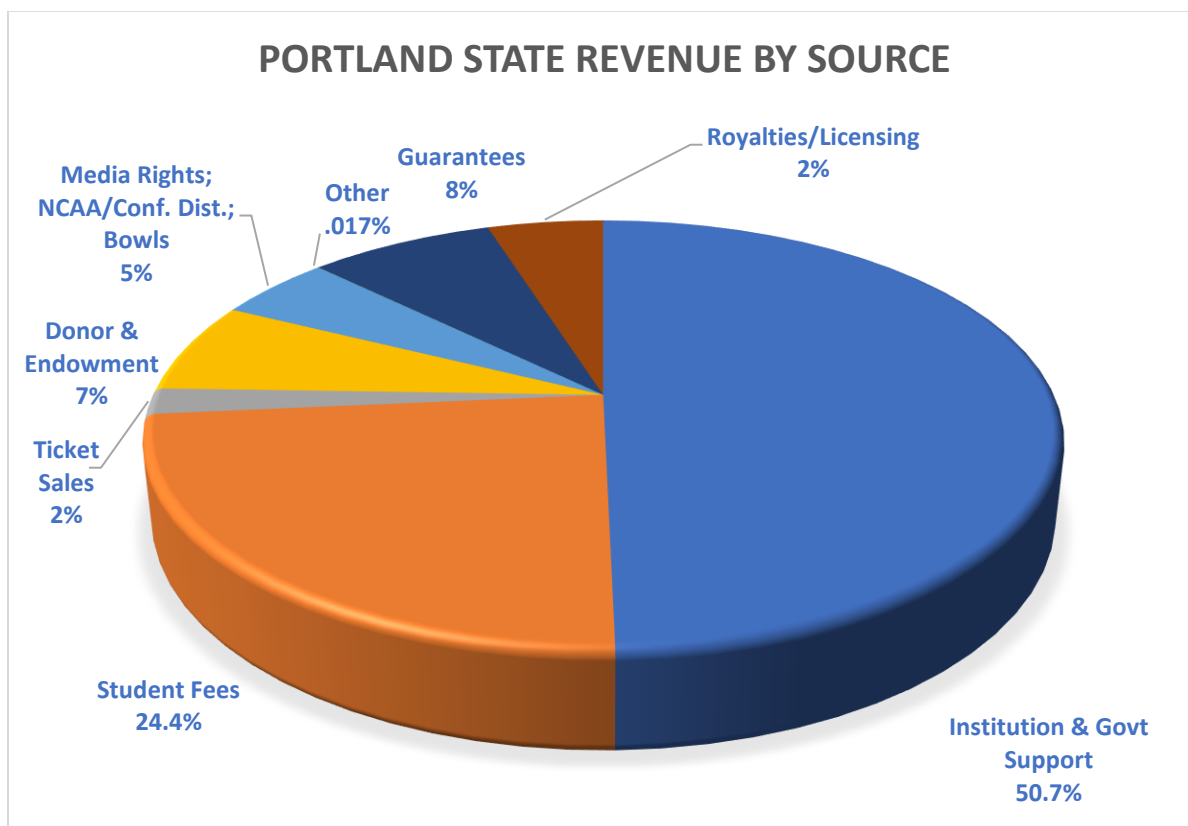
Revenue resources vary across subdivisions in Division I. Generated revenues accounted for 29% for FCS schools, and 24% for all Division I institutions. For the other three groups, institution and government support is the largest revenue category: 38% for FBS schools, 58% for FCS and 62% for I-AAA schools.

For all FCS schools, student fees averaged 13%; donor contributions are 11% and ticket sales, media rights/bowl revenues/conference distributions and other revenues make up for the remaining 18%.



Of Portland State's total revenue, the allocation from institutional and government is the highest at \$7.6 million or 50.7%, mirroring the FCS average. Student fees account for the second-largest revenue source at \$3.67 million or 24.4% of PSU's athletic revenue.

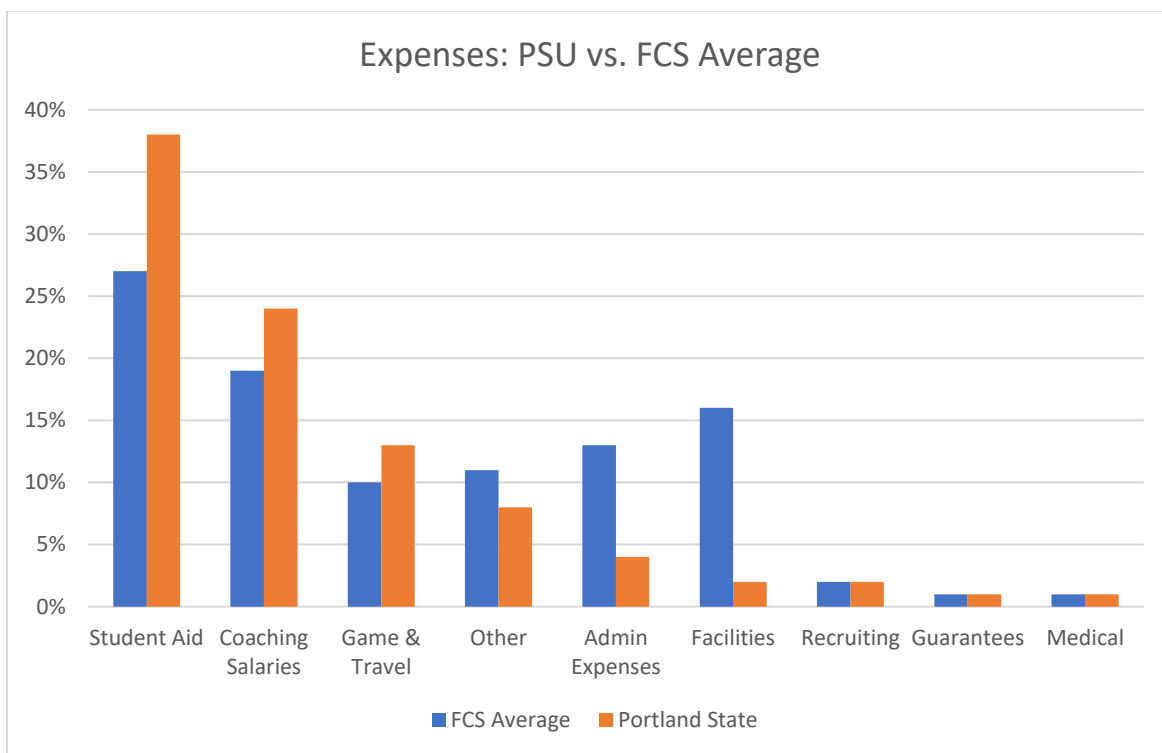
Donor contributions and endowment numbers drop significantly from the average at only \$1.08 million or 7%. Especially of note, the "other revenue" only totals \$26,398, making up 0.017% of total revenue.



Spending Allocations

Division I schools spent more than \$1 billion on student financial aid in 2019, which accounted for approximately 13% of total athletics spending. Athletics aid accounted for 19% of athletics spending among FBS schools, and about 27% of both FCS and I-AAA schools. Both FCS and the I-AAA schools spent their highest percentage of athletics expenses on student financial aid, accounting for 27% of spending in each subdivision in 2019. Recruiting, medical and guarantee expenses all averaged in single digits: 2%, 1% and 1%, respectively.

For Portland State, student athletic aid is also the largest expense at \$4.59 million. The reported administrative costs are significantly lower than the FCS school average at \$482,378 or 4%. Facilities, as well, are drastically lower as a Portland State expense – \$299,222 (2%). The bottom three of recruiting, medical and guarantees are right in line with the national averages. For the purpose of this analysis, memberships/dues, non-travel athlete meals and fundraising is rolled into “other expenses,” which totals \$960,190, or 8%, still under the median.



Summary of 2005-2019 FCS and Division I Subdivision Trend Data

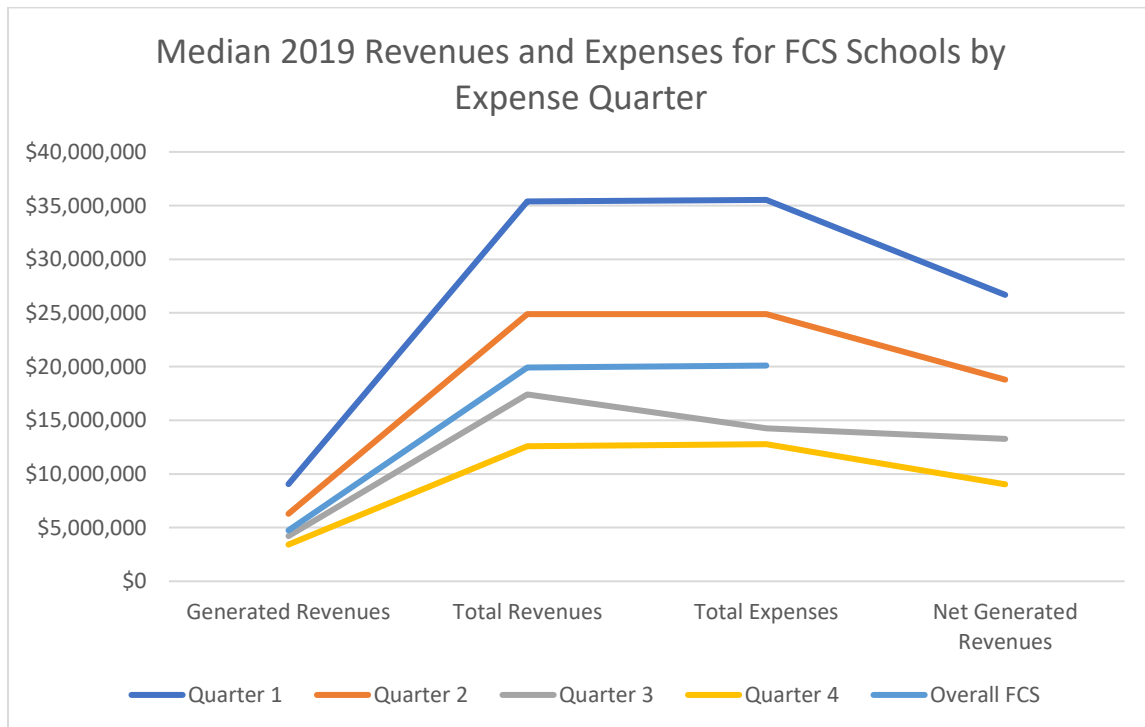
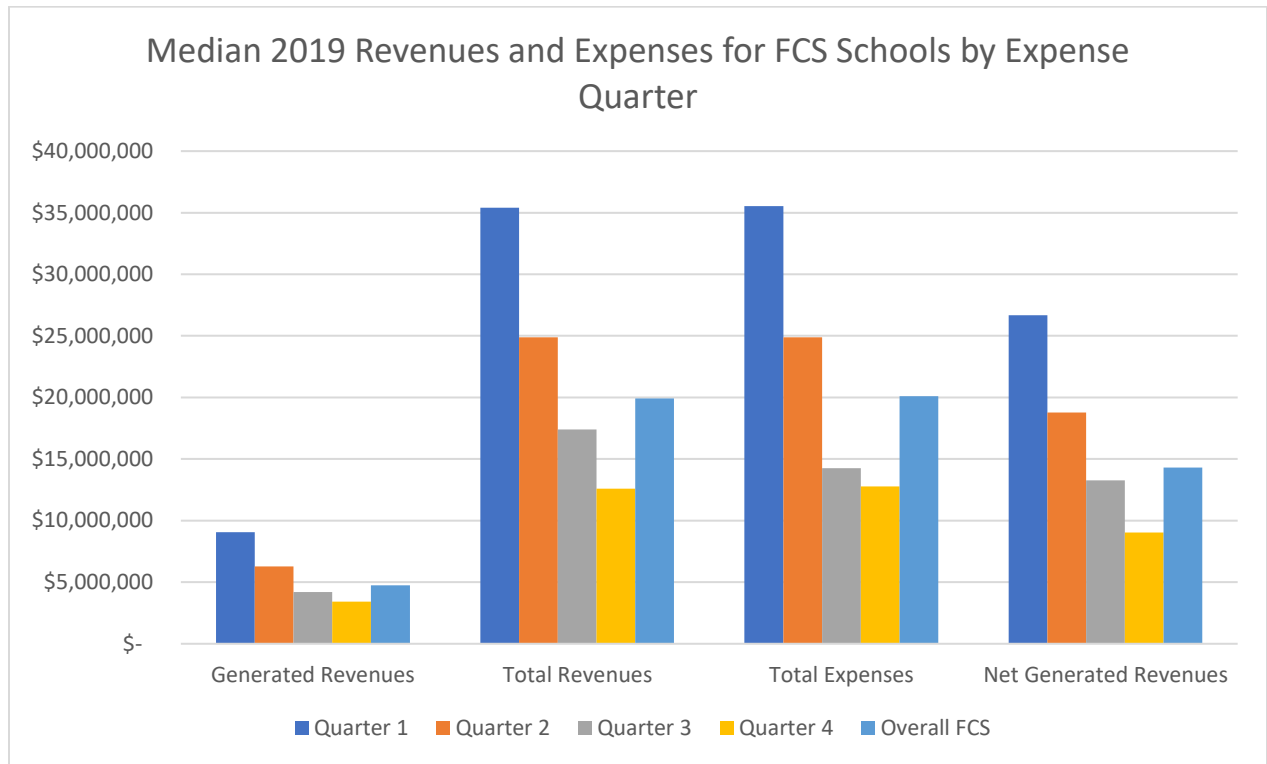
Over the 15-year period, median generated revenues for FCS schools grew by 114%. Median total expenses grew by 130%. From 2015 to 2019, median generated revenues increased by 15% and median total expenses increased by 24%.

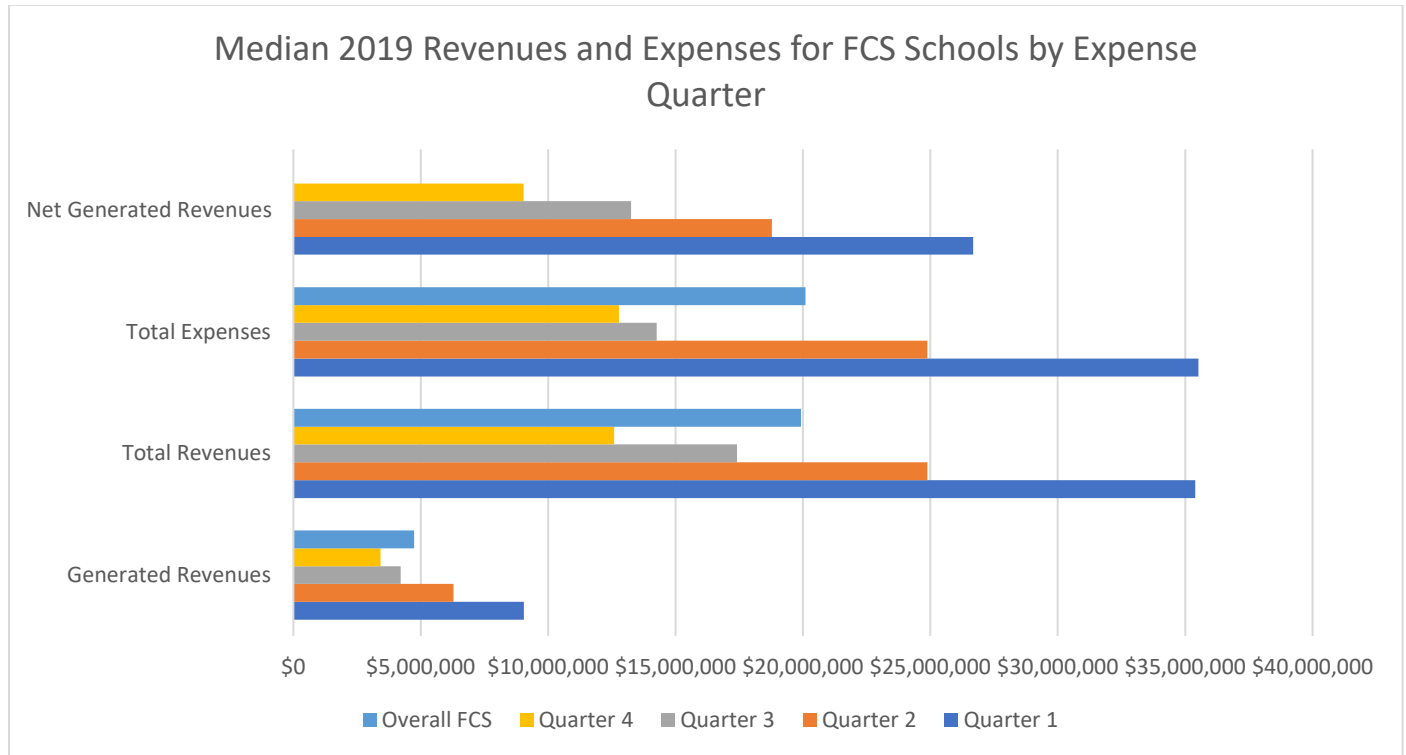
Among Division I schools, median generated revenues grew by 120% over the 15-year period. During this same time, median total expenses grew by 130%. During the most recent five-year period, median generated revenues increased 16% and median total expenses increased by 21%.

Summary of 2005-2019 FCS Dashboard Indicator Trend Data

The median FCS school is approximately 27% self-sufficient. Coaches' compensation as a proportion of total expenses has remained relatively steady at 18.5% in the most recent year. Total compensation as a proportion of total expenses also has dropped at the FCS level and is now at about 31.5% — the lowest of the subdivisions. The median ratio of athletics expenses to institutional expenses has grown from 5.5% to just under 8% during this period. FCS schools have the highest such ratio of the three subdivisions, but the most recent year did show a slight decline. In the years from 2005-08, athletics expenses were growing at rates that were 3% higher than institutional expenses. While the rate has slowed in the past few years, the rate is about 1% higher than institutional expenses in the most

recent year.





PRO FORMA – DIVISION I REVENUE

Overview

When developing the revenue pro forma, Collegiate Consulting utilized a combination of the *Athletic Projections* document developed by the CFO and the *2020 NCAA Financial Report*. In FY2020, PSU generated \$14.2 million in revenue, and needed to utilize \$1.09 million in reserves to balance an expenditure budget of \$15.3 million.

Over the course of six years, Collegiate Consulting projects a \$2.3 million, or 15%, increase to total revenue. A \$881,346 increase was projected for direct institutional support over six years. Admissions has projected an annual drop in enrollment of 2.5%, thus leading to a nearly \$800,000 decline in student athletic fees by FY26; however for purposes of our study, we kept student athletic fees at a flat \$3.1 million. The institution projects monies from the state lottery to remain flat at \$1 million per annum.

The largest percentage increase is projected in ticket revenue and advancement. Ticket revenue would increase by 143%, or \$382,640, increase and advancement by 186% increase in advancement revenue to \$2.2 million by FY2026. Overall, institutional and student fee support would be reduced from 66% of the current budget to 60% over the course of six years.

The external revenue goals are aggressive, but multiple stakeholders have stated they are achievable if there is a focus and commitment. Our interviews and data collection have clearly indicated that there hasn't been formal planning developed or implemented for ticket sales, corporate sales and advancement in at least the past five plus years.

Pro Forma Summary - Revenue							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 3,115,627	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Direct Institutional Support	\$ 6,618,654	\$ 6,826,433	\$ 6,997,094	\$ 7,600,000	\$ 7,400,000	\$ 7,450,000	\$ 7,500,000
Ticket Revenue	\$ 268,106	\$ -	\$ 360,435	\$ 429,064	\$ 496,043	\$ 568,107	\$ 650,746
Game Guarantee	\$ 1,313,500	\$ -	\$ 1,430,000	\$ 1,530,000	\$ 1,530,000	\$ 1,530,000	\$ 1,530,000
Program Revenue	\$ 1,088,151	\$ 1,107,961	\$ 1,482,268	\$ 2,086,236	\$ 2,410,323	\$ 2,684,532	\$ 2,962,868
NCAA/Conference	\$ 579,357	\$ 480,000	\$ 608,325	\$ 684,365	\$ 769,911	\$ 866,150	\$ 974,419
Reserves	\$ 1,098,816	\$ 3,315,083	\$ 1,675,391	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 15,346,660	\$ 16,035,318	\$ 16,669,139	\$ 16,445,292	\$ 16,706,277	\$ 17,198,789	\$ 17,718,033

Institutional Support

In 2019-20, three streams of institutional support revenue totaled to \$10.9 million and 72% of the athletic budget. The Oregon lottery generated 6%,

student athletic fees generated 23% and direct institutional support generated the most at 43%.

By 2025-26, Collegiate Consulting projects an increase of \$881,346 to institutional support revenue; with student athletic fees theoretically remaining at \$3.1 million and the lottery funds remaining at \$1 million per annum.

Institutional Support	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 3,115,627	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000
Direct Institutional Support	\$ 6,618,654	\$ 6,826,433	\$ 6,997,094	\$ 7,600,000	\$ 7,400,000	\$ 7,450,000	\$ 7,500,000
TOTAL	\$ 10,998,730	\$ 11,132,274	\$ 11,112,721	\$ 11,715,627	\$ 11,500,000	\$ 11,550,000	\$ 11,600,000

Ticket Revenue

In 2019-20, Portland State generated \$268,106 in ticket revenue, with most of this coming from football (49%) and men's basketball (39%). After a year of no ticket sales due to COVID-19, Collegiate Consulting projects ticket revenue to be up to \$360,435.

It will be critical for football and men's basketball to significantly increase ticket revenue and attendance. A common theme was the lack of marketing effort by athletics to sell tickets, especially when the Viking Pavilion opened. Collegiate Consulting has developed an aggressive sales goal, which will be supported by PSU outsourcing ticket rights to the Aspire Group.

Ticket Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Basketball	\$ 105,366	\$ -	\$ 131,708	\$ 151,464	\$ 174,183	\$ 200,311	\$ 230,357
Women's Basketball	\$ 24,548	\$ -	\$ 30,685	\$ 33,754	\$ 37,129	\$ 40,842	\$ 44,926
Football	\$ 131,758	\$ -	\$ 190,000	\$ 235,000	\$ 275,000	\$ 316,250	\$ 363,688
Women's Volleyball	\$ 6,434	\$ -	\$ 8,043	\$ 8,847	\$ 9,731	\$ 10,705	\$ 11,775
TOTAL	\$ 268,106	\$ -	\$ 360,435	\$ 429,064	\$ 496,043	\$ 568,107	\$ 650,746

Game Guarantee

In 2019-20, Portland State generated \$1.3 million in game guarantee revenue, with 72% of this coming from football. After a year of no game guarantees, Collegiate Consulting projects that men's basketball and football will need to continue aggressively scheduling guarantee games with a \$400,000 annual goal for men's basketball and \$1.1 million for football.

Game Guarantees	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Basketball	345,000	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Women's Basketball	18,500	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Football	950,000	\$ -	\$ 1,000,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Total Ticket Revenue	\$ 1,313,500	\$ -	\$ 1,430,000	\$ 1,530,000	\$ 1,530,000	\$ 1,530,000	\$ 1,530,000

Program Revenue

In 2019-20, Portland State was generating \$1.08 million in program revenue. Of this, \$803,476, or 74%, is coming from fundraising. By 2025-26, Collegiate Consulting projects a \$1.8 million, or 172%, increase in program revenue.

The largest increase comes from corporate sponsorships with a 222% increase. The aggressive number was developed thru the sales goals provided by Peak Sports, which takes over corporate sales for PSU athletics. At \$515,000 in 2025-26, corporate sponsorships would make up 26% of the total revenue. In addition, fundraising also sees a 186% jump in five years, putting 2025-26 at \$2.2 million, this was based on feedback from AFC members. The aggressive increase is also due to the recommendation to hire an athletic director with a strong fundraising background and hiring a second development officer focused on athletics and annual giving.

Program Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Corporate Sponsorship	\$ 160,000	\$ 160,000	\$ 250,000	\$ 300,000	\$ 370,000	\$ 450,000	\$ 515,000
Fundraising	\$ 803,476	\$ 819,546	\$ 1,100,000	\$ 1,650,000	\$ 1,900,000	\$ 2,090,000	\$ 2,299,000
Royalty, Licensing, Endow	\$ 124,675	\$ 128,415	\$ 132,268	\$ 136,236	\$ 140,323	\$ 144,532	\$ 148,868
TOTAL	\$ 1,088,151	\$ 1,107,961	\$ 1,482,268	\$ 2,086,236	\$ 2,410,323	\$ 2,684,532	\$ 2,962,868

NCAA Revenue

Collegiate Consulting projects that NCAA revenue will slowly start to increase to match 2017 and 2018 NCAA revenue of \$1 million.

NCAA/Conference	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
NCAA - Income	\$ 579,357	\$ 480,000	\$ 608,325	\$ 684,365	\$ 769,911	\$ 866,150	\$ 974,419
TOTAL	\$ 579,357	\$ 480,000	\$ 608,325	\$ 684,365	\$ 769,911	\$ 866,150	\$ 974,419

PRO FORMA – DIVISION I EXPENSES

Collegiate Consulting developed a six-year pro forma, utilizing PSU's 2020 NCAA Financial Report to build out the subsequent years. Portland State spent a total of \$15.3 million on athletics in 2019-20. The largest part of this budget comes from scholarships and sports operations. Together, these two line items make up 58% of athletic expenses.

By the end of the six-year pro forma, Collegiate Consulting projects a \$2.1 million, or 14%, increase in total athletic expenses. The largest increase of \$919,000, or 49%, comes from administrative salaries, which is primarily due to a recommended five new full-time hires and increase in director of

athletics salary to the Big Sky average.

Pro Forma Summary - Expenses							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Scholarships	\$ 5,303,464	\$ 5,306,571	\$ 5,459,123	\$ 5,134,594	\$ 5,235,286	\$ 5,337,991	\$ 5,442,751
Sports Operations	\$ 3,581,821	\$ 3,868,340	\$ 3,806,558	\$ 3,938,897	\$ 3,913,613	\$ 4,049,606	\$ 4,024,844
Administrative Operations	\$ 1,876,095	\$ 1,907,933	\$ 1,940,366	\$ 1,973,408	\$ 2,007,069	\$ 2,041,362	\$ 2,076,299
Administrative Salaries	\$ 1,877,742	\$ 2,163,888	\$ 2,478,982	\$ 2,637,957	\$ 2,689,854	\$ 2,742,790	\$ 2,796,784
Coaching Salaries	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 2,853,859	\$ 2,910,936	\$ 2,969,155	\$ 3,028,538
TOTAL EXPENSE	\$ 15,346,660	\$ 16,035,317	\$ 16,482,931	\$ 16,538,714	\$ 16,756,758	\$ 17,140,904	\$ 17,369,216

Scholarships

When comparing Portland State to the Big Sky, the men's sports programs currently rank last in the conference in terms of scholarship allocation. The men's basketball team and the football team are in the top third of the conference and are near the NCAA maximum. For tennis and cross country/track and field, they rank in the bottom third in the conference.

Within the scholarship pro forma, Collegiate Consulting does not project an increase in scholarships. Due to the need for costs containment, cross country/track and field and tennis were slightly reduced. In addition, the per-scholarship allocation for men's and women's basketball was reduced to \$35,203 by FY2023, currently both programs spend \$40,000+ per scholarship.

As far as women's sports, Portland State currently sits higher in the conference, with most of its sports sitting in the top half of the conference. Collegiate Consulting anticipates the biggest jump within women's basketball, moving the scholarships from 12.7 to 14. When comparing 2019-2020 to 2025-26, women's scholarships has a slight decrease of 0.35 scholarships. Similar to the men's programs, slight decreases are predicted for the tennis and cross country/track and field.

Collegiate Consulting projected a 2% annual increase in cost of attendance, with total expenditures increasing from \$5.3 million to \$5.4 million in FY2026.

Scholarships	DI NCAA Max	2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26	
		EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET
Men's Sports															
Basketball	13.00	12.67	\$ 600,740	13.00	\$ 600,740	13.00	\$ 641,289	13.00	\$ 457,639	13.00	\$ 466,792	13.00	\$ 476,128	13.00	\$ 485,650
Football	63.00	62.99	\$ 2,089,539	63.00	\$ 2,089,539	63.00	\$ 2,174,302	63.00	\$ 2,217,788	63.00	\$ 2,262,143	63.00	\$ 2,307,386	63.00	\$ 2,353,534
Tennis	4.50	2.73	\$ 116,628	2.73	\$ 116,628	2.50	\$ 111,117	2.50	\$ 80,000	2.50	\$ 81,600	2.50	\$ 83,232	2.50	\$ 84,897
XC/T&F	12.60	2.32	\$ 84,033	2.32	\$ 84,033	2.00	\$ 75,369	2.00	\$ 56,832	2.00	\$ 57,969	2.00	\$ 59,128	2.00	\$ 60,311
Men's Total	93.10	80.71	\$ 2,890,940	81.05	\$ 2,890,940	80.50	\$ 3,002,076	80.50	\$ 2,812,259	80.50	\$ 2,868,504	80.50	\$ 2,925,874	80.50	\$ 2,984,391
Women's Sports															
Basketball	15.00	12.70	\$ 519,502	13.00	\$ 519,502	13.00	\$ 553,257	14.00	\$ 492,842	14.00	\$ 502,699	14.00	\$ 512,753	14.00	\$ 523,008
Golf	6.00	5.49	\$ 158,396	5.49	\$ 158,396	5.50	\$ 165,095	5.00	\$ 153,088	5.00	\$ 156,150	5.00	\$ 159,273	5.00	\$ 162,459
Soccer	14.00	13.99	\$ 439,149	14.00	\$ 439,149	14.00	\$ 457,217	14.00	\$ 466,362	14.00	\$ 475,689	14.00	\$ 485,203	14.00	\$ 494,907
Softball	12.00	11.85	\$ 305,179	12.00	\$ 305,179	12.00	\$ 321,527	12.00	\$ 327,958	12.00	\$ 334,517	12.00	\$ 341,207	12.00	\$ 348,032
Tennis	8.00	6.13	\$ 247,285	6.13	\$ 247,285	6.00	\$ 251,819	5.50	\$ 176,000	5.50	\$ 179,520	5.50	\$ 183,110	5.50	\$ 186,773
Volleyball	12.00	11.52	\$ 355,487	12.00	\$ 355,487	12.00	\$ 385,259	12.00	\$ 392,964	12.00	\$ 400,824	12.00	\$ 408,840	12.00	\$ 417,017
XC/T&F	18.00	8.67	\$ 232,158	8.67	\$ 232,158	8.00	\$ 222,872	7.50	\$ 213,121	7.50	\$ 217,383	7.50	\$ 221,731	7.50	\$ 226,166
Non-Team Allocated			\$ 155,368		\$ 158,475		\$ 100,000		\$ 100,000		\$ 100,000		\$ 100,000		\$ 100,000
Women's Total	85.00	70.35	\$ 2,412,524	71.29	\$ 2,415,631	70.50	\$ 2,457,047	70.00	\$ 2,322,335	70.00	\$ 2,366,782	70.00	\$ 2,412,117	70.00	\$ 2,458,360
Grand Total	178.10	151.06	\$ 5,303,464	152.34	\$ 5,306,571	151.00	\$ 5,459,123	150.50	\$ 5,134,594	150.50	\$ 5,235,286	150.50	\$ 5,337,991	150.50	\$ 5,442,751

Sports Operating

When comparing men's sports to the Big Sky, half of PSU's sport sit at the bottom of the conference. Portland State is the only institution that spends less than \$1 million on its football team. Within this pro forma, Collegiate Consulting shows an increase in the football budget to nearly \$1.4 million in 2025-26.

As far as women's sports, all but two programs sit in the top-half of the conference. Women's basketball is the only sport that sits at the bottom of the conference. By the year 2025-26, Collegiate Consulting anticipates Portland State to have increased its women's basketball budget by about \$70,000. Volleyball currently sits well above the conference average, the pro forma show a decrease in budget to align better with the top half of the conference. Several of the women's programs, that rank in the top-third, had their operating budgets frozen or nominal increases in the pro forma.

For both men and women's operating budget, Collegiate Consulting projects a marginal increase across five years. When comparing 2019-20 to 2025-26, the total operating budget increases by \$443,023, or a 12% increase.

Sports Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Sports							
Basketball	\$ 590,491	\$ 637,108	\$ 649,850	\$ 662,847	\$ 676,104	\$ 689,626	\$ 703,419
Football	\$ 931,950	\$ 1,264,320	\$ 1,289,606	\$ 1,315,399	\$ 1,341,706	\$ 1,368,541	\$ 1,395,911
Tennis	\$ 104,775	\$ 80,269	\$ 80,000	\$ 80,400	\$ 80,802	\$ 81,206	\$ 81,612
XC/T&F	\$ 103,421	\$ 80,457	\$ 80,000	\$ 80,400	\$ 80,802	\$ 81,206	\$ 81,612
Women's Sports							
Basketball	\$ 370,357	\$ 399,181	\$ 407,165	\$ 415,308	\$ 423,614	\$ 432,086	\$ 440,728
Golf	\$ 132,971	\$ 128,171	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000
Soccer	\$ 239,571	\$ 319,723	\$ 244,362	\$ 326,117	\$ 249,250	\$ 332,640	\$ 254,235
Softball	\$ 340,775	\$ 322,404	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000
Tennis	\$ 175,715	\$ 153,583	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
XC/T&F	\$ 161,507	\$ 141,865	\$ 142,574	\$ 145,426	\$ 148,334	\$ 151,301	\$ 154,327
Volleyball	\$ 430,288	\$ 341,259	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000
Total Amount	\$ 3,581,821	\$ 3,868,340	\$ 3,806,558	\$ 3,938,897	\$ 3,913,613	\$ 4,049,606	\$ 4,024,844

Administrative Operations

In 2019-20, Portland State spend \$1.9 million on administrative operating expenses. Collegiate Consulting projects moderate increases over the six years. In total, the administrative operations spending will increase by slightly more than \$200,000 in the subsequent six years.

Administrative Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Administrative/Overhead	\$ 287,573	\$ 293,324	\$ 299,191	\$ 305,175	\$ 311,278	\$ 317,504	\$ 323,854
NCAA Annual Dues	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Big Sky/Conference Dues	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600
Marketing/Sponsorship	\$ 186,291	\$ 190,017	\$ 193,817	\$ 197,693	\$ 201,647	\$ 205,680	\$ 209,794
Peter Stott Center Operations	\$ 289,466	\$ 295,255	\$ 301,160	\$ 307,184	\$ 313,327	\$ 319,594	\$ 325,986
Training/Strength & Conditioning	\$ 240,844	\$ 245,661	\$ 250,574	\$ 255,586	\$ 260,697	\$ 265,911	\$ 271,229
Game Guarantees	\$ 42,500	\$ 43,350	\$ 44,217	\$ 45,101	\$ 46,003	\$ 46,923	\$ 47,862
Facility Debt	\$ 176,512	\$ 180,042	\$ 183,643	\$ 187,316	\$ 191,062	\$ 194,884	\$ 198,781
Medical/Insurance	\$ 128,229	\$ 130,794	\$ 133,409	\$ 136,078	\$ 138,799	\$ 141,575	\$ 144,407
Rally Squad	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
Spirit Group	\$ 21,359	\$ 21,786	\$ 22,222	\$ 22,666	\$ 23,120	\$ 23,582	\$ 24,054
Other	\$ 403,659	\$ 407,696	\$ 411,773	\$ 415,890	\$ 420,049	\$ 424,250	\$ 428,492
Total Operations	\$ 1,876,095	\$ 1,907,933	\$ 1,940,366	\$ 1,973,408	\$ 2,007,069	\$ 2,041,362	\$ 2,076,299

Administrative Salaries

Through Collegiate Consulting's interviews with Portland State, a common theme was the lack of staffing within the athletic administration. That being said, Collegiate Consulting shows a \$919,041, or 49% increase, to PSU administrative salaries by 2025-26.

Collegiate Consulting recommends nearly a \$100,000 jump in the director of athletics' salary in 2021-22, especially in light of the pending director of athletics search and a salary that is competitive within the Big Sky.

Collegiate Consulting recommends the addition of five administrative staff members over the course of the next five years.

ADMINISTRATIVE SALARIES							
Position	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Director of Athletics	\$ 176,665	\$ 180,198	\$ 275,000	\$ 280,500	\$ 286,110	\$ 291,832	\$ 297,669
BUSINESS OFFICE							
Business Manager	\$ 61,509	\$ 62,739	\$ 63,994	\$ 65,274	\$ 66,579	\$ 67,911	\$ 69,269
Fiscal Officer - PT	\$ 8,052	\$ 8,213	\$ 8,377	\$ 8,545	\$ 8,716	\$ 8,890	\$ 9,068
INTERNAL OPERATIONS							
Deputy AD - Internal Operations	\$ -	\$ -	\$ 110,000	\$ 112,200	\$ 114,444	\$ 116,733	\$ 119,068
Ass't AD - Facilities/Operations	\$ 45,749	\$ 49,908	\$ 50,906	\$ 51,924	\$ 52,963	\$ 54,022	\$ 55,102
Ass't Director - Facilities/Operations	\$ 33,000	\$ 33,660	\$ 34,333	\$ 35,020	\$ 35,720	\$ 36,435	\$ 37,163
Property Specialist	\$ 38,354	\$ 39,121	\$ 39,903	\$ 40,701	\$ 41,515	\$ 42,345	\$ 43,192
Student Workers - Operations	\$ 40,580	\$ 41,391	\$ 42,219	\$ 30,000	\$ 30,600	\$ 31,212	\$ 31,836
Student Workers - Facilities	\$ 11,709	\$ 11,943	\$ 12,182	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959
Student Workers - Equipment Room	\$ 3,024	\$ 3,085	\$ 3,146	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653
EXTERNAL OPERATIONS							
Assoc AD - Sales & Mktg	\$ 61,800	\$ 63,036	\$ 64,297	\$ 65,583	\$ 66,894	\$ 68,232	\$ 69,597
Ass't AD - Fundraising/Annual Fund	\$ -	\$ -	\$ -	\$ 70,000	\$ 71,400	\$ 72,828	\$ 74,285
Director, Mkt & Creative Services	\$ 43,599	\$ 44,471	\$ 45,360	\$ 46,268	\$ 47,193	\$ 48,137	\$ 49,100
Director, Game Production/Fan Experience	\$ 32,453	\$ 41,004	\$ 41,824	\$ 42,661	\$ 43,514	\$ 44,384	\$ 45,272
Director, Events	\$ 24,436	\$ 43,599	\$ 44,471	\$ 45,360	\$ 46,268	\$ 47,193	\$ 48,137
Student Workers	\$ 31,467	\$ 32,096	\$ 32,738	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
MEDIA RELATIONS							
Assoc AD - Media Relations	\$ 66,396	\$ 67,724	\$ 69,078	\$ 70,460	\$ 71,869	\$ 73,307	\$ 74,773
Ass't - Media Relations Dir.	\$ 38,022	\$ 43,422	\$ 44,290	\$ 45,176	\$ 46,080	\$ 47,001	\$ 47,941
Student Workers	\$ 57,010	\$ 58,150	\$ 59,313	\$ 30,000	\$ 30,600	\$ 31,212	\$ 31,836
COMPLIANCE/ACADEMICS							
Assoc AD - Compliance/SWA	\$ 65,283	\$ 66,589	\$ 67,920	\$ 69,279	\$ 70,664	\$ 72,078	\$ 73,519
Assoc AD - Academics	\$ 41,518	\$ 79,383	\$ 80,971	\$ 82,590	\$ 84,242	\$ 85,927	\$ 87,645
Ass't AD - Academics	\$ 52,000	\$ 53,040	\$ 54,101	\$ 55,183	\$ 56,286	\$ 57,412	\$ 58,560
Compliance Coordinator	\$ 42,000	\$ 42,840	\$ 43,697	\$ 44,571	\$ 45,462	\$ 46,371	\$ 47,299
Compliance/NIL Coordinator	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754
Academic Advisor	\$ 44,797	\$ 45,693	\$ 46,607	\$ 47,539	\$ 48,490	\$ 49,460	\$ 50,449
Academic Advisor	\$ 48,074	\$ 49,035	\$ 50,016	\$ 51,017	\$ 52,037	\$ 53,078	\$ 54,139
Academic/Compliance - GA	\$ 6,552	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725
Student Workers	\$ 6,885	\$ 7,022	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
ATHLETIC TRAINING							
Director - Sports Medicine	\$ 60,840	\$ 73,080	\$ 74,542	\$ 76,032	\$ 77,553	\$ 79,104	\$ 80,686
Ass't Dir - Sports Medicine	\$ 35,047	\$ 54,486	\$ 55,576	\$ 56,687	\$ 57,821	\$ 58,977	\$ 60,157
Assistant Athletic Trainer	\$ 22,554	\$ 45,498	\$ 46,408	\$ 47,336	\$ 48,283	\$ 49,248	\$ 50,233
Assistant Athletic Trainer	\$ 30,279	\$ 42,168	\$ 43,011	\$ 43,872	\$ 44,749	\$ 45,644	\$ 46,557
Assistant Athletic Trainer	\$ -	\$ -	\$ -	\$ 42,000	\$ 42,840	\$ 43,697	\$ 44,571
Athletic Trainer - GA	\$ 10,483	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725
Student Athletic Trainers	\$ 44,369	\$ 45,257	\$ 46,162	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
STRENGTH & CONDITIONING							
Director, Strength & Conditioning	\$ 53,094	\$ 54,156	\$ 55,239	\$ 56,344	\$ 57,471	\$ 58,620	\$ 59,792
Ass't Dir., Strength & Conditioning	\$ 30,261	\$ 33,012	\$ 33,672	\$ 34,346	\$ 35,033	\$ 35,733	\$ 36,448
Ass't Dir., Strength & Conditioning	\$ -	\$ -	\$ -	\$ 32,500	\$ 33,150	\$ 33,813	\$ 34,489
Student - S&C	\$ 2,756	\$ 33,012	\$ 33,672	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918
TOTAL SALARY	\$ 1,370,615	\$ 1,579,481	\$ 1,809,476	\$ 1,925,516	\$ 1,963,397	\$ 2,002,036	\$ 2,041,448
BENEFITS	\$ 507,127	\$ 584,408	\$ 669,506	\$ 712,441	\$ 726,457	\$ 740,753	\$ 755,336
TOTAL SALARY + BENEFITS	\$ 1,877,742	\$ 2,163,888	\$ 2,478,982	\$ 2,637,957	\$ 2,689,854	\$ 2,742,790	\$ 2,796,784

Coaching Salaries

In terms of coaching salaries, Portland State spent \$1.9 million on coaching salaries. Collegiate Consulting does not recommend additional coaching hires and projects a \$321,001, or 11.8%, increase to coaching salaries and benefits by 2025-26.

COACHES' SALARIES							
Men's Sports	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BASKETBALL							
Head Coach	\$ 175,004	\$ 178,504	\$ 182,074	\$ 185,716	\$ 189,430	\$ 193,219	\$ 197,083
Assistant Coach	\$ 57,069	\$ 58,210	\$ 59,375	\$ 60,562	\$ 61,773	\$ 63,009	\$ 64,269
Assistant Coach	\$ 45,771	\$ 46,686	\$ 47,620	\$ 48,573	\$ 49,544	\$ 50,535	\$ 51,546
Assistant Coach	\$ 39,136	\$ 39,919	\$ 40,717	\$ 41,532	\$ 42,362	\$ 43,210	\$ 44,074
Student Support	\$ 32,472	\$ 33,121	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649
FOOTBALL							
Head Coach	\$ 205,000	\$ 209,100	\$ 213,282	\$ 217,548	\$ 221,899	\$ 226,337	\$ 230,863
Assoc Coach/DC	\$ 86,436	\$ 88,165	\$ 89,928	\$ 91,727	\$ 93,561	\$ 95,432	\$ 97,341
Assistant Coach/OL	\$ 64,080	\$ 65,362	\$ 66,669	\$ 68,002	\$ 69,362	\$ 70,749	\$ 72,164
Assistant Coach/LB	\$ 63,660	\$ 64,933	\$ 66,232	\$ 67,557	\$ 68,908	\$ 70,286	\$ 71,691
Assistant Coach/DB	\$ 52,803	\$ 53,859	\$ 54,936	\$ 56,035	\$ 57,156	\$ 58,299	\$ 59,465
Assistant Coach/QB	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434	\$ 58,583
Assistant Coach/OC-RB	\$ 40,008	\$ 40,808	\$ 41,624	\$ 42,457	\$ 43,306	\$ 44,172	\$ 45,056
Assistant Coach	\$ 33,407	\$ 34,075	\$ 34,756	\$ 35,452	\$ 36,161	\$ 36,884	\$ 37,621
Assistant Coach	\$ 36,019	\$ 36,739	\$ 37,474	\$ 38,223	\$ 38,988	\$ 39,767	\$ 40,563
Assistant Coach	\$ 21,596	\$ 22,028	\$ 22,468	\$ 22,917	\$ 23,376	\$ 23,843	\$ 24,320
Assistant Coach	\$ 18,873	\$ 19,250	\$ 19,635	\$ 20,028	\$ 20,429	\$ 20,837	\$ 21,254
Assistant Coach	\$ 8,150	\$ 8,313	\$ 8,479	\$ 8,648	\$ 8,821	\$ 8,998	\$ 9,178
Student Support	\$ 25,817	\$ 26,333	\$ 26,860	\$ 27,397	\$ 27,945	\$ 28,504	\$ 29,074
TENNIS							
Head Coach	\$ 34,054	\$ 41,004	\$ 41,824	\$ 42,661	\$ 43,514	\$ 44,384	\$ 45,272
WOMEN'S SPORTS							
BASKETBALL							
Head Coach	\$ 135,000	\$ 137,700	\$ 140,454	\$ 143,263	\$ 146,128	\$ 149,051	\$ 152,032
Assistant Coach	\$ 50,176	\$ 51,180	\$ 52,203	\$ 53,247	\$ 54,312	\$ 55,398	\$ 56,506
Assistant Coach	\$ 43,209	\$ 44,073	\$ 44,955	\$ 45,854	\$ 46,771	\$ 47,706	\$ 48,660
Associate Coach	\$ 40,167	\$ 40,970	\$ 41,790	\$ 42,626	\$ 43,478	\$ 44,348	\$ 45,235
Student Support	\$ 26,000	\$ 26,520	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918	\$ 16,236
GOLF							
Head Coach	\$ 51,177	\$ 52,201	\$ 53,245	\$ 54,309	\$ 55,396	\$ 56,504	\$ 57,634
SOCCER							
Head Coach	\$ 59,502	\$ 60,692	\$ 61,906	\$ 63,144	\$ 64,407	\$ 65,695	\$ 67,009
Assistant Coach	\$ 41,553	\$ 42,384	\$ 43,232	\$ 44,096	\$ 44,978	\$ 45,878	\$ 46,795
Student Support	\$ 8,771	\$ 8,946	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
SOFTBALL							
Head Coach	\$ 59,154	\$ 60,337	\$ 61,544	\$ 62,775	\$ 64,030	\$ 65,311	\$ 66,617
Assistant Coach	\$ 39,291	\$ 40,077	\$ 40,878	\$ 41,696	\$ 42,530	\$ 43,380	\$ 44,248
Assistant Coach	\$ 19,626	\$ 20,018	\$ 20,419	\$ 20,827	\$ 21,244	\$ 21,669	\$ 22,102
TENNIS							
Head Coach	\$ 34,133	\$ 43,008	\$ 43,868	\$ 44,746	\$ 45,640	\$ 46,553	\$ 47,484
VOLLEYBALL							
Head Coach	\$ 91,140	\$ 92,963	\$ 94,822	\$ 96,718	\$ 98,653	\$ 100,626	\$ 102,638
Assistant Coach	\$ 34,045	\$ 40,008	\$ 40,808	\$ 41,624	\$ 42,457	\$ 43,306	\$ 44,172
Assistant Coach	\$ 31,523	\$ 32,044	\$ 32,684	\$ 33,338	\$ 34,005	\$ 34,685	\$ 35,379
Student Support	\$ 8,603	\$ 8,775	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
COMBINED SPORTS							
TRACK & FIELD/XC							
Head Coach	\$ 54,276	\$ 55,362	\$ 56,469	\$ 57,598	\$ 58,750	\$ 59,925	\$ 61,124
Assistant Coach	\$ 40,323	\$ 41,129	\$ 41,952	\$ 42,791	\$ 43,647	\$ 44,520	\$ 45,410
SPIRIT SQUAD							
Student Support	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
TOTAL SALARY	\$ 1,976,305	\$ 2,035,464	\$ 2,042,264	\$ 2,083,109	\$ 2,124,771	\$ 2,167,266	\$ 2,210,612
BENEFITS (37%)	\$ 731,233	\$ 753,122	\$ 755,638	\$ 770,750	\$ 786,165	\$ 801,889	\$ 817,926
TOTAL SALARY + BENEFITS	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 2,853,859	\$ 2,910,936	\$ 2,969,155	\$ 3,028,538

PRO FORMA – DIVISION I WITHOUT FOOTBALL REVENUE

Collegiate Consulting created a revenue pro forma to explore the potential impacts to athletic revenue of contracting football. This pro forma was created by using Portland State's 2020 NCAA Reports as well as other documents provided to Collegiate Consulting.

In 2019-20, Portland State generated \$15.35 million in athletic revenue, with the largest amount coming from \$6.6 million in direct institutional support. Contracting football in 2023-24, revenue would be reduced to \$10.5 million.

Over the course of this pro forma, the game guarantee revenue takes the biggest hit with a loss of \$883,500, or a 67% decrease. Both program revenue and student athletic fees decrease by more than 50% as well.

Pro Forma Revenue Summary							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 2,975,424	\$ 1,785,254	\$ 1,749,549	\$ 1,714,558
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Direct Institutional Support	\$ 6,618,654	\$ 6,751,027	\$ 6,919,803	\$ 7,092,798	\$ 6,250,000	\$ 6,406,250	\$ 6,566,406
Ticket Revenue	\$ 268,106	\$ -	\$ 360,435	\$ 429,064	\$ 203,767	\$ 213,955	\$ 224,653
Game Guarantee	\$ 1,313,500	\$ -	\$ 1,430,000	\$ 1,530,000	\$ 430,000	\$ 430,000	\$ 430,000
Program Revenue	\$ 1,088,151	\$ 1,107,961	\$ 1,306,265	\$ 1,452,633	\$ 460,000	\$ 486,800	\$ 515,404
NCAA/Conference	\$ 579,357	\$ 480,000	\$ 608,325	\$ 684,365	\$ 461,946	\$ 519,689	\$ 584,650
Reserves	\$ 1,098,816	\$ 3,315,083	\$ 1,675,391	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 15,346,660	\$ 15,959,912	\$ 16,415,846	\$ 15,164,284	\$ 10,590,967	\$ 10,806,244	\$ 11,035,672

Institutional Support

In FY2020 Portland State athletics received nearly \$11 million in institutional support. In 2022-23, the year before dropping football, Collegiate Consulting projects Portland State to receive in excess of \$11 million.

The following year, institutional support would decrease by 18% or more than \$2 million. In this pro forma, the student athletic fee is project to decrease by \$1.79 million or 51%. Direct institution would initially see a 12% reduction or approximately \$840,000; by FY2026 this changes to a 7% differential/\$525,000 in relation to PSU's FY2023 direct institutional support.

Institutional Support	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 2,975,424	\$ 1,785,254	\$ 1,749,549	\$ 1,714,558
Direct Institutional Support	\$ 6,618,654	\$ 6,751,027	\$ 6,919,803	\$ 7,092,798	\$ 6,250,000	\$ 6,406,250	\$ 6,566,406
TOTAL	\$ 10,998,730	\$ 11,056,868	\$ 11,035,430	\$ 11,068,222	\$ 9,035,254	\$ 9,155,799	\$ 9,280,965

Ticket Revenue

In 2019-20, Portland State generated \$268,106 in ticket revenue. Of this, 49% was generated from football. When comparing 2019-20 to the first year without football, Portland State would lose \$64,339 in revenue. After the loss of football, men's basketball would be responsible for an average of 78% of ticket revenue.

It is our theory that the contraction would negatively impact men's basketball ticket sales due to the fact we believe the Aspire Group would likely terminate its ticket sales agreement without football.

Ticket Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Basketball	\$ 105,366	\$ -	\$ 131,708	\$ 151,464	\$ 159,037	\$ 166,989	\$ 175,338
Women's Basketball	\$ 24,548	\$ -	\$ 30,685	\$ 33,754	\$ 35,441	\$ 37,213	\$ 39,074
Football	\$ 131,758	\$ -	\$ 190,000	\$ 235,000	\$ -	\$ -	\$ -
Women's Volleyball	\$ 6,434	\$ -	\$ 8,043	\$ 8,847	\$ 9,289	\$ 9,754	\$ 10,241
TOTAL	\$ 268,106	\$ -	\$ 360,435	\$ 429,064	\$ 203,767	\$ 213,955	\$ 224,653

Game Guarantee

Similar to ticket revenue, football is responsible for a significant portion of PSU's game guarantee revenue. In 2019-20, Portland State generated \$1.3 million in game guarantees. Of this \$950,000, or 72% was generated by football.

When comparing 2019-20 to the first year without football, Collegiate Consulting estimates a \$883,500 or 67% decrease in game guarantees, which would stay consistent over the next three years.

Game Guarantees	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Basketball	345,000	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Women's Basketball	18,500	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Football	950,000	\$ -	\$ 1,000,000	\$ 1,100,000	\$ -	\$ -	\$ -
Total Ticket Revenue	\$ 1,313,500	\$ -	\$ 1,430,000	\$ 1,530,000	\$ 430,000	\$ 430,000	\$ 430,000

Program Revenue

In 2019-20, Portland State generated slightly more than \$1 million in program revenue. When comparing this to the first year without football, Collegiate Consulting projects a 58% decrease.

Collegiate Consulting projects a contraction of football would have a significant impact on fundraising and corporate sponsorship. The loss of football sales inventory would negatively impact the opportunity to generate corporate revenue. However, we believe fundraising would take an exponential hit.

Program Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Corporate Sponsorship	\$ 160,000	\$ 160,000	\$ 250,000	\$ 300,000	\$ 100,000	\$ 110,000	\$ 121,000
Fundraising	\$ 803,476	\$ 819,546	\$ 923,997	\$ 1,016,397	\$ 300,000	\$ 315,000	\$ 330,750
Royalty, Licensing, Endow	\$ 124,675	\$ 128,415	\$ 132,268	\$ 136,236	\$ 60,000	\$ 61,800	\$ 63,654
TOTAL	\$ 1,088,151	\$ 1,107,961	\$ 1,306,265	\$ 1,452,633	\$ 460,000	\$ 486,800	\$ 515,404

NCAA Revenue

Due to the contraction of football, sports sponsorship and financial aid NCAA monies would be reduced.

NCAA/Conference	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
NCAA - Income	\$ 579,357	\$ 480,000	\$ 608,325	\$ 684,365	\$ 461,946	\$ 519,689	\$ 584,650
TOTAL	\$ 579,357	\$ 480,000	\$ 608,325	\$ 684,365	\$ 461,946	\$ 519,689	\$ 584,650

PRO FORMA – DIVISION I WITHOUT FOOTBALL EXPENSES

Collegiate Consulting developed a six-year expense pro forma without football, utilizing Portland State's 2020 NCAA Financial Report to build out the subsequent years. In 2019-20, Portland State spent \$15.35 million on athletics.

The pro forma explores the potential savings of dropping football in 2023-24, which would initially decrease athletic expenses to \$10.8 million; this represents a \$4.5 million or 30% reduction from the 2019-20 budget. It is important to note the pro forma does not take into account honoring scholarships of student-athletes who wish to remain at PSU; coaching contractual obligations; or any scenario where PSU would need to leave the Big Sky and find a new conference home.

By 2025-26, Collegiate Consulting project expenses at \$11.17 million. Scholarships see the biggest overall decrease, with a savings of \$2.17 million or a 41% decrease.

Pro Forma Summary - Expenses							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Scholarships	\$ 5,303,464	\$ 5,306,571	\$ 5,505,527	\$ 5,180,111	\$ 3,019,569	\$ 3,077,961	\$ 3,137,520
Sports Operations	\$ 3,581,821	\$ 3,554,609	\$ 3,486,552	\$ 3,612,491	\$ 2,571,906	\$ 2,681,065	\$ 2,628,933
Administrative Operations	\$ 1,876,095	\$ 1,904,207	\$ 1,932,812	\$ 1,961,919	\$ 1,421,095	\$ 1,442,518	\$ 1,464,326
Administrative Salaries	\$ 1,877,742	\$ 2,163,888	\$ 2,328,282	\$ 2,113,355	\$ 1,924,257	\$ 1,961,880	\$ 2,000,256
Coaching Salaries	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 2,853,859	\$ 1,861,217	\$ 1,898,442	\$ 1,936,410
TOTAL EXPENSE	\$ 15,346,660	\$ 15,717,861	\$ 16,051,074	\$ 15,721,735	\$ 10,798,044	\$ 11,061,866	\$ 11,167,445

Scholarships

In 2019-20, Portland State allocated a total of 151.06 scholarships worth more than \$5.3 million. The loss of football in 2023-24 would result in the loss of 62.06 athletic scholarships and more than \$2.28 million. Collegiate Consulting does not predict the reallocation of these scholarships to other teams and strongly recommends honoring football scholarships for student-athletes who wish to remain at PSU.

Scholarships	DI NCAA Max	2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26	
		EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET
Men's Sports															
Basketball	13.00	12.67	\$ 600,740	13.00	\$ 600,740	13.00	\$ 641,289	13.00	\$ 457,639	13.00	\$ 466,792	13.00	\$ 476,128	13.00	\$ 485,650
Football	63.00	62.99	\$ 2,089,539	63.00	\$ 2,089,539	63.00	\$ 2,174,302	63.00	\$ 2,217,788	0.00	\$ -	0.00	\$ -	0.00	\$ -
Tennis	4.50	2.73	\$ 116,628	2.73	\$ 116,628	2.73	\$ 121,340	2.50	\$ 80,000	2.50	\$ 81,600	2.50	\$ 83,232	2.50	\$ 84,897
XC/T&F	12.60	2.32	\$ 84,033	2.32	\$ 84,033	2.32	\$ 87,428	2.00	\$ 56,832	2.00	\$ 57,969	2.00	\$ 59,128	2.00	\$ 60,311
Men's Total	93.10	80.71	\$ 2,890,940	81.05	\$ 2,890,940	81.05	\$ 3,024,358	80.50	\$ 2,812,259	17.50	\$ 606,360	17.50	\$ 618,488	17.50	\$ 630,857
Women's Sports															
Basketball	15.00	12.70	\$ 519,502	13.00	\$ 519,502	13.00	\$ 553,257	14.00	\$ 492,842	14.00	\$ 502,699	14.00	\$ 512,753	14.00	\$ 523,008
Golf	6.00	5.49	\$ 158,396	5.49	\$ 158,396	5.50	\$ 165,095	5.50	\$ 168,397	5.50	\$ 171,765	5.50	\$ 175,201	5.50	\$ 178,705
Soccer	14.00	13.99	\$ 439,149	14.00	\$ 439,149	14.00	\$ 457,217	14.00	\$ 466,362	14.00	\$ 475,689	14.00	\$ 485,203	14.00	\$ 494,907
Softball	12.00	11.85	\$ 305,179	12.00	\$ 305,179	12.00	\$ 321,527	12.00	\$ 327,958	12.00	\$ 334,517	12.00	\$ 341,207	12.00	\$ 348,032
Tennis	8.00	6.13	\$ 247,285	6.13	\$ 247,285	6.13	\$ 257,275	6.00	\$ 192,000	6.00	\$ 195,840	6.00	\$ 199,757	6.00	\$ 203,752
Volleyball	12.00	11.52	\$ 355,487	12.00	\$ 355,487	12.00	\$ 385,259	12.00	\$ 392,964	12.00	\$ 400,824	12.00	\$ 408,840	12.00	\$ 417,017
XC/T&F	18.00	8.67	\$ 232,158	8.67	\$ 232,158	8.67	\$ 241,537	8.00	\$ 227,329	8.00	\$ 231,876	8.00	\$ 236,513	8.00	\$ 241,243
Non-Team Allocated			\$ 155,368		\$ 158,475		\$ 100,000		\$ 100,000		\$ 100,000		\$ 100,000		\$ 100,000
Women's Total	85.00	70.35	\$ 2,412,524	71.29	\$ 2,415,631	71.30	\$ 2,481,169	71.50	\$ 2,367,852	71.50	\$ 2,413,209	71.50	\$ 2,459,473	71.50	\$ 2,506,663
Grand Total	178.10	151.06	\$ 5,303,464	152.34	\$ 5,306,571	152.35	\$ 5,505,527	152.00	\$ 5,180,111	89.00	\$ 3,019,569	89.00	\$ 3,077,961	89.00	\$ 3,137,520

Sports Operations

In 2019-20, Portland State spent \$3.58 million on sports operations, with the largest percentages coming from football and men's basketball. In 2023-24, total sport operating expenses would drop by more than \$1 million.

Sports Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Sports							
Basketball	\$ 590,491	\$ 637,108	\$ 649,850	\$ 662,847	\$ 676,104	\$ 689,626	\$ 703,419
Football	\$ 931,950	\$ 950,589	\$ 969,601	\$ 988,993	\$ -	\$ -	\$ -
Tennis	\$ 104,775	\$ 80,269	\$ 80,000	\$ 80,400	\$ 80,802	\$ 81,206	\$ 81,612
XC/T&F	\$ 103,421	\$ 80,457	\$ 80,000	\$ 80,400	\$ 80,802	\$ 81,206	\$ 81,612
Women's Sports							
Basketball	\$ 370,357	\$ 399,181	\$ 407,165	\$ 415,308	\$ 423,614	\$ 432,086	\$ 440,728
Golf	\$ 132,971	\$ 128,171	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000	\$ 128,000
Soccer	\$ 239,571	\$ 319,723	\$ 244,362	\$ 326,117	\$ 249,250	\$ 332,640	\$ 254,235
Softball	\$ 340,775	\$ 322,404	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000
Tennis	\$ 175,715	\$ 153,583	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
XC/T&F	\$ 161,507	\$ 141,865	\$ 142,574	\$ 145,426	\$ 148,334	\$ 151,301	\$ 154,327
Volleyball	\$ 430,288	\$ 341,259	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000
Total Amount	\$ 3,581,821	\$ 3,554,609	\$ 3,486,552	\$ 3,612,491	\$ 2,571,906	\$ 2,681,065	\$ 2,628,933

Administrative Operations

Admin Operating expenses would see the smallest decrease with the contraction of football. In 2019-20, Portland State spent \$1.88 million in total, with most coming from the line items "other" and "Peter Stott Center Operations." Collegiate Consulting projects a drop in administrative/overhead, marketing/sponsorship, training/strength & conditioning, and medical/insurance, but took a cautious approach with regard to projected cost savings.

Administrative Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Administrative/Overhead	\$ 287,573	\$ 290,449	\$ 293,353	\$ 296,287	\$ 200,000	\$ 202,000	\$ 204,020
NCAA Annual Dues	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Big Sky/Conference Dues	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600
Marketing/Sponsorship	\$ 186,291	\$ 190,017	\$ 193,817	\$ 197,693	\$ 100,000	\$ 102,000	\$ 104,040
Peter Stott Center Operations	\$ 289,466	\$ 295,255	\$ 301,160	\$ 307,184	\$ 313,327	\$ 319,594	\$ 325,986
Training/Strength & Conditioning	\$ 240,844	\$ 245,661	\$ 250,574	\$ 255,586	\$ 125,000	\$ 127,500	\$ 130,050
Game Guarantees	\$ 42,500	\$ 42,500	\$ 42,500	\$ 42,500	\$ 42,500	\$ 42,500	\$ 42,500
Facility Debt	\$ 176,512	\$ 180,042	\$ 183,643	\$ 187,316	\$ 191,062	\$ 194,884	\$ 198,781
Medical/Insurance	\$ 128,229	\$ 130,794	\$ 133,409	\$ 136,078	\$ 75,000	\$ 76,500	\$ 78,030
Rally Squad	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
Spirit Group	\$ 21,359	\$ 21,786	\$ 22,222	\$ 22,666	\$ 23,120	\$ 23,582	\$ 24,054
Other	\$ 403,659	\$ 407,696	\$ 411,773	\$ 415,890	\$ 250,000	\$ 252,500	\$ 255,025
Total Operations	\$ 1,876,095	\$ 1,904,207	\$ 1,932,812	\$ 1,961,919	\$ 1,421,095	\$ 1,442,518	\$ 1,464,326

Administrative Salaries

In 2019-20, Portland State spent \$1.37 million on administrative salaries. Salaries reach the peak of \$1.7 million in 2021-22. Without football in 2023-24, it is projected PSU would cut 10 positions for a total savings of about \$460,160 when compared to the peak salary year. By the end of this pro forma, Collegiate Consulting projects the total admin salaries to be only \$66,141 less than FY2020.

ADMINISTRATIVE SALARIES							
Position	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Director of Athletics	\$ 176,665	\$ 180,198	\$ 275,000	\$ 280,500	\$ 286,110	\$ 291,832	\$ 297,669
BUSINESS OFFICE							
Business Manager	\$ 61,509	\$ 62,739	\$ 63,994	\$ 65,274	\$ 66,579	\$ 67,911	\$ 69,269
Fiscal Officer - PT	\$ 8,052	\$ 8,213	\$ 8,377	\$ 8,545	\$ -	\$ -	\$ -
INTERNAL OPERATIONS							
Ass't AD - Facilities/Operations	\$ 45,749	\$ 49,908	\$ 50,906	\$ 51,924	\$ 52,963	\$ 54,022	\$ 55,102
Ass't Director - Facilities/Operations	\$ 33,000	\$ 33,660	\$ 34,333	\$ 35,020	\$ -	\$ -	\$ -
Property Specialist	\$ 38,354	\$ 39,121	\$ 39,903	\$ 40,701	\$ 41,515	\$ 42,345	\$ 43,192
Student Workers - Operations	\$ 40,580	\$ 41,391	\$ 42,219	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918
Student Workers - Facilities	\$ 11,709	\$ 11,943	\$ 12,182	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306
Student Workers - Equipment Room	\$ 3,024	\$ 3,085	\$ 3,146	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653
EXTERNAL OPERATIONS							
Assoc AD - Sales & Mktg	\$ 61,800	\$ 63,036	\$ 64,297	\$ 65,583	\$ 66,894	\$ 68,232	\$ 69,597
Director, Mkt & Creative Services	\$ 43,599	\$ 44,471	\$ 45,360	\$ 46,268	\$ -	\$ -	\$ -
Director, Game Production/Fan Experience	\$ 32,453	\$ 41,004	\$ 41,824	\$ 42,661	\$ 43,514	\$ 44,384	\$ 45,272
Director, Events	\$ 24,436	\$ 43,599	\$ 44,471	\$ 45,360	\$ -	\$ -	\$ -
Student Workers	\$ 31,467	\$ 32,096	\$ 32,738	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918
MEDIA RELATIONS							
Assoc AD - Media Relations	\$ 66,396	\$ 67,724	\$ 69,078	\$ 70,460	\$ 71,869	\$ 73,307	\$ 74,773
Ass't - Media Relations Dir.	\$ 38,022	\$ 43,422	\$ 44,290	\$ 45,176	\$ 15,725	\$ 16,040	\$ 16,360
Student Workers	\$ 57,010	\$ 58,150	\$ 59,313	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918
COMPLIANCE/ACADEMICS							
Assoc AD - Compliance/SWA	\$ 65,283	\$ 66,589	\$ 67,920	\$ 69,279	\$ 70,664	\$ 72,078	\$ 73,519
Assoc AD - Academics	\$ 41,518	\$ 79,383	\$ 80,971	\$ 82,590	\$ 84,242	\$ 85,927	\$ 87,645
Ass't AD - Academics	\$ 52,000	\$ 53,040	\$ 54,101	\$ 55,183	\$ -	\$ -	\$ -
Compliance Coordinator	\$ 42,000	\$ 42,840	\$ 43,697	\$ 44,571	\$ 45,462	\$ 46,371	\$ 47,299
Academic Advisor	\$ 44,797	\$ 45,693	\$ 46,607	\$ 47,539	\$ -	\$ -	\$ -
Academic Advisor	\$ 48,074	\$ 49,035	\$ 50,016	\$ 51,017	\$ 52,037	\$ 53,078	\$ 54,139
Academic/Compliance - GA	\$ 6,552	\$ 15,725	\$ 15,725	\$ 15,725	\$ -	\$ 15,725	\$ 15,725
Student Workers	\$ 6,885	\$ 7,022	\$ 5,000	\$ -	\$ -	\$ -	\$ -
ATHLETIC TRAINING							
Director - Sports Medicine	\$ 60,840	\$ 73,080	\$ 74,542	\$ 76,032	\$ 77,553	\$ 79,104	\$ 80,686
Ass't Dir - Sports Medicine	\$ 35,047	\$ 54,486	\$ 55,576	\$ 56,687	\$ 57,821	\$ 58,977	\$ 60,157
Assistant Athletic Trainer	\$ 22,554	\$ 45,498	\$ 46,408	\$ 47,336	\$ 48,283	\$ 49,248	\$ 50,233
Assistant Athletic Trainer	\$ 30,279	\$ 42,168	\$ 43,011	\$ 43,872	\$ -	\$ -	\$ -
Athletic Trainer - GA	\$ 10,483	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725
Student Athletic Trainers	\$ 44,369	\$ 45,257	\$ 46,162	\$ -	\$ -	\$ -	\$ -
STRENGTH & CONDITIONING							
Director, Strength & Conditioning	\$ 53,094	\$ 54,156	\$ 55,239	\$ 56,344	\$ 57,471	\$ 58,620	\$ 59,792
Ass't Dir., Strength & Conditioning	\$ 30,261	\$ 33,012	\$ 33,672	\$ 15,725	\$ 16,040	\$ 16,360	\$ 16,687
Student - S&C	\$ 2,756	\$ 33,012	\$ 33,672	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918
TOTAL SALARY	\$ 1,370,615	\$ 1,579,481	\$ 1,699,476	\$ 1,542,595	\$ 1,239,316	\$ 1,279,513	\$ 1,304,474
BENEFITS (37%)	\$ 507,127	\$ 584,408	\$ 628,806	\$ 570,760	\$ 458,547	\$ 473,420	\$ 482,655
TOTAL SALARY + BENEFITS	\$ 1,877,742	\$ 2,163,888	\$ 2,328,282	\$ 2,113,355	\$ 1,697,863	\$ 1,752,933	\$ 1,787,130

Coaching Salaries

In 2019-20, Portland State spent \$1.98 million on coaching salaries. The salary total reaches a peak at \$2.08 million in 2022-23, the year before dropping football. As noted earlier, the pro forma does not take into account contractual obligations for coaches if PSU were to drop football. In FY2026, Collegiate Consulting projects a \$562,866 differential from the FY2020 coaching salaries.

COACHES' SALARIES							
Men's Sports	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BASKETBALL							
Head Coach	\$ 175,004	\$ 178,504	\$ 182,074	\$ 185,716	\$ 189,430	\$ 193,219	\$ 197,083
Assistant Coach	\$ 57,069	\$ 58,210	\$ 59,375	\$ 60,562	\$ 61,773	\$ 63,009	\$ 64,269
Assistant Coach	\$ 45,771	\$ 46,686	\$ 47,620	\$ 48,573	\$ 49,544	\$ 50,535	\$ 51,546
Assistant Coach	\$ 39,136	\$ 39,919	\$ 40,717	\$ 41,532	\$ 42,362	\$ 43,210	\$ 44,074
Student Support	\$ 32,472	\$ 33,121	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649
FOOTBALL							
Head Coach	\$ 205,000	\$ 209,100	\$ 213,282	\$ 217,548	\$ -	\$ -	\$ -
Assoc Coach/DC	\$ 86,436	\$ 88,165	\$ 89,928	\$ 91,727	\$ -	\$ -	\$ -
Assistant Coach/OL	\$ 64,080	\$ 65,362	\$ 66,669	\$ 68,002	\$ -	\$ -	\$ -
Assistant Coach/LB	\$ 63,660	\$ 64,933	\$ 66,232	\$ 67,557	\$ -	\$ -	\$ -
Assistant Coach/DB	\$ 52,803	\$ 53,859	\$ 54,936	\$ 56,035	\$ -	\$ -	\$ -
Assistant Coach/QB	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ -	\$ -	\$ -
Assistant Coach/OC-RB	\$ 40,008	\$ 40,808	\$ 41,624	\$ 42,457	\$ -	\$ -	\$ -
Assistant Coach	\$ 33,407	\$ 34,075	\$ 34,756	\$ 35,452	\$ -	\$ -	\$ -
Assistant Coach	\$ 36,019	\$ 36,739	\$ 37,474	\$ 38,223	\$ -	\$ -	\$ -
Assistant Coach	\$ 21,596	\$ 22,028	\$ 22,468	\$ 22,917	\$ -	\$ -	\$ -
Assistant Coach	\$ 18,873	\$ 19,250	\$ 19,635	\$ 20,028	\$ -	\$ -	\$ -
Assistant Coach	\$ 8,150	\$ 8,313	\$ 8,479	\$ 8,648	\$ -	\$ -	\$ -
Student Support	\$ 25,817	\$ 26,333	\$ 26,860	\$ 27,397	\$ -	\$ -	\$ -
TENNIS							
Head Coach	\$ 34,054	\$ 41,004	\$ 41,824	\$ 42,661	\$ 43,514	\$ 44,384	\$ 45,272
WOMEN'S SPORTS							
BASKETBALL							
Head Coach	\$ 135,000	\$ 137,700	\$ 140,454	\$ 143,263	\$ 146,128	\$ 149,051	\$ 152,032
Assistant Coach	\$ 50,176	\$ 51,180	\$ 52,203	\$ 53,247	\$ 54,312	\$ 55,398	\$ 56,506
Assistant Coach	\$ 43,209	\$ 44,073	\$ 44,955	\$ 45,854	\$ 46,771	\$ 47,706	\$ 48,660
Associate Coach	\$ 40,167	\$ 40,970	\$ 41,790	\$ 42,626	\$ 43,478	\$ 44,348	\$ 45,235
Student Support	\$ 26,000	\$ 26,520	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918	\$ 16,236
GOLF							
Head Coach	\$ 51,177	\$ 52,201	\$ 53,245	\$ 54,309	\$ 55,396	\$ 56,504	\$ 57,634
SOCCER							
Head Coach	\$ 59,502	\$ 60,692	\$ 61,906	\$ 63,144	\$ 64,407	\$ 65,695	\$ 67,009
Assistant Coach	\$ 41,553	\$ 42,384	\$ 43,232	\$ 44,096	\$ 44,978	\$ 45,878	\$ 46,795
Student Support	\$ 8,771	\$ 8,946	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
SOFTBALL							
Head Coach	\$ 59,154	\$ 60,337	\$ 61,544	\$ 62,775	\$ 64,030	\$ 65,311	\$ 66,617
Assistant Coach	\$ 39,291	\$ 40,077	\$ 40,878	\$ 41,696	\$ 42,530	\$ 43,380	\$ 44,248
Assistant Coach	\$ 19,626	\$ 20,018	\$ 20,419	\$ 20,827	\$ 21,244	\$ 21,669	\$ 22,102
TENNIS							
Head Coach	\$ 34,133	\$ 43,008	\$ 43,868	\$ 44,746	\$ 45,640	\$ 46,553	\$ 47,484
VOLLEYBALL							
Head Coach	\$ 91,140	\$ 92,963	\$ 94,822	\$ 96,718	\$ 98,653	\$ 100,626	\$ 102,638
Assistant Coach	\$ 34,045	\$ 40,008	\$ 40,808	\$ 41,624	\$ 42,457	\$ 43,306	\$ 44,172
Assistant Coach	\$ 31,523	\$ 32,044	\$ 32,684	\$ 33,338	\$ 34,005	\$ 34,685	\$ 35,379
Student Support	\$ 8,603	\$ 8,775	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
COMBINED SPORTS							
TRACK & FIELD/XC							
Head Coach	\$ 54,276	\$ 55,362	\$ 56,469	\$ 57,598	\$ 58,750	\$ 59,925	\$ 61,124
Assistant Coach	\$ 40,323	\$ 41,129	\$ 41,952	\$ 42,791	\$ 43,647	\$ 44,520	\$ 45,410
SPIRIT SQUAD							
Student Support	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
TOTAL SALARY	\$ 1,976,305	\$ 2,035,464	\$ 2,042,264	\$ 2,083,109	\$ 1,358,553	\$ 1,385,724	\$ 1,413,438
BENEFITS (37%)	\$ 731,233	\$ 753,122	\$ 755,638	\$ 770,750	\$ 502,665	\$ 512,718	\$ 522,972
TOTAL SALARY + BENEFITS	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 2,853,859	\$ 1,861,217	\$ 1,898,442	\$ 1,936,410

SECTION II – DIVISION II AND DIVISION III

SECTION II: Division II and Division III



GREAT NORTHWEST ATHLETIC CONFERENCE – BACKGROUND

The Great Northwest Athletic Conference (GNAC) is an NCAA Division II conference formed in 2001 when the 10 founding members left the Pacific West Conference. GNAC members are located exclusively in the northwestern states of Washington, Oregon, Idaho, Montana and Alaska as well as the Canadian province of British Columbia.

The charter members of the GNAC were Alaska-Fairbanks, Alaska-Anchorage, Central Washington, Humboldt State, Northwest Nazarene, Saint Martin's, Seattle, Seattle Pacific, Western Oregon and Western Washington. With the exception of Seattle and Humboldt State, all founding members are still competing in the GNAC. Replacing Seattle and Humboldt State were Montana State-Billings and Simon Fraser to keep the current membership at 10. Affiliate membership includes the University of Central Oklahoma and Humboldt State, both competing in women's rowing, and the University of Mary competing in men's soccer.

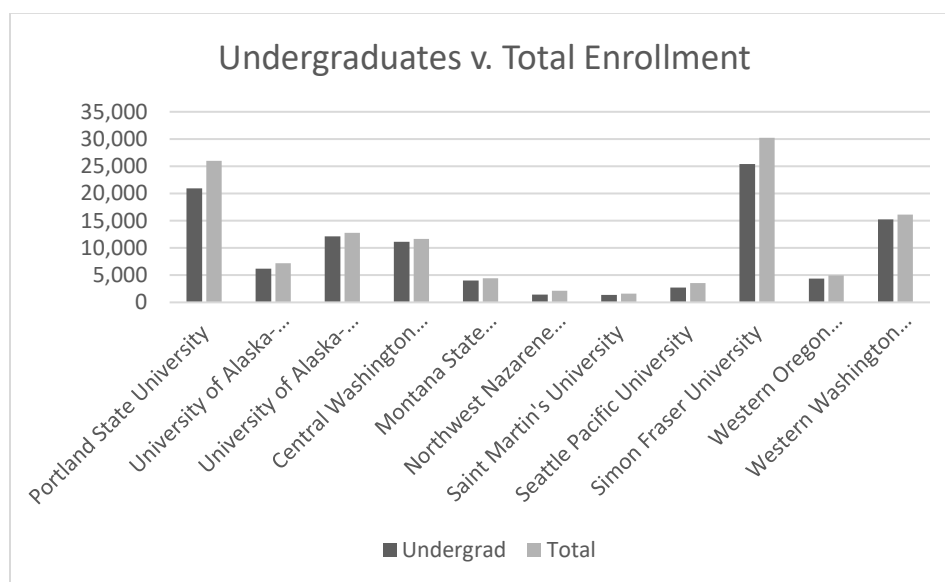
The GNAC sponsors a total of 17 sports – eight for men and nine for women. Men's sponsored sports include baseball, basketball, cross-country, football, golf, soccer and indoor and outdoor track and field. Women's sports include basketball, cross-country, golf, rowing, soccer, softball, indoor and outdoor track and field and volleyball.

Over the past 20 years, GNAC members have had more than 100 NCAA Division II top-10 national finishes and have won four national championships: Men's soccer in 2004 (Seattle), women's soccer in 2008 (Seattle Pacific), men's basketball in 2012 (Western Washington) and women's soccer in 2016 (Western Washington). There have also been six second-place national finishes in the last two decades.

GREAT NORTHWEST ATHLETIC CONFERENCE – INSTITUTIONAL ANALYSIS

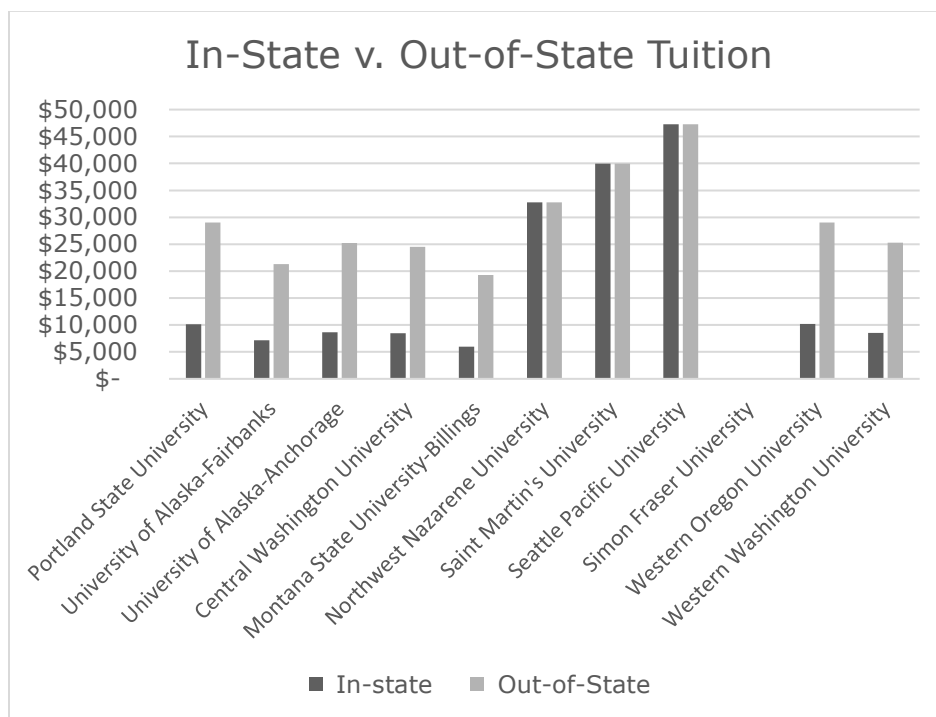
Collegiate Consulting gathered information on member-institutions in the Great Northwest Athletic Conference (GNAC) to help Portland State understand where it fits institutionally.

The GNAC is made up of seven public institutions and three private institutions. The average institution has a total of 9,461 students, with 8,399 being undergraduates. Simon Fraser has the largest enrollment for both total and undergraduate, while Saint Martin's has the smallest.



Similar to Portland State, the GNAC skews female, with an average of 55% of students being female. Seattle Pacific University has the highest population of females at 66% of its student body. Portland State would sit in the middle of the conference, having the sixth-highest population for both male and female students.

The average in-state tuition for the conference is \$18,765. Montana State University-Billings has the lowest tuition for both in-state and out-of-state, while Seattle Pacific is ranks at the top for both with a tuition of \$47,244.



The University of Alaska-Fairbanks is the only institution in the conference to have the same Carnegie Classification as PSU.

Great Northwest Athletic Conference Institutional Analysis								
Institution	Public-Private	Enrollment Fall 2019		% of Undergraduate		Tuition & Fees 2020-21		Carnegie Classification
		Undergrad	Total	Male	Female	In-state	Out-of-State	
Portland State University	Public	20,966	26,021	44%	56%	\$ 10,112	\$ 29,001	Doctoral Universities: High Research Activity
University of Alaska-Fairbanks	Public	6,206	7,179	39%	61%	\$ 7,176	\$ 21,312	Doctoral Universities: High Research Activity
University of Alaska-Anchorage	Public	12,103	12,766	41%	59%	\$ 8,622	\$ 25,228	Master's Colleges & Universities: Larger Programs
Central Washington University	Public	11,111	11,658	48%	52%	\$ 8,444	\$ 24,520	Master's Colleges & Universities: Larger Programs
Montana State University-Billings	Public	4,031	4,416	35%	65%	\$ 5,980	\$ 19,310	Master's Colleges & Universities: Medium Programs
Northwest Nazarene University	Private	1,423	2,111	42%	58%	\$ 32,780	\$ 32,780	Master's Colleges & Universities: Larger Programs
Saint Martin's University	Private	1,389	1,629	48%	52%	\$ 39,940	\$ 39,940	Master's Colleges & Universities: Medium Programs
Seattle Pacific University	Private	2,717	3,529	34%	66%	\$ 47,244	\$ 47,244	Doctoral/Professional Universities
Simon Fraser University	Public	25,425	30,254	46%	54%	-	-	-
Western Oregon University	Public	4,343	4,929	64%	36%	\$ 10,194	\$ 29,004	Master's Colleges & Universities: Larger Programs
Western Washington University	Public	15,240	16,142	57%	43%	\$ 8,508	\$ 25,266	Master's Colleges & Universities: Larger Programs
Average	Public: 7	8,399	9,461	45%	55%	\$ 18,765	\$ 29,400	
Rank	Private: 3	2	2	6	6	5	5	

Source: National Center for Education Statistics

The average GNAC institution accepts 83% of students who apply, although only 29% of those students decide to attend. Saint Martin's and Western Washington University have the highest acceptance rate. Although Alaska-Fairbanks has the lowest acceptance rate, it has the highest enrollment rate at 73%. Montana-Billings is an open admission institution.

GNAC institutions retain 74% of their students after their first year, and graduate 51% of their students in six years. The range is set in both categories by Western Washington with the highest percentage and Montana-Billings with the lowest.

As far as ACT scores, Western Washington continues to set the standard for the conference with the highest scores in both the 25th and 75th percentile.

Great Northwest Athletic Conference Institutional Analysis						
Institution	Accept Rate	Enroll Rate	1st YR Retention	Six-YR Grad Rate	ACT 25th Percentile	ACT 75th Percentile
Portland State University	96%	25%	72%	47%	18	24
University of Alaska-Fairbanks	67%	73%	73%	43%	18	24
University of Alaska-Anchorage	77%	45%	66%	31%	-	-
Central Washington University	86%	15%	71%	58%	17	24
Montana State University-Billings*	-	-	62%	26%	-	-
Northwest Nazarene University	77%	13%	82%	62%	19	25
Saint Martin's University	94%	18%	78%	61%	17	22
Seattle Pacific University	91%	18%	81%	65%	20	27
Western Oregon University	79%	26%	74%	45%	16	23
Western Washington University	94%	26%	82%	68%	22	28
Average	83%	29%	74%	51%	18	25
Rank	1	5	7	6	4	4

* = Open admission schools

GREAT NORTHWEST ATHLETIC CONFERENCE – SPONSORED SPORTS

Collegiate Consulting gathered information on the sports played by GNAC institutions to determine if they align with the sports offered by PSU. According to the GNAC Bylaws, each member is required to compete in men's and women's basketball and cross country and women's volleyball, which is why some member-institutions only sponsor these sports. The Division II minimum is 10 sports.

Men's Programs

The GNAC offers the following men's programs:

- Baseball
- Basketball
- Cross-country
- Football
- Golf
- Soccer
- Indoor Track & Field
- Outdoor Track & Field

The average GNAC institution offers 5.7 men's sports, with all institutions participating in basketball and cross-country. The fewest institutions participate in football, which is down to only three. No institution sponsors all conference sports. Portland State does not baseball, golf and soccer. PSU offers tennis, which is not sponsored by any GNAC institution.

Great Northwest Athletic Conference Men's Sports Sponsorship										
GNAC	Total	Base	BB	XC	FB	Golf	Soccer	Tennis*	T/F- I	T/F- O
	8	X	X	X	X	X	X		X	X
Portland State University	6		X	X	X			X	X	X
University of Alaska-Fairbanks	2		X	X						
University of Alaska-Anchorage	4		X	X					X	X
Central Washington University	6	X	X	X	X				X	X
Montana State University-Billings	7	X	X	X		X	X		X	X
Northwest Nazarene University	7	X	X	X		X	X		X	X
Saint Martin's University	7	X	X	X		X	X		X	X
Seattle Pacific University	5		X	X			X		X	X
Simon Fraser University	7		X	X	X	X	X		X	X
Western Oregon University	6	X	X	X	X				X	X
Western Washington University	6		X	X		X	X		X	X
Average/Total	5.7	5	10	10	3	5	6	0	9	9

*Sports sponsored by the institution, but not by the conference

Women's Programs

The GNAC offers the following women's programs:

- Basketball
- Cross-country
- Golf
- Rowing
- Soccer
- Softball
- Indoor Track & Field
- Outdoor Track & Field
- Volleyball

For women's programs, the average member-institution offers seven sports. All conference members offer basketball, cross-country and volleyball, while the fewest participate in women's rowing. Western Washington is the only institution to offer all conference sports, while Alaska-Fairbanks offers the fewest at three. Portland State does not participate in rowing but offers women's tennis, a non-conference sport. Like the men's, none of the GNAC institutions offer tennis.

Great Northwest Athletic Conference Women's Sports Sponsorship											
GNAC	Total	BB	XC	Golf	Rowing	Soccer	Softball	Tennis*	T/F - I	T/F - O	VB
	9	X	X	X	X	X	X		X	X	X
Portland State University	9	X	X	X		X	X	X	X	X	X
University of Alaska-Fairbanks	3	X	X								X
University of Alaska-Anchorage	5	X	X						X	X	X
Central Washington University	7	X	X			X	X		X	X	X
Montana State University-Billings	8	X	X	X		X	X		X	X	X
Northwest Nazarene University	8	X	X	X		X	X		X	X	X
Saint Martin's University	8	X	X	X		X	X		X	X	X
Seattle Pacific University	7	X	X		X	X			X	X	X
Simon Fraser University	8	X	X	X		X	X		X	X	X
Western Oregon University	7	X	X			X	X		X	X	X
Western Washington University	9	X	X	X	X	X	X		X	X	X
Average/Total	7.0	10	10	5	2	8	7	0	9	9	10

*Sports sponsored by the institution, but not by the conference

GREAT NORTHWEST ATHLETIC CONFERENCE – SPORTS OPERATING BUDGETS

Collegiate Consulting gathered information on sport-by-sport operating budgets to demonstrate spending within the GNAC. Conference information was pulled from the Equity in Athletics Data Analysis and is from July 1, 2019 through June 30, 2020.

Men's Programs

The average GNAC institutions spends \$473,181 on men's sports. The median average is significantly lower at \$408,703. Overall, Simon Fraser spends the most on men's sports at just below \$1 million. The University of Alaska-Fairbanks spends the least at just \$207,025.

Baseball

Although baseball is not sponsored by Portland State, five GNAC institutions sponsor the sport. The mean average spending is \$98,528, while the median average is \$86,323. Montana-Billings spends the most and is one of two institutions to spend more than \$100,000. Central Washington spends the least.

Basketball

With all institutions participating in basketball, the mean average operating budget in the conference is \$142,447. Western Washington spends the most at \$191,250, while Central Washington is the only institution to spend below \$100,000.

Cross-country

With only three institutions providing specific budgets for cross-country, the conference average is \$33,510. The University of Alaska-Anchorage spends the most, while Montana-Billings spends the least.

Football

With only three football members in the conference, the mean average spending is \$360,356. The median average is slightly larger at \$372,231. Central Washington spends the most on its football team, while Simon Fraser spends the least.

Golf

Although PSU does not sponsor men's golf, the mean average spending in the conference is \$54,884.

Soccer

Six institutions within the GNAC sponsor soccer, with a mean average spending of \$123,277. Seattle Pacific University spends the most at just below \$200,000. Soccer has the third-highest budget for GNAC sports behind football and basketball.

Tennis

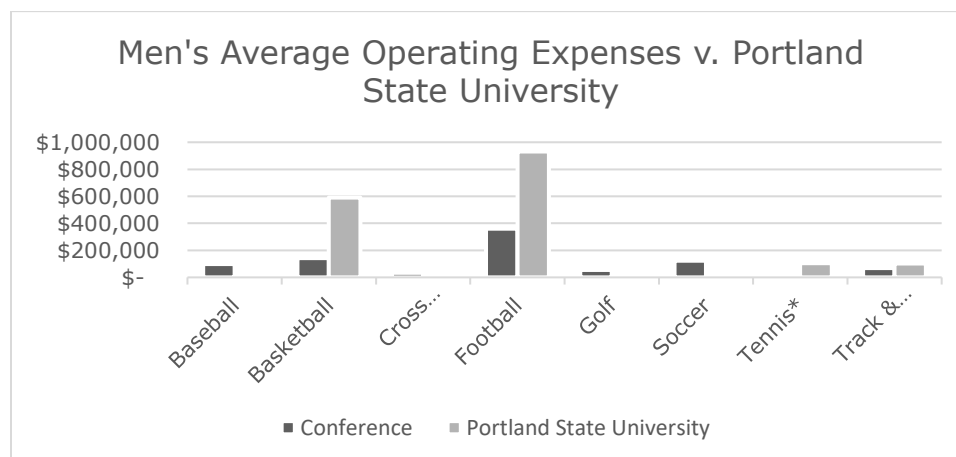
Since tennis is not a conference-sponsored sport, no institutions within the conference sponsor men's tennis.

Track and Field/Cross-country

With all institutions but Fairbanks sponsoring track and field, the mean average spending is \$68,781. Simon Fraser spends the most at just below \$200,000. Western Oregon is the only other institution to spend more than \$100,000. Both institutions spend more than Portland State.

Institution	Baseball	Basketball	Cross Country	Football	Golf	Soccer	Tennis*	Track & Field/XC	Total
Portland State University		\$ 590,491		\$ 931,950			\$ 104,775	\$ 103,421	\$ 1,730,637
University of Alaska-Fairbanks		\$ 167,856	\$ 39,169					\$ 47,424	\$ 207,025
University of Alaska-Anchorage		\$ 173,838	\$ 47,424					\$ 38,593	\$ 268,686
Central Washington University	\$ 67,533	\$ 97,573		\$ 422,445				\$ 38,593	\$ 626,144
Montana State University-Billings	\$ 144,809	\$ 141,187	\$ 13,936		\$ 48,600	\$ 85,669		\$ 25,183	\$ 459,384
Northwest Nazarene University	\$ 86,323	\$ 115,844			\$ 39,658	\$ 85,696		\$ 55,882	\$ 383,403
Saint Martin's University	\$ 113,260	\$ 108,187			\$ 40,863	\$ 98,211		\$ 63,814	\$ 424,335
Seattle Pacific University		\$ 130,432				\$ 193,512		\$ 30,661	\$ 354,605
Simon Fraser University		\$ 172,733		\$ 286,392	\$ 107,291	\$ 161,641		\$ 199,991	\$ 928,048
Western Oregon University	\$ 80,716	\$ 125,568		\$ 372,231				\$ 108,597	\$ 687,112
Western Washington University		\$ 191,250			\$ 38,006	\$ 114,930		\$ 48,885	\$ 393,071
Average (Mean)	\$ 98,528	\$ 142,447	\$ 33,510	\$ 360,356	\$ 54,884	\$ 123,277	NA	\$ 68,781	\$ 473,181
Average (Median)	\$ 86,323	\$ 135,810	\$ 39,169	\$ 372,231	\$ 40,863	\$ 106,571	NA	\$ 48,885	\$ 408,703
Rank	NA	1	NA	1	NA	NA	1	3	1

*Sport sponsored by the institution, but not sponsored by the conference



Women's Programs

For women's sports, the mean average spending within the conference is \$517,461. Similar to the men's programs, Simon Fraser spends the most, while Alaska-Fairbanks spends the least.

Basketball

With all institutions sponsoring basketball, the mean average operating budget is just below \$150,000, while the median average is \$126,627. Western Washington spends the most on women's basketball and is one of two institutions to spend more than \$200,000. Seattle Pacific spends the least at just \$104,920.

Cross-country

Only three institutions provided individual cross-country budgets, with the mean average totaling \$28,062.

Golf

The mean average golf budget is \$50,035. Simon Fraser spends the most at \$89,003, while Western Washington spends the least at just \$31,143.

Rowing

Rowing is sponsored by the GNAC, but only two full members participate in the sport. The average operating budget is \$46,232.

Tennis

Similar to men's tennis, no institutions in the conference sponsor women's tennis as it is a non-conference sport.

Track and Field

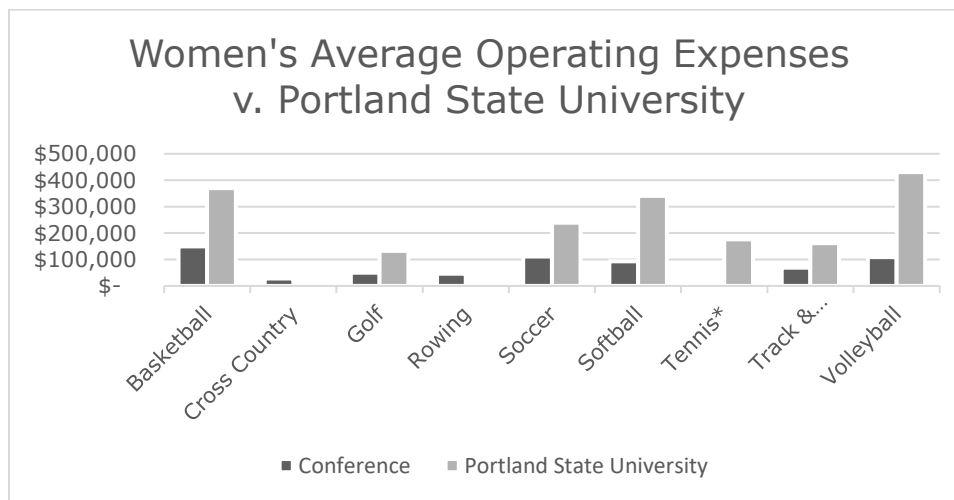
With all but one institution sponsoring track and field, the mean average budget is \$69,041, which is significantly influenced by Simon Fraser's \$187,920 budget. The median average for the conference is \$56,943. Montana-Billings is significantly below the pack spending just \$23,315.

Volleyball

With all institutions sponsoring volleyball, the mean average budget is \$108,944. Simon Fraser continues to spend the most at \$156,182 and is closely followed by Western Washington's \$151,520 budget. Five institutions currently spend more than \$100,000. Seattle Pacific spends the least at \$80,097.

Great Northwest Athletic Conference Operating Expenses Per Women's Sport										
Institution	Basketball	Cross Country	Golf	Rowing	Soccer	Softball	Tennis*	Track & Field/XC	Volleyball	Total
Portland State University	\$ 370,357	-	\$ 132,971		\$ 239,571	\$ 340,775	\$ 175,715	\$ 161,507	\$ 430,288	\$ 1,851,184
University of Alaska-Fairbanks	\$ 131,494	\$ 36,798							\$ 99,569	\$ 267,861
University of Alaska-Anchorage	\$ 224,477	\$ 34,379						\$ 47,141	\$ 112,909	\$ 418,906
Central Washington University	\$ 112,965	-			\$ 123,976	\$ 54,453		\$ 78,355	\$ 113,087	\$ 482,836
Montana State University-Billings	\$ 157,962	\$ 13,009	\$ 44,858		\$ 77,415	\$ 128,286		\$ 23,315	\$ 104,311	\$ 549,156
Northwest Nazarene University	\$ 121,759	-	\$ 35,957		\$ 81,884	\$ 76,060		\$ 63,016	\$ 94,300	\$ 472,976
Saint Martin's University	\$ 114,682	-	\$ 49,212		\$ 74,691	\$ 62,068		\$ 36,945	\$ 90,084	\$ 427,682
Seattle Pacific University	\$ 104,920	-		\$ 51,948	\$ 107,704			\$ 56,943	\$ 80,097	\$ 401,612
Simon Fraser University	\$ 175,370	-	\$ 89,003		\$ 121,496	\$ 113,988		\$ 187,920	\$ 156,182	\$ 843,959
Western Oregon University	\$ 113,268	-			\$ 112,280	\$ 113,686		\$ 77,721	\$ 87,378	\$ 504,333
Western Washington University	\$ 238,179	-	\$ 31,143	\$ 40,516	\$ 190,759	\$ 103,162		\$ 50,014	\$ 151,520	\$ 805,293
Average (Mean)	\$ 149,508	\$ 28,062	\$ 50,035	\$ 46,232	\$ 111,276	\$ 93,100	NA	\$ 69,041	\$ 108,944	\$ 517,461
Average (Median)	\$ 126,627	\$ 34,379	\$ 44,858	\$ 46,232	\$ 109,992	\$ 103,162	NA	\$ 56,943	\$ 101,940	\$ 477,906
Rank	1	NA	1	NA	1	1	NA	2	1	1

*Sport sponsored by the institution but not sponsored by the conference



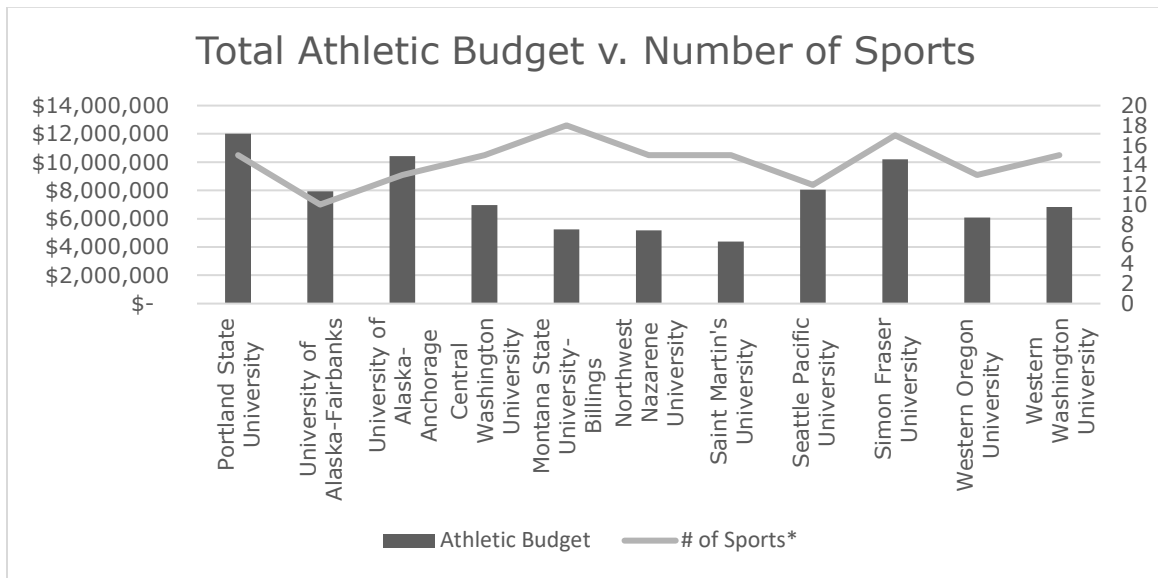
GREAT NORTHWEST ATHLETIC CONFERENCE – TOTAL ATHLETIC BUDGET

Collegiate Consulting gathered information about total athletic budgets within the GNAC to help PSU understand athletic spending in the conference. Conference information was pulled from the Equity in Athletics Data Analysis and is from July 1, 2019 through June 30, 2020.

The mean average total athletic budget within the conference is \$7.13 million for 14 programs. The median average is \$6.90 million for 15 programs. Alaska-Anchorage spends the most in the conference at \$10.42 million, while Saint Martin's University spends the least at \$4.38 million. Simon Fraser is the only other institution to spend more than \$10 million.

Great Northwest Athletic Conference Athletic Budgets		
Institution	Athletic Budget	# of Sports*
Portland State University	\$ 12,015,314	15
University of Alaska-Fairbanks	\$ 7,938,478	10
University of Alaska-Anchorage	\$ 10,420,414	13
Central Washington University	\$ 6,955,852	15
Montana State University-Billings	\$ 5,251,181	18
Northwest Nazarene University	\$ 5,172,235	15
Saint Martin's University	\$ 4,380,578	15
Seattle Pacific University	\$ 8,053,810	12
Simon Fraser University	\$ 10,209,041	17
Western Oregon University	\$ 6,071,873	13
Western Washington University	\$ 6,836,318	15
Average (Mean)	\$ 7,128,978	14
Average (Median)	\$ 6,896,085	15
Rank	1	3

* Includes sports not sponsored by the conference



GREAT NORTHWEST ATHLETIC CONFERENCE – TRAVEL MATRIX

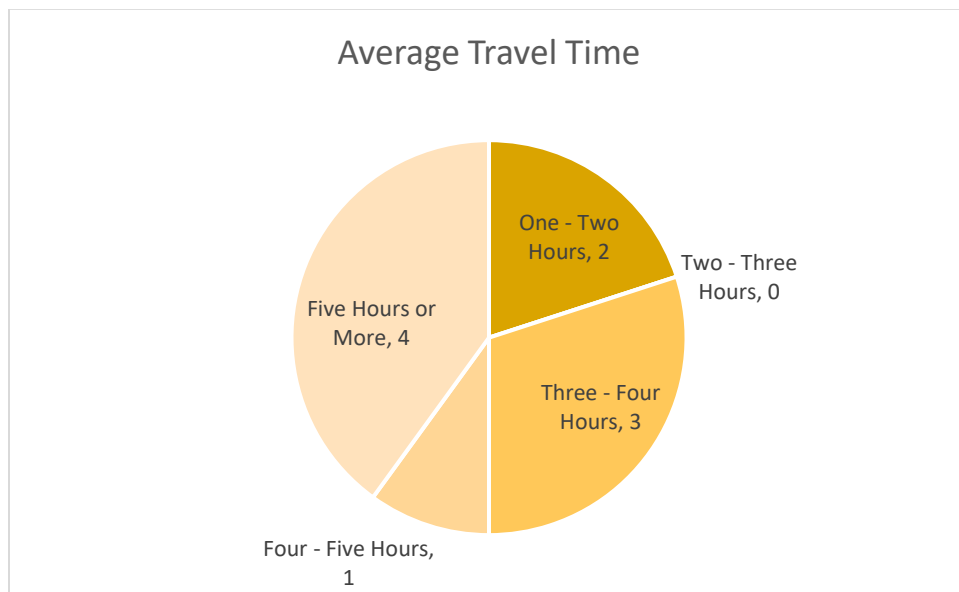
Collegiate Consulting research the travel times and distances to GNAC institutions to help illustrate the geography and potential travel commitments of the conference.

It is important to note that all travel times and distances reflect ground travel except travel to Fairbanks and Anchorage, where air travel would be required.

The average travel commitment within the conference is 721 miles in five hours. The longest trip in terms of time would be driving to Montana State-Billings with a travel time of 13 hours and 45 minutes. In terms of distance, the trips to both Alaska institutions would be the longest.

Western Oregon University the shortest trip at 60 miles and slightly more than an hour.

Great Northwest Athletic Conference Travel Matrix				
Institution	Location	Distance (Miles)	Travel Time	
			Hours	Minutes
Portland State University	Portland, OR			
University of Alaska-Fairbanks*	Fairbanks, AK	2,324	5	40
University of Alaska-Anchorage*	Anchorage, AK	2,433	3	40
Central Washington University	Ellensburg, WA	221	3	46
Montana State University-Billings	Billings, MT	891	13	45
Northwest Nazarene University	Nampa, ID	414	6	25
Saint Martin's University	Lacey, WA	118	1	58
Seattle Pacific University	Seattle, WA	178	3	9
Simon Fraser University	Burnaby, Canada	312	5	41
Western Oregon University	Monmouth, OR	61	1	6
Western Washington University	Bellingham, WA	261	4	40
One-Way Average		721	5.0	



GREAT NORTHWEST ATHLETIC CONFERENCE – FINANCIAL OVERVIEW

Revenue

The earning differential between Portland State and the GNAC median is best represented in total generated revenue: The difference is more than \$1.18 million.

In total allocated funds, the two groups are divided by less than \$1 million, and by a mere \$223,000 in total athletics revenue.

FY 2019 CONFERENCE REVENUES			
Source	Total Generated Revenue	Total Allocated Revenue	Total Athletics Revenue
Portland State	\$314,872	\$6,968,519	\$7,283,391
GNAC	\$1,499,588	\$5,822,463	\$7,060,388
GNAC numbers represent conference medians			

Expenses

The interesting line item for expenses is operating expenses. The median operating expenses for the GNAC are \$2.85 million, meanwhile at PSU they are \$4.26 million.

As a DI school, Portland State has higher costs in student athletic aid by \$2.7 million, but only about \$270,000 more in salaries and benefits. In total expenses (for this data), PSU spends nearly \$5 million more than the median for the Great Northwest Athletic Conference.

CONFERENCE EXPENSES				
Conference	Athletic Student Aid	Salaries/Benefits	Operating Expenses	Total
Portland State	\$4,593,200	\$2,849,133	\$4,259,820	\$11,702,153
GNAC	\$1,868,580	\$2,562,482	\$2,845,615	\$7,163,121
GNAC numbers represent conference medians				

Generated Revenue vs. Total Expenses with Net Loss

Portland State's total generated revenue is only around \$1.4 million more than the GNAC median, yet its expenses are close to \$5 million higher.

Considering the difference in divisions and athletic accomplishments, it seems disconcerting that the net loss difference between PSU and the GNAC median is close to \$3.5 million.

FY 2019 GENERATED REVENUE VS TOTAL EXPENSES WITH NET LOSS			
Conference	Generated Revenue	Total Expenses	Net Loss
Portland State	\$2,888,248	\$12,015,314	\$9,127,066
GNAC	\$1,499,588	\$7,163,121	\$5,663,533
<i>GNAC numbers represent conference medians</i>			

Direct Institutional Support as Percentage of Total Institutional Expenses

The amount a college or university offers to an institution can be mandated by the Board of Trustees (Governors) or granted by other campus bodies. Portland State receives almost \$3 million more than the GNAC median.

Institutional expenses, however, are also higher for PSU. The telling data is in the percentage. Portland State's institutional support is 1.5% of its total institutional expenses while the GNAC median is 2%.

FY2019 DIRECT INST. SUPPORT AS % OF TOTAL INST. EXPENSES			
Conference	Direct Inst. Support	Total Inst. Expenses	Percentage
Portland State	\$6,600,511	\$438,221,588	1.5%
GNAC	\$3,624,596	\$184,481,509	2.0%
<i>GNAC numbers represent conference medians</i>			

Coach and Administrator Compensation

The discrepancies in coaches' salaries as opposed to administrator salaries is quite a conundrum when comparing Portland State to the GNAC median.

PSU spends nearly \$1.4 million more on coaches and almost \$500,000 less for administrators than the GNAC. Despite the difference in expenditures, Portland State only exceeds the GNAC median by \$769,029.

FY2019 COACH AND ADMINISTRATOR COMPENSATION			
Conference	Coach Salaries/Benefits	Admin Salaries/Benefits	Total
Portland State	\$2,849,133	\$482,378	\$3,331,511
GNAC	\$1,484,912	\$1,077,570	\$2,562,482
<i>GNAC numbers represent conference medians</i>			

ROCKY MOUNTAIN ATHLETIC CONFERENCE – BACKGROUND

The Rocky Mountain Athletic Conference (RMAC) is an NCAA Division II conference originally established in 1909 as the Colorado Faculty Athletic Conference. At its inception, there were four charter members: The University of Colorado, Colorado A&M (now Colorado State University), Colorado College and Colorado School of Mines. In 1910, the conference was renamed the Rocky Mountain Faculty Athletic Conference. The membership changed and expanded until 1938 when seven schools left to form the Mountain States Conference.

In 1967, the name was changed again to its current iteration, the Rocky Mountain Athletic Conference (RMAC), 10 members were added, and the conference was split into two divisions – Mountains and Plains. Only a few years later, the Mountain and Plains divisions became two different conferences and eventually went their separate ways. The Mountain division retained the RMAC name and the Plains division became the Great Plains Athletic Conference.

The conference began sponsoring women's sports in 1978 and in 1992, the RMAC officially moved into the NCAA Division II ranks. During that inaugural season at Division II, Adams State won championship titles in both women's and men's cross-country. Since 1992, RMAC members have gone on to win 62 NCAA Division II championship titles.

The conference has continued to evolve and expand its footprint in the region and in Division II. Currently, there are 15 full members, including the Colorado School of Mines, which is the only founding member still in the conference. The other members are Adams State, Black Hills State, Chadron State, Colorado Christian, Colorado Mesa, Colorado School of Mines, Colorado State University-Pueblo, the University of Colorado-Colorado Springs, Fort Lewis, Metropolitan State University of Denver, New Mexico Highlands, Regis, South Dakota School of Mines and Technology, Western Colorado and Westminster. The conference also has four affiliate members.

The RMAC currently sponsors 22 sports – 11 for men and 11 for women. Men's sponsored sports include baseball, basketball, cross-country, football, golf, lacrosse, soccer, swimming/diving, indoor track/field, outdoor track/field and wrestling. Women's sponsored sports are basketball, cross-country, golf, lacrosse, soccer, softball, swimming/diving, indoor track/field, outdoor track/field and volleyball. Affiliate members compete in men's swimming/diving, wrestling, women's swimming/diving and lacrosse.

The mission statement of the RMAC is to *"empower student-athletes to realize their full potential in athletics, academics and in life through a richly rewarding and nationally competitive experience at our unique NCAA Division II institutions."*

ROCKY MOUNTAIN ATHLETIC CONFERENCE – INSTITUTIONAL ANALYSIS

Collegiate Consulting gathered institutional/academic information on the Rocky Mountain Athletic Conference (RMAC) institutions. This information was pulled from the National Center for Education Statistics.

The RMAC is made up of primarily public institutions. Of its 15 members, only three are private institutions. The average total enrollment for the RMAC is 6,277, with 5,213 being undergraduate students. When looking at both undergraduate and total enrollment, the range is set by Metropolitan State-Denver with the highest and Westminster College with the lowest.

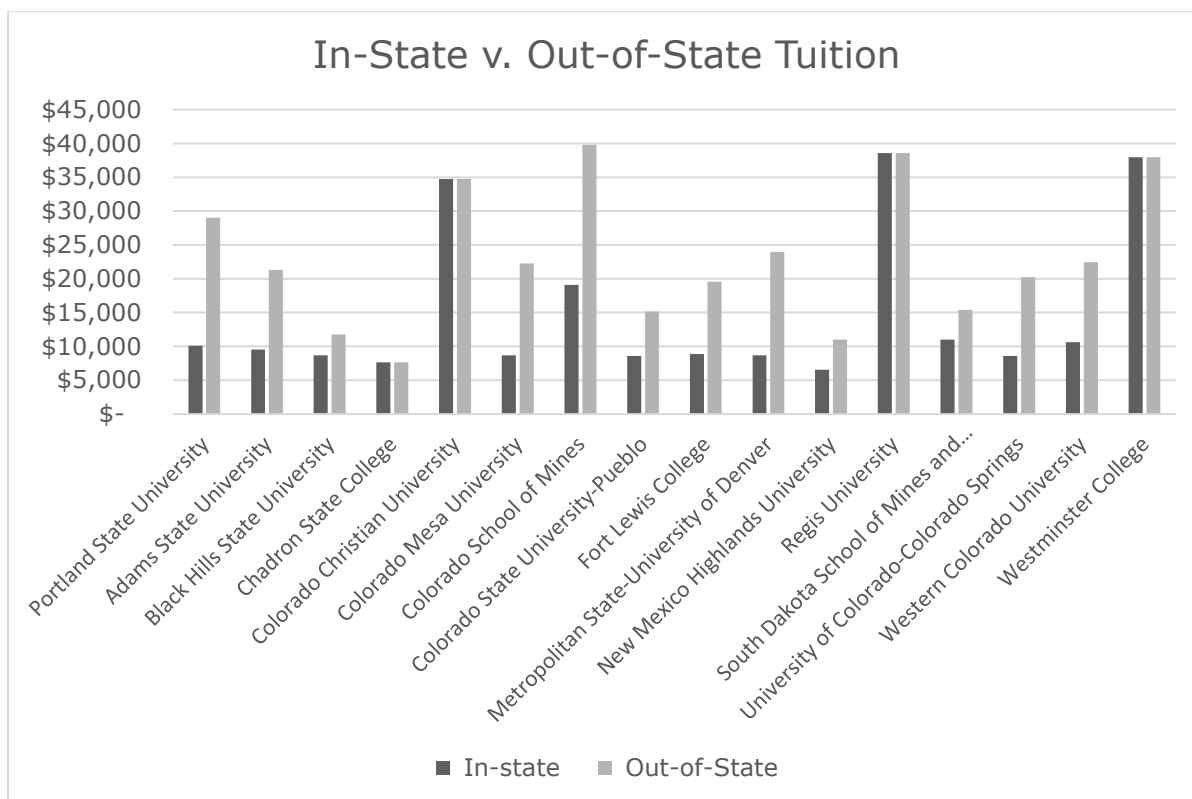
In terms of demographics, the RMAC skews female with an average population size of 53%. Colorado Christian University has the highest percentage of females at 66%, while South Dakota School of Mines and Technology has the lowest at 24%.

The average RMAC in-state tuition is \$15,194, with the highest belonging to Regis University, a private institution. The lowest in-state tuition is New Mexico Highlands University at just \$6,558.

The average out-of-state tuition is \$22,781. The range is set by Colorado School of Mines (\$39,800) and Chadron State College (\$7,664).

The University of Colorado-Colorado Springs is the only institution that shares PSU's Carnegie Classification of Doctoral Universities: High Research Activity.

Rocky Mountain Athletic Conference Institutional Analysis								
Institution	Public-Private	Enrollment Fall 2019		% of Undergraduate		Tuition & Fees 2020-21		Carnegie Classification
		Undergrad	Total	Male	Female	In-state	Out-of-State	
Portland State University	Public	20,966	26,021	44%	56%	\$ 10,112	\$ 29,001	Doctoral Universities: High Research Activity
Adams State University	Public	1,955	3,114	54%	46%	\$ 9,560	\$ 21,296	Master's Colleges & Universities: Larger Programs
Black Hills State University	Public	3,684	3,858	37%	63%	\$ 8,672	\$ 11,742	Master's Colleges & Universities: Small Programs
Chadron State College	Public	1,923	2,407	41%	59%	\$ 7,634	\$ 7,664	Master's Colleges & Universities: Medium Programs
Colorado Christian University	Private	6,539	7,587	34%	66%	\$ 34,750	\$ 34,750	Master's Colleges & Universities: Medium Programs
Colorado Mesa University	Public	9,239	9,373	46%	54%	\$ 8,686	\$ 22,235	Master's Colleges & Universities: Small Programs
Colorado School of Mines	Public	5,156	6,628	69%	31%	\$ 19,100	\$ 39,800	Doctoral Universities: High Research Activity
Colorado State University-Pueblo	Public	4,310	7,081	46%	54%	\$ 8,591	\$ 15,149	Master's Colleges & Universities: Small Programs
Fort Lewis College	Public	3,220	3,300	46%	54%	\$ 8,896	\$ 19,552	Baccalaureate Colleges: Arts & Sciences Focus
Metropolitan State-University of Denver	Public	19,194	20,080	46%	54%	\$ 8,693	\$ 23,967	Master's Colleges & Universities: Larger Programs
New Mexico Highlands University	Public	1,750	2,787	37%	63%	\$ 6,558	\$ 10,998	Master's Colleges & Universities: Larger Programs
Regis University	Private	3,500	6,908	39%	61%	\$ 38,558	\$ 38,558	Doctoral/Professional Universities
South Dakota School of Mines and Technology	Public	2,202	2,525	76%	24%	\$ 11,020	\$ 15,400	Special Focus Four-Year: Engineering Schools
University of Colorado-Colorado Springs	Public	10,706	12,807	48%	52%	\$ 8,580	\$ 20,220	Doctoral Universities: High Research Activity
Western Colorado University	Public	3,073	3,487	53%	47%	\$ 10,646	\$ 22,430	Master's Colleges & Universities: Small Programs
Westminster College	Private	1,740	2,215	39%	61%	\$ 37,960	\$ 37,960	Master's Colleges & Universities: Larger Programs
Average	Public: 12	5,213	6,277	47%	53%	\$ 15,194	\$ 22,781	
Rank	Private: 3	1	1	10	7	7	5	



Collegiate Consulting gathered information on admissions rates and outcomes for RMAC institutions. Three institutions in the conference are open admissions colleges and do not have data for acceptance or enrollment rates and ACT scores.

On average, RMAC institutions accept 85% of students that apply and 23% of those students enroll. Adams State University has the highest acceptance rate at 100%. Black Hills State and South Dakota School of Mines and Technology have the highest enrollment rates at 40%.

The range for retention and graduation rates are set by Colorado School of Mines with the highest in both categories (92% and 84%) and New Mexico Highlands University with the lowest (55% and 29%).

Consistent with the high retention and graduation rates, Colorado School of Mines has the highest ACT scores in both the 25th and 75th percentile.

Rocky Mountain Athletic Conference Institutional Analysis						
Institution	Accept Rate	Enroll Rate	1st YR Retention	Six-YR Grad Rate	ACT 25th Percentile	ACT 75th Percentile
Portland State University	96%	25%	72%	47%	18	24
Adams State University	100%	21%	59%	31%	17	22
Black Hills State University	97%	40%	62%	40%	18	24
Chadron State College*	-	-	71%	42%	-	-
Colorado Christian University*	-	-	83%	60%	-	-
Colorado Mesa University	75%	30%	74%	44%	-	-
Colorado School of Mines	55%	18%	92%	84%	28	33
Colorado State University-Pueblo	94%	28%	63%	37%	18	23
Fort Lewis College	92%	25%	62%	42%	16	22
Metropolitan State-University of Denver	83%	20%	67%	32%	14	20
New Mexico Highlands University*	-	-	55%	29%	-	-
Regis University	78%	10%	84%	67%	21	28
South Dakota School of Mines and Technology	86%	40%	78%	50%	24	29
University of Colorado-Colorado Springs	90%	16%	70%	45%	-	-
Western Colorado University	88%	18%	65%	50%	20	26
Westminster College	87%	11%	80%	69%	22	28
Average	85%	23%	71%	48%	20	26
* = Open admission schools						

ROCKY MOUNTAIN ATHLETIC CONFERENCE – SPONSORED SPORTS

Collegiate Consulting gathered information on the RMAC-sponsored sports to help show potential alignment based on sport sponsorships.

Men's Programs

The RMAC sponsors the following men's sports:

- Baseball
- Basketball
- Cross-country
- Football
- Golf
- Lacrosse
- Soccer
- Swimming and diving
- Indoor track and field
- Outdoor track and field
- Wrestling

All conference institutions sponsor basketball and cross-country. The fewest institutions sponsor lacrosse with just four. Colorado Mesa University and Colorado State University-Pueblo sponsor all of the conference-sponsored sports. Colorado Mesa also sponsors men's tennis, a non-conference sport, which is only sponsored by two other institutions.

Portland State does not sponsor baseball, golf, lacrosse, soccer, swimming and diving or wrestling.

Rocky Mountain Athletic Conference Men's Sports Sponsorship													
RMAC	Total	Base	BB	XC	FB	Golf	LAX	Soccer	S&D	Tennis*	I T&F	O T&F	Wrestling
Portland State University	6	X	X	X	X					X	X	X	X
Adams State University	10	X	X	X	X		X	X	X		X	X	X
Black Hills State University	5		X	X	X						X	X	
Chadron State College	6		X	X	X						X	X	X
Colorado Christian University	7	X	X	X		X		X			X	X	
Colorado Mesa University	12	X	X	X	X	X	X	X	X	X	X	X	X
Colorado School of Mines	10	X	X	X	X	X		X	X		X	X	X
Colorado State University-Pueblo	11	X	X	X	X	X	X	X		X	X	X	X
Fort Lewis College	6		X	X	X	X		X				X	
Metropolitan State-University of Denver	7	X	X	X				X		X	X	X	
New Mexico Highlands University	5	X	X	X	X								X
Regis University	5	X	X	X		X		X					
South Dakota School of Mines and Technology	7		X	X	X	X		X			X	X	
University of Colorado-Colorado Springs	7	X	X	X		X		X			X	X	
Western Colorado University	6		X	X	X						X	X	X
Westminster College	7		X	X		X	X	X			X	X	
Average/Total	7.4	9	15	15	10	9	4	11	3	3	12	13	7

*Sports sponsored by the institution, but not by the conference

Women's Programs

The RMAC sponsors the following women's programs:

- Basketball
- Cross-country
- Golf
- Lacrosse
- Soccer
- Softball
- Swimming and diving
- Indoor track and field
- Outdoor track and field
- Volleyball

All institutions sponsor basketball, cross-country and volleyball. The fewest institutions sponsor swimming and diving with just five participants. Adams State sponsors all conference sports, as do Colorado Mesa and Colorado State-Pueblo; the latter two institutions also sponsor tennis, a non-conference sport.

Portland State sponsors tennis but does not sponsor lacrosse or swimming and diving.

Rocky Mountain Athletic Conference Women's Sports Sponsorship												
RMAC	Total	BB	XC	Golf	LAX	Soccer	Softball	S&D	Tennis*	T/F - I	T/F - O	VB
Portland State University	9	X	X	X	X	X	X	X	X	X	X	X
Adams State University	10	X	X	X	X	X	X	X		X	X	X
Black Hills State University	8	X	X	X		X	X			X	X	X
Chadron State College	8	X	X	X		X	X			X	X	X
Colorado Christian University	8	X	X	X		X	X			X	X	X
Colorado Mesa University	11	X	X	X	X	X	X	X	X	X	X	X
Colorado School of Mines	8	X	X			X	X	X		X	X	X
Colorado State University-Pueblo	11	X	X	X	X	X	X	X	X	X	X	X
Fort Lewis College	7	X	X	X	X	X					X	X
Metropolitan State-University of Denver	9	X	X	X		X	X		X	X	X	X
New Mexico Highlands University	7	X	X			X	X			X	X	X
Regis University	7	X	X	X	X	X	X					X
South Dakota School of Mines and Technology	6	X	X	X						X	X	X
University of Colorado-Colorado Springs	9	X	X	X	X	X	X			X	X	X
Western Colorado University	7	X	X			X		X		X	X	X
Westminster College	8	X	X	X	X	X				X	X	X
Average/Total	8.3	15	15	12	7	14	11	5	3	13	14	15

*Sports sponsored by the institution, but not by the conference

ROCKY MOUNTAIN ATHLETIC CONFERENCE – SPORTS OPERATING BUDGETS

Collegiate Consulting gathered information on sport-by-sport operating budgets to demonstrate spending within the RMAC. The conference information was pulled from the Equity in Athletics Data Analysis and is from July 1, 2019 through June 30, 2020.

Men's Programs

The mean average spending for men's sports in the RMAC is \$454,283 and the median average is \$360,511. Colorado State University-Pueblo spends the most at \$902,405, about half of which comes from its football budget. Black Hills State spends the least at just \$219,731.

Baseball

The mean average budget for the conference is \$77,303. Colorado Mesa spends the most in the conference and is one of only two institutions to spend more than \$100,000. New Mexico Highlands University spends the least at \$25,555.

Basketball

With all institutions sponsoring basketball, the average operating budget is \$88,138. Fort Lewis College spends the most and is one of four institutions to spend more than \$100,000 on basketball. Western Colorado has the lowest budget and is the only institution to spend less than \$60,000.

Cross-country

With only four institutions listing cross-country specific budgets, the average spending comes out to \$20,813.

Football

The mean and median average spending for RMAC football is \$222,468 and \$195,302, respectively. Colorado State-Pueblo spends significantly more than the rest of the conference at \$468,951. This budget is about \$150,000 more than the second-highest spender in the conference. Western Colorado is the only institution that does not spend at least \$100,000.

Golf

The mean average budget for golf is \$39,756. The range is set by Colorado Christian spending the most and Fort Lewis College spending the least.

Lacrosse

With only four institutions participating in lacrosse, the average operating budget is \$81,605.

Soccer

Westminster College has the highest soccer budget at \$81,620, followed closely by Colorado Mesa. Colorado Christian has the lowest budget at \$45,149.

Swimming and Diving

With only three institutions participating in swimming and diving, the mean average budget is \$35,767.

Tennis

Although tennis is a non-conference sport, three RMAC institutions offer the sport. The average operating budget is \$17,933. Colorado Mesa spends the most on its team while Metropolitan State-Denver barely breaks into the double digits.

Track and Field/Cross-country

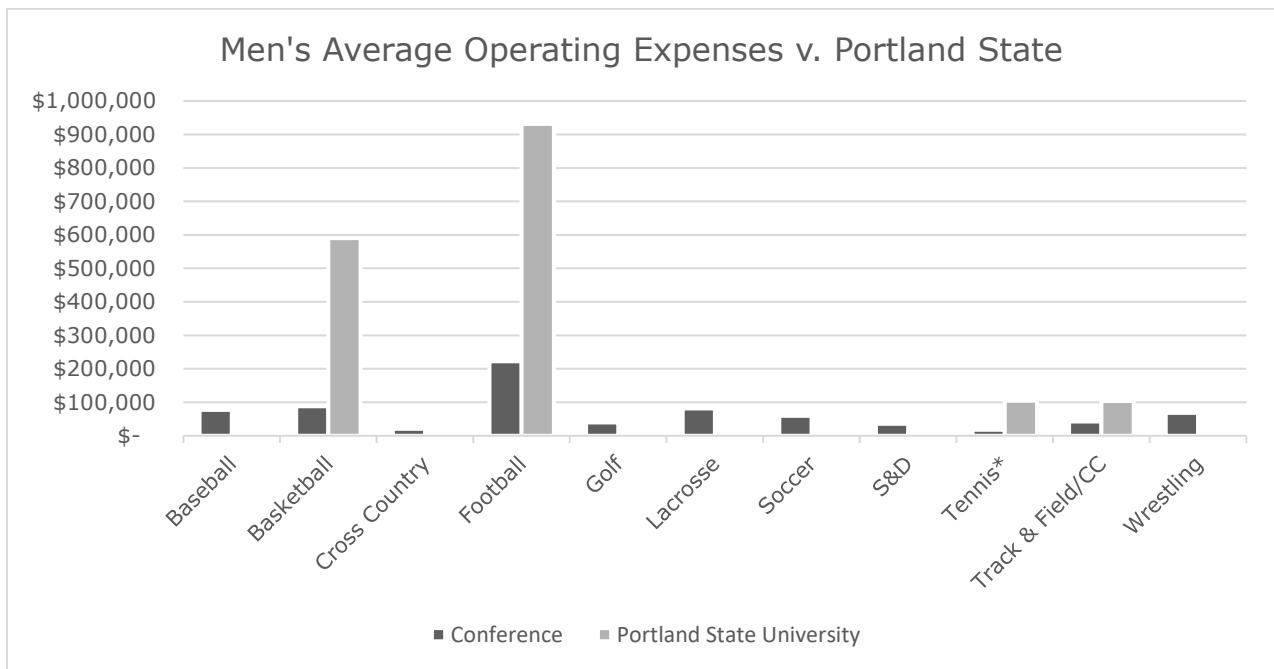
With all but three institutions offering a track and field budget, the average spending comes out to \$42,624. Adams State spends the most while Fort Lewis spends the least.

Wrestling

Seven institutions participate in wrestling, spending an average of \$67,960 on the sport. Colorado Mesa has the highest budget in the conference and is the only institution to spend more than \$100,000.

Institution	Baseball	Basketball	Cross Country	Football	Golf	Lacrosse	Soccer	S&D	Tennis*	Track & Field/CC	Wrestling	Total
Portland State University		\$ 590,491		\$ 931,950					\$ 104,775	\$ 103,421		\$ 1,730,637
Adams State University	\$ 45,320	\$ 70,098		\$ 225,348		\$ 50,011	\$ 48,376	\$ 19,098		\$ 69,498	\$ 63,175	\$ 586,862
Black Hills State University		\$ 67,554		\$ 118,593						\$ 33,584		\$ 219,731
Chadron State College		\$ 113,140		\$ 311,378						\$ 39,614	\$ 77,340	\$ 541,472
Colorado Christian University	\$ 82,686	\$ 99,599	\$ 23,042		\$ 57,232		\$ 45,149					\$ 307,708
Colorado Mesa University	\$ 116,924	\$ 70,014		\$ 165,256	\$ 32,048	\$ 113,965	\$ 79,287	\$ 45,065	\$ 28,927	\$ 52,660	\$ 118,957	\$ 821,103
Colorado School of Mines	\$ 96,902	\$ 125,156	\$ 37,251	\$ 310,086	\$ 50,907		\$ 65,763	\$ 43,200		\$ 48,847	\$ 53,258	\$ 831,290
Colorado State University-Pueblo	\$ 85,019	\$ 63,381		\$ 468,951	\$ 39,992	\$ 47,255		\$ 51,377	\$ 14,691	\$ 62,359	\$ 69,340	\$ 902,605
Fort Lewis College		\$ 137,505		\$ 145,698	\$ 17,170		\$ 70,708			\$ 14,198		\$ 385,279
Metropolitan State University of Denver	\$ 88,520	\$ 93,334					\$ 46,452		\$ 10,180	\$ 22,156		\$ 260,642
New Mexico Highlands University	\$ 25,555	\$ 103,987	\$ 14,817	\$ 154,194							\$ 39,283	\$ 337,836
Regis University	\$ 46,451	\$ 72,813	\$ 8,142		\$ 40,264		\$ 61,347					\$ 229,021
South Dakota School of Mines and Technology		\$ 93,102		\$ 230,177	\$ 27,600		\$ 59,758			\$ 49,941		\$ 460,780
University of Colorado-Colorado Springs	\$ 108,343	\$ 66,716		\$ 37,448			\$ 46,150			\$ 56,028		\$ 314,685
Western Colorado University		\$ 55,827		\$ 84,824						\$ 47,848	\$ 56,370	\$ 254,919
Westminster College		\$ 89,845			\$ 55,144	\$ 115,150	\$ 81,620			\$ 18,752		\$ 360,511
Average (Mean)	\$ 77,803	\$ 80,118	\$ 20,813	\$ 222,444	\$ 39,756	\$ 81,605	\$ 59,685	\$ 35,287	\$ 17,833	\$ 42,424	\$ 62,965	\$ 454,183
Average (Median)	\$ 85,019	\$ 69,845	\$ 18,630	\$ 195,302	\$ 39,992	\$ 81,988	\$ 59,758	\$ 43,200	\$ 14,691	\$ 48,348	\$ 63,175	\$ 360,511
Rank	NA	1	NA	1	NA	NA	NA	NA	1	1	NA	1

*Sport sponsored by the institution, but not sponsored by the conference



Women's Programs

The mean and median spending for women's sports in the RMAC is \$330,864 and \$343,932, respectively. Colorado Mesa has the highest women's sports budget at \$504,108, while South Dakota School of Mines and Technology has the lowest.

Basketball

With all institutions participating in basketball, the mean average spending is \$77,161. The University of Colorado-Colorado Springs and Westminster are the only two institutions to spend more than \$100,000 on basketball.

Cross-country

Only three institutions provided cross-country specific budgets. The average RMAC team spends \$18,768.

Golf

Colorado Christian has the highest budget in the conference for women's golf, spending \$65,237; it is the only institution to spend more than \$40,000 on the sport. Black Hills spends the least, followed closely by Adams State.

Lacrosse

The budgetary range for women's lacrosse is set by Colorado Mesa (\$70,485) and Fort Lewis College (\$14,296). Regis University has the second-highest budget in the conference and joins Colorado Mesa in spending more than \$55,000.

Soccer

With all but two institutions participating in soccer, the mean average budget is \$69,836. Regis University significantly outspends the rest of the conference and is one of two institutions to spend more than \$100,000. Western Colorado has the lowest budget in the conference and is the only institution to drop below \$40,000.

Softball

The average softball budget is \$47,398. Fort Lewis College has the highest budget in the conference and is one of three schools to spend more than \$60,000. On the other hand, Black Hills State has the lowest budget in the conference and is one of three schools to spend less than \$30,000.

Tennis

Although tennis is not a conference-sponsored sport, three RMAC institutions offer the sport; the average budget is \$16,244.

Track and Field

The track and field operating budget has a wide range in the RMAC. Colorado State-Pueblo has the biggest budget at \$59,801, while Fort Lewis College spends just under \$13,000. The mean average budget is \$37,557.

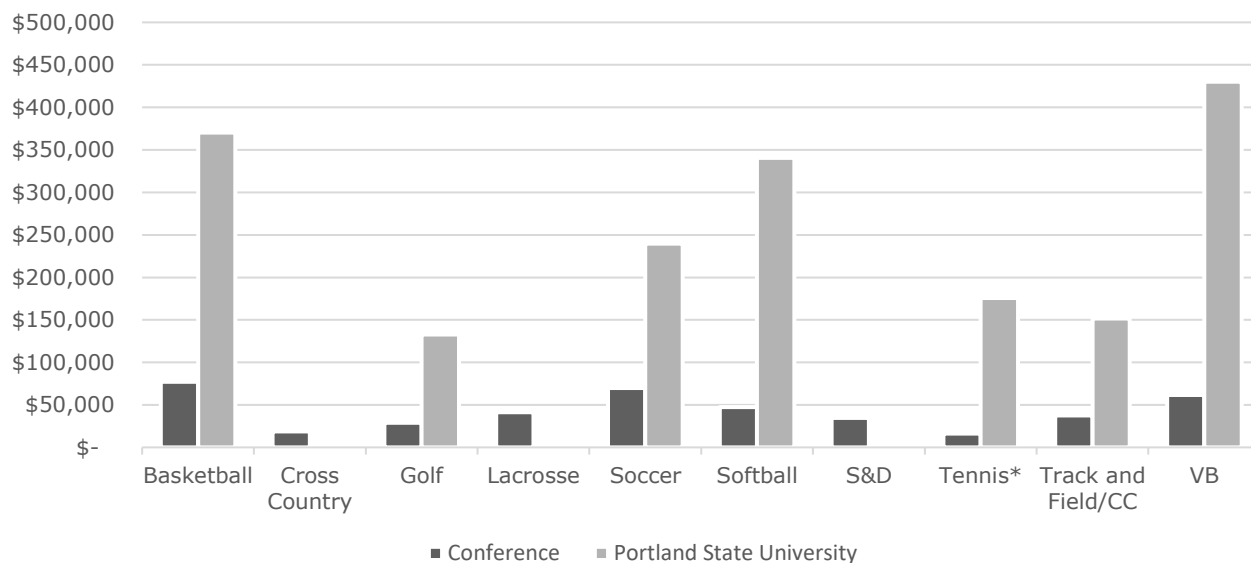
Volleyball

With all institutions participating in volleyball, the mean average budget is \$61,691. Colorado State-Pueblo has the highest budget and is one of two institutions to spend more than \$80,000. Western Colorado is the lowest-spending institution at just \$36,432.

Institution	Basketball	Cross Country	Golf	Lacrosse	Soccer	Softball	S&D	Tennis*	Track and Field/CC	VB	Total
Portland State University	\$ 370,357		\$ 132,971		\$ 239,571	\$ 340,775		\$ 175,715	\$ 151,507	\$ 430,288	\$ 1,841,184
Adams State University	\$ 87,808		\$ 12,484	\$ 27,557	\$ 41,827	\$ 40,748	\$ 27,241		\$ 50,038	\$ 56,229	\$ 343,932
Black Hills State University	\$ 54,809		\$ 11,981		\$ 42,483	\$ 26,233			\$ 29,876	\$ 55,807	\$ 221,189
Chadron State University	\$ 97,065		\$ 24,345			\$ 66,564			\$ 39,613	\$ 70,439	\$ 298,026
Colorado Christian University	\$ 73,058	\$ 22,322	\$ 65,237		\$ 81,055	\$ 62,663				\$ 71,370	\$ 375,705
Colorado Mesa University	\$ 81,949		\$ 28,481	\$ 70,485	\$ 65,896	\$ 49,622	\$ 44,188	\$ 27,493	\$ 51,176	\$ 84,818	\$ 504,108
Colorado School of Mines	\$ 83,373	\$ 22,350			\$ 78,921	\$ 29,587	\$ 33,601		\$ 39,076	\$ 75,179	\$ 362,087
Colorado State University-Pueblo	\$ 60,254		\$ 29,094	\$ 36,323	\$ 63,044	\$ 56,055	\$ 42,845	\$ 11,024	\$ 59,801	\$ 86,923	\$ 445,363
Fort Lewis College	\$ 57,787		\$ 36,534	\$ 14,296	\$ 54,844	\$ 67,607			\$ 12,744	\$ 53,547	\$ 297,359
Metropolitan State-University of Denver	\$ 99,882		\$ 38,860		\$ 110,760	\$ 54,368		\$ 10,215	\$ 16,945	\$ 69,377	\$ 400,407
New Mexico Highlands University	\$ 51,029				\$ 55,971	\$ 29,099			\$ 51,863	\$ 42,752	\$ 230,714
Regis University	\$ 56,797	\$ 11,631	\$ 27,301	\$ 56,057	\$ 133,793	\$ 44,748				\$ 56,803	\$ 387,130
South Dakota School of Mines and Technology	\$ 74,367		\$ 22,212						\$ 25,459	\$ 52,704	\$ 174,742
University of Colorado-Colorado Springs	\$ 118,427		\$ 25,038	\$ 53,260	\$ 58,715	\$ 41,485			\$ 47,727	\$ 49,526	\$ 394,178
Western Colorado University	\$ 53,359				\$ 36,012		\$ 25,518		\$ 45,263	\$ 36,432	\$ 196,584
Westminster College	\$ 107,458		\$ 25,795	\$ 31,502	\$ 84,544				\$ 18,666	\$ 63,465	\$ 331,430
Average (Mean)	\$ 77,161	\$ 18,768	\$ 28,947	\$ 41,354	\$ 69,836	\$ 47,398	\$ 34,679	\$ 16,244	\$ 37,557	\$ 61,691	\$ 330,864
Average (Median)	\$ 74,367	\$ 22,322	\$ 26,548	\$ 36,323	\$ 63,044	\$ 47,185	\$ 33,601	\$ 11,024	\$ 39,613	\$ 56,803	\$ 343,932
Rank	1	NA	1	NA	1	1	NA	1	1	1	1

*Sport sponsored by the institution, but not sponsored by the conference

Women's Average Operating Expenses v. Portland State University



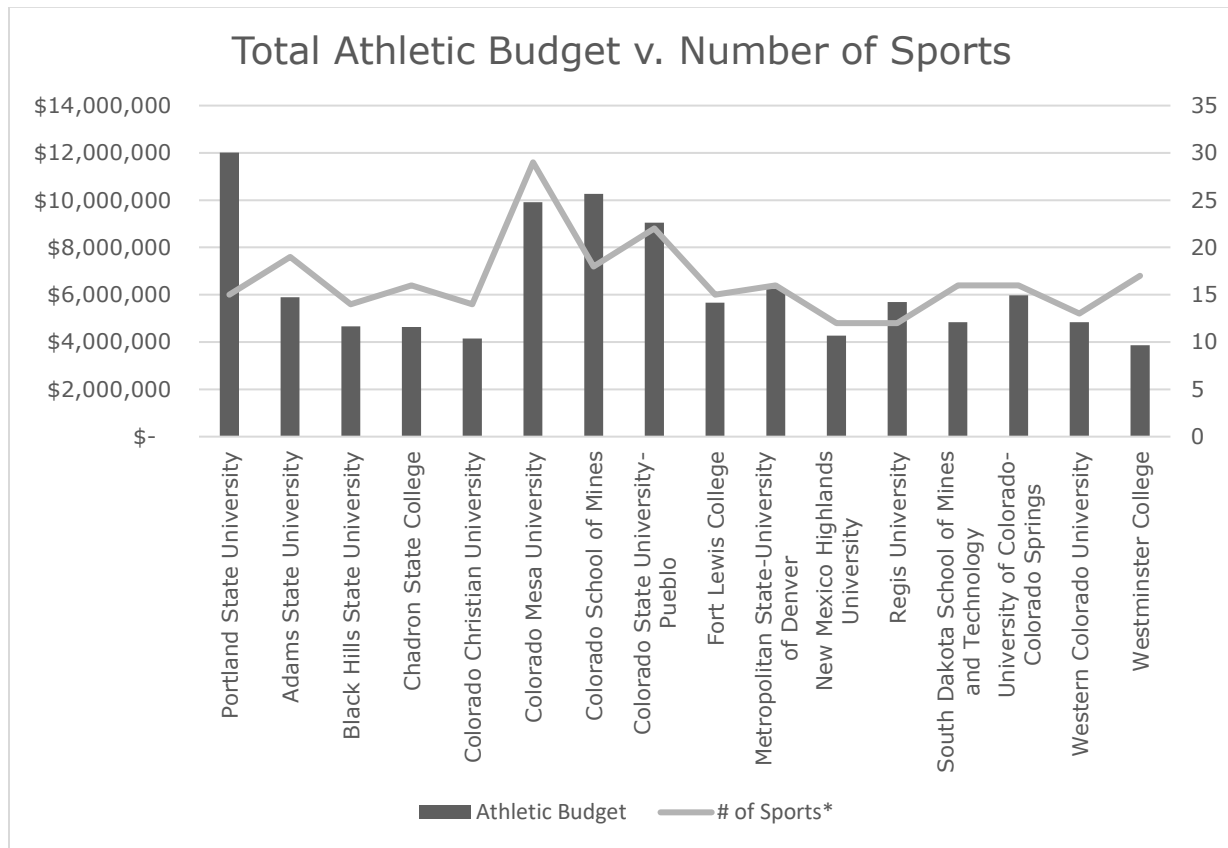
ROCKY MOUNTAIN ATHLETIC CONFERENCE – TOTAL ATHLETIC BUDGET

Collegiate Consulting gathered information on the total athletic budgets for RMAC institutions. This information was pulled from the Equity in Athletics Data Analysis and is from July 1, 2019 to June 30, 2020.

The mean average athletic budget for the conference is just below \$6 million for 17 sports. On the other hand, the median average is \$5.67 million for 16 sports. Colorado School of Mines has the highest athletic budget and is the only institution to spend more than \$10 million. Westminster College has the smallest budget at \$3.87 million and is the only school to spend less than \$4 million.

Rocky Mountain Athletic Conference Athletic Budgets		
Institution	Athletic Budget	# of Sports*
Portland State University	\$ 12,015,314	15
Adams State University	\$ 5,901,191	19
Black Hills State University	\$ 4,668,116	14
Chadron State College	\$ 4,630,049	16
Colorado Christian University	\$ 4,144,554	14
Colorado Mesa University	\$ 9,909,240	29
Colorado School of Mines	\$ 10,265,097	18
Colorado State University-Pueblo	\$ 9,051,219	22
Fort Lewis College	\$ 5,667,383	15
Metropolitan State-University of Denver	\$ 6,262,559	16
New Mexico Highlands University	\$ 4,270,951	12
Regis University	\$ 5,686,443	12
South Dakota School of Mines and Technology	\$ 4,835,713	16
University of Colorado-Colorado Springs	\$ 5,971,456	16
Western Colorado University	\$ 4,839,046	13
Westminster College	\$ 3,868,590	17
Average (Mean)	\$ 5,998,107	17
Average (Median)	\$ 5,667,383	16
Rank	1	10

*Includes sports not sponsored by the conference



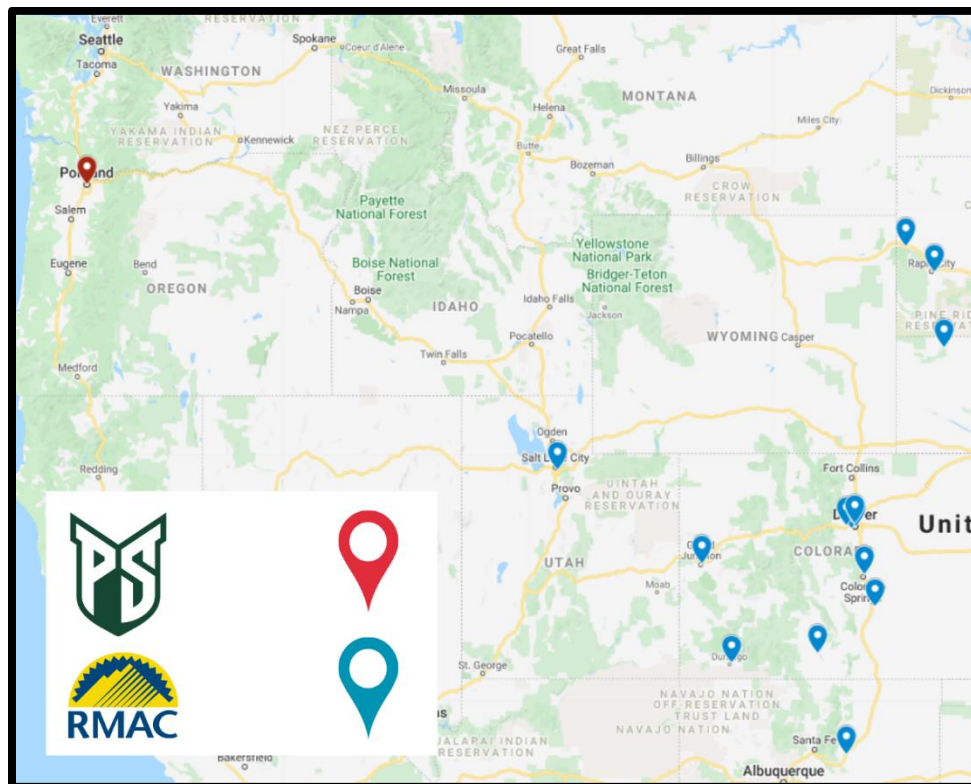
ROCKY MOUNTAIN ATHLETIC CONFERENCE – TRAVEL ANALYSIS

Collegiate Consulting researched travel times and distances for the RMAC to help demonstrate the potential travel commitment and geographic footprint. Although this section can help predict travel times and expenditures, it is important to note all of the variations that can impact travel and budgets.

Since Portland State would make its own decisions on the method of travel, all of these metrics are for travel by bus.

The average travel commitment to RMAC institutions would be 18 hours, traveling 1,213 miles. The shortest trip in terms of mileage and time would be to Westminster College in Salt Lake City. The longest trip for both metrics would be to New Mexico Highlands University in Las Vegas, N.M.

Rocky Mountain Athletic Conference Travel Matrix					
Institution	Location	Distance (Miles)	Travel Time		
			Hours	Minutes	
Portland State University	Portland, OR				
Adams State University	Alamosa, CO	1,292	19	46	
Black Hills State University	Spearfish, SD	1,165	17	25	
Chadron State College	Chadron, NE	1,298	19	20	
Colorado Christian University	Lakewood, CO	1,247	18	16	
Colorado Mesa University	Grand Junction, CO	1,048	15	21	
Colorado School of Mines	Golden, CO	1,250	18	18	
Colorado State University-Pueblo	Pueblo, CO	1,352	19	49	
Fort Lewis College	Durango, CO	1,158	17	32	
Metropolitan State-University of Denver	Denver, CO	1,242	18	10	
New Mexico Highlands University	Las Vegas, NM	1,449	22	8	
Regis University	Denver, CO	1,238	18	6	
South Dakota School of Mines and Technology	Rapid City, SD	1,209	18	5	
University of Colorado-Colorado Springs	Colorado Springs, CO	1,305	19	8	
Western Colorado University	Gunnison, CO	1,172	17	41	
Westminster College	Salt Lake City, UT	772	11	12	
One-Way Average		1,213	18.0		



ROCKY MOUNTAIN ATHLETIC CONFERENCE – SCHOLARSHIPS

Collegiate Consulting gathered information about the number of scholarships offered in the Rocky Mountain Athletic Conference. This information contains the average high and low in the conference, as well as the actual average. It is important to note that PSU's data is not included in this analysis since NCAA Division I has different scholarship limitations.

For men's sports, the average RMAC institution offers 23.03 scholarships, with the most coming from basketball and the fewest from tennis. The institutions that offer the most scholarships in the conference offer 34.68 scholarships for men's sports.

As for women's scholarships, the average institution offers 23.11 equivalencies to its female athletes. Across the high, low and average, basketball allocates the most scholarships.

Rocky Mountain Athletic Conference				
Men's Sports				
Men	DII Max	High	Low	Average
Basketball	10.00	10.00	3.98	6.95
Baseball	9.00	7.76	1.86	4.78
Soccer	9.00	4.62	1.85	4.62
Tennis	4.50	3.17	0.56	1.47
Track & Field	12.60	9.13	2.25	5.21
Men's Total	45.10	34.68	10.50	23.03
Women's Sports				
Women	DII Max	High	Low	Average
Basketball	10.00	10.00	2.76	6.41
Golf	5.40	2.50	0.54	1.14
Soccer	9.90	7.20	1.91	0.76
Softball	7.20	5.34	1.79	3.92
Tennis	6.00	2.73	0.64	1.48
Track & Field	12.60	9.13	0.00	4.08
Volleyball	8.00	8.00	2.28	5.32
Women's Total	59.10	44.90	9.92	23.11
Overall Total	104.20	79.58	20.42	46.14

ROCKY MOUNTAIN ATHLETIC CONFERENCE – SALARIES

Collegiate Consulting gathered information on salaries within the RMAC to demonstrate the current makeup of the conference and how Portland State could potentially fit in.

Administration Salaries

Like any athletic department, the director of athletics has the highest administrator salary. The average RMAC director of athletics makes \$113,470. The salary range for an RMAC director of athletics is \$178,063 to \$91,519. The senior associate director of athletics is the second-highest paid staff member, with a mean salary of \$70,754.

Compliance personnel, external personnel, marketing personnel and the head athletic trainer all make more than \$50,000 on average. In addition, several associate and assistant directors of athletics also make more than \$50,000.

RMAC Administration Salary Summary					
Salary and Benefits	Salary Mean	Salary Median	Salary High	Salary Low	Benefits Mean
Director of Athletics	\$ 113,470	\$ 105,760	\$ 178,063	\$ 91,519	\$ 32,812
Sr. Assoc. AD	\$ 70,754	\$ 70,754	\$ 99,063	\$ 66,507	\$ 25,231
Assoc. AD 1	\$ 50,441	\$ 57,228	\$ 89,064	\$ 32,000	\$ 17,546
Assoc. AD 2	\$ 63,369	\$ 59,614	\$ 87,974	\$ 52,000	\$ 19,286
Assoc. AD 3	\$ 57,343	\$ 57,343	\$ 83,165	\$ 47,500	\$ 16,098
Asst. AD 1	\$ 57,920	\$ 55,420	\$ 73,232	\$ 45,000	\$ 18,047
Asst. AD 2	\$ 46,761	\$ 47,923	\$ 56,820	\$ 29,125	\$ 13,052
Asst. AD 3	\$ 43,113	\$ 44,052	\$ 53,625	\$ 28,000	\$ 13,916
Compliance	\$ 58,432	\$ 55,043	\$ 76,793	\$ 45,000	\$ 17,129
SID	\$ 45,128	\$ 42,890	\$ 64,135	\$ 28,000	\$ 14,807
Asst. SID	\$ 29,280	\$ 29,722	\$ 35,061	\$ 22,614	\$ 11,490
External	\$ 56,018	\$ 56,560	\$ 61,000	\$ 52,000	\$ 18,408
Marketing	\$ 51,093	\$ 51,093	\$ 67,186	\$ 35,000	\$ 14,623
Admin/Business	\$ 42,270	\$ 40,690	\$ 55,593	\$ 32,031	\$ 13,179
Equipment/Facilities/Events	\$ 46,386	\$ 39,540	\$ 66,901	\$ 15,000	\$ 15,468
Head ATC	\$ 50,812	\$ 53,758	\$ 77,790	\$ 25,671	\$ 16,470
Asst. ATC	\$ 38,678	\$ 38,685	\$ 47,804	\$ 17,856	\$ 12,241
Asst. ATC	\$ 36,697	\$ 39,023	\$ 47,089	\$ 12,419	\$ 10,185
Strength/Conditioning	\$ 39,183	\$ 41,380	\$ 57,123	\$ 16,750	\$ 14,338
Asst. Strength/Conditioning	\$ 27,342	\$ 35,500	\$ 38,845	\$ 7,680	\$ 7,220
Academic	\$ 49,050	\$ 49,050	\$ 56,820	\$ 41,280	\$ 14,066

Coaching Salaries

When looking at the mean and median averages, the head football coach is the highest-paid coach within the RMAC. Men and women's basketball head coaches are the second and third-highest paid positions on staff.

However, when looking at salary ranges, one RMAC men's basketball coach makes upwards of \$233,628, which is nearly \$100,000 more than the highest-paid football coach in the conference. The highest-paid women's basketball coach makes about \$2,000 less than the highest-paid football coach.

The average volleyball coach is the fourth-highest paid member of the coaching staff, making \$53,702. The women's soccer and softball coaches make about \$40,000 each.

The average cross-country coach and track and field coach make \$34,758 and \$39,289, respectively. Men's and women's golf coaches as well as the tennis coach all make an average of less than \$30,000.

RMAC Coaching Salary Summary					
Salary and Benefits	Salary Mean	Salary Median	Salary High	Salary Low	Benefits Mean
Men's Basketball					
Head Coach	\$ 82,883	\$ 70,730	\$ 233,628	\$ 47,204	\$ 27,322
Assistant 1	\$ 35,595	\$ 34,617	\$ 75,600	\$ 12,982	\$ 11,288
Assistant 2	\$ 10,841	\$ 8,000	\$ 40,992	\$ 462	\$ 2,902
Women's Basketball					
Head Coach	\$ 67,964	\$ 65,425	\$ 140,912	\$ 56,548	\$ 19,945
Assistant 1	\$ 29,996	\$ 32,250	\$ 55,045	\$ 12,712	\$ 10,666
Assistant 2	\$ 11,056	\$ 8,000	\$ 38,465	\$ 1,788	\$ 3,829
Cross Country					
Head Coach	\$ 34,758	\$ 42,655	\$ 51,018	\$ 14,999	\$ 10,148
Assistant	\$ 15,101	\$ 10,442	\$ 42,882	\$ 2,748	\$ 5,586
Football					
Head Coach	\$ 90,925	\$ 86,397	\$ 142,875	\$ 72,565	\$ 28,683
Assistant 1	\$ 50,827	\$ 50,013	\$ 66,290	\$ 39,725	\$ 16,795
Assistant 2	\$ 45,219	\$ 45,743	\$ 57,865	\$ 36,000	\$ 15,825
Assistant 3	\$ 35,811	\$ 33,133	\$ 56,240	\$ 25,000	\$ 14,022
Assistant 4	\$ 30,033	\$ 32,000	\$ 43,090	\$ 16,000	\$ 11,248
Assistant 5	\$ 23,889	\$ 25,860	\$ 40,332	\$ 8,000	\$ 9,933
Men's Golf					
Head Coach	\$ 25,340	\$ 19,969	\$ 57,446	\$ 6,000	\$ 8,055
Women's Golf					
Head Coach	\$ 16,718	\$ 15,000	\$ 42,105	\$ 6,000	\$ 2,948
Women's Soccer					
Head Coach	\$ 42,926	\$ 45,000	\$ 74,364	\$ 31,703	\$ 15,114
Assistant 1	\$ 17,420	\$ 12,024	\$ 38,390	\$ 4,000	\$ 5,383
Assistant 2	\$ 5,113	\$ 4,900	\$ 12,527	\$ 800	\$ 1,040
Softball					
Head Coach	\$ 41,852	\$ 45,675	\$ 80,404	\$ 15,000	\$ 12,855
Assistant	\$ 16,934	\$ 10,284	\$ 37,136	\$ 5,000	\$ 4,358
Women's Tennis					
Head Coach	\$ 17,852	\$ 15,325	\$ 23,641	\$ 15,000	\$ 3,713
Assistant	\$ 6,535	\$ 3,925	\$ 15,790	\$ 2,500	\$ 3,402
Track and Field					
Head Coach	\$ 39,289	\$ 43,246	\$ 64,577	\$ 8,735	\$ 11,303
Assistant 1	\$ 23,845	\$ 21,919	\$ 42,612	\$ 2,748	\$ 8,404
Assistant 2	\$ 11,906	\$ 9,899	\$ 31,580	\$ 1,500	\$ 3,142
Volleyball					
Head Coach	\$ 53,702	\$ 53,931	\$ 91,529	\$ 36,915	\$ 17,909
Assistant 1	\$ 26,863	\$ 27,504	\$ 56,292	\$ 9,333	\$ 8,057
Assistant 2	\$ 8,112	\$ 5,702	\$ 44,634	\$ 2,000	\$ 2,455

ROCKY MOUNTAIN ATHLETIC CONFERENCE – FINANCIAL OVERVIEW

Revenue

Assessing total revenue generated versus total allocated revenue between Portland State and the RMAC makes a large dichotomy clear. While the RMAC's total generated revenue median is more than \$1 million larger than PSU's, allocated revenue is more for the Vikings by \$1.56 million.

With those line items in place, Portland State's total athletics revenue sits at \$1.02 million above the RMAC median.

FY 2019 CONFERENCE REVENUES			
Source	Total Generated Revenue	Total Allocated Revenue	Total Athletics Revenue
Portland State	\$314,872	\$6,968,519	\$7,283,391
RMAC	\$1,315,402	\$5,410,309	\$6,264,612

RMAC numbers represent conference medians

Expenses

Operating expenses are what really separates the RMAC median from Portland State in this category. PSU spends \$4.26 million on operating expenses (about \$2 million more than the RMAC median) and nearly doubles the conference's cost of salaries and benefits. Athletic student aid rests at \$2.8 million more for Portland State, but the extreme differences in the other categories don't follow as expected.

Total expenses are almost twice as high for PSU than they are for the RMAC median.

CONFERENCE EXPENSES				
Conference	Athletic Student Aid	Salaries/Benefits	Operating Expenses	Total
Portland State	\$4,593,200	\$2,849,133	\$4,259,820	\$11,702,153
RMAC	\$1,793,703	\$1,950,593	\$2,287,563	\$6,221,932

RMAC numbers represent conference medians

Generated Revenue vs. Total Expenses with Net Loss

PSU incurs a net loss of \$9.13 million but it also spends more than \$12 million on total expenses, whereas the RMAC median shows a net loss of \$4.9 million and \$6.22 million in total expenses.

Generated revenue is the point of focus for this section: PSU only accumulates \$1.57 million more than the RMAC median.

FY 2019 GENERATED REVENUE VS TOTAL EXPENSES WITH NET LOSS			
Conference	Generated Revenue	Total Expenses	Net Loss
Portland State	\$2,888,248	\$12,015,314	\$9,127,066
RMAC	\$1,315,402	\$6,221,932	\$4,906,530
<i>RMAC numbers represent conference medians</i>			

Direct Institutional Support as Percentage of Total Institutional Expenses

Percentages are most likely the best way to understand money given by institutional support versus the total institutional expenses. The vast differences in allotments and differences in divisional responsibilities can be difficult to navigate.

PSU receives \$6.6 million in institutional support, while the median of the Rocky Mountain Athletic Conference garners \$3.58 million. Institutional expenses skyrocket from the RMAC's \$77 million to Portland State's \$438 million.

Still, PSU only receives 1.5% of its funds through institutional support, while the median of the RMAC receives 4.6%.

FY2019 DIRECT INST. SUPPORT AS % OF TOTAL INST. EXPENSES			
Conference	Direct Inst. Support	Total Inst. Expenses	Percentage
Portland State	\$6,600,511	\$438,221,588	1.5%
RMAC	\$3,578,392	\$77,148,640	4.6%
<i>RMAC numbers represent conference medians</i>			

Coach and Administrator Compensation

Coaches and administrators earn different amounts based on conference, experience, prestige and several other variables. While a coach can negotiate a long-term contract with added benefits, an administrator is often a person who rises through the ranks without such leverage.

PSU spends \$2.85 million on coaches and only \$482,378 on administrators – or roughly 85.5% and 14.5%, respectively.

FY2019 COACH AND ADMINISTRATOR COMPENSATION			
Conference	Coach Salaries/Benefits	Admin Salaries/Benefits	Total
Portland State	\$2,849,133	\$482,378	\$3,331,511
RMAC	\$1,256,893	\$693,700	\$1,950,593
<i>RMAC numbers represent conference medians</i>			

PRO FORMA – DIVISION II REVENUE

Overview

When developing the revenue pro forma, Collegiate Consulting utilized a combination of the *Athletic Projections* document developed by the CFO and the *2020 NCAA Financial Report*. In FY2020, PSU generated \$14.2 million in revenue, and needed to utilize \$1.09 million in reserves to balance an expenditure budget of \$15.35 million.

With the Division II transition in 2022-23, Collegiate Consulting projects a decrease of \$7.74 million in revenue. This is a 48% decrease from the year prior at Division I. Game guarantee and NCAA/conference revenue disappear with the move to Division II. In addition, the State of Oregon–Lottery, ticket revenue and program revenue also decrease by more than 50%; this is an assumption made by Collegiate Consulting if PSU is no longer a Division I program. [As noted in the recommendations section](#), Collegiate Consulting does not recommend reclassifying intercollegiate athletics to Division II.

Overall, 94% of the support for a Division II budget would come from internal support (student fees, institution, lottery) with six percent being generated from external revenue sources.

Pro Forma Summary							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 1,620,126	\$ 1,628,227	\$ 1,636,368	\$ 1,644,550
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Direct Institutional Support	\$ 6,618,654	\$ 6,751,027	\$ 6,919,803	\$ 5,800,000	\$ 5,858,000	\$ 5,916,580	\$ 5,975,746
Ticket Revenue	\$ 268,106	\$ -	\$ 335,133	\$ 86,500	\$ 90,825	\$ 95,366	\$ 100,135
Game Guarantee	\$ 1,313,500	\$ -	\$ 1,313,500	\$ -	\$ -	\$ -	\$ -
Program Revenue	\$ 1,088,151	\$ 1,107,961	\$ 1,216,265	\$ 385,000	\$ 404,250	\$ 424,463	\$ 445,686
NCAA/Conference	\$ 579,357	\$ 480,000	\$ 608,325	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 1,098,816	\$ 3,315,083	\$ 1,675,391	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 15,346,660	\$ 15,959,912	\$ 16,184,043	\$ 8,391,626	\$ 8,481,302	\$ 8,572,777	\$ 8,666,116

Institutional Support

In 2022-23, Collegiate Consulting projects a \$3.12 million loss in revenue across student fees, direct support and lottery monies. Collegiate Consulting projects an initial \$1.5 million drop in student fees with the reclassification and a \$1.1 million drop in direct institution support.

Institutional Support	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 1,620,126	\$ 1,628,227	\$ 1,636,368	\$ 1,644,550
Direct Institutional Support	\$ 6,618,654	\$ 6,751,027	\$ 6,919,803	\$ 5,800,000	\$ 5,858,000	\$ 5,916,580	\$ 5,975,746
TOTAL	\$ 10,998,730	\$ 11,056,868	\$ 11,035,430	\$ 7,920,126	\$ 7,986,227	\$ 8,052,948	\$ 8,120,295

Ticket Revenue

The move to Division II would result in a 63% decrease in ticket revenue. Both men's basketball and women's volleyball would see the biggest decrease at 73%. During the first year of the transition, there would be a \$248,633 or 74% decrease in ticket revenue.

Ticket Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Basketball	\$ 105,366	\$ -	\$ 131,708	\$ 25,000	\$ 26,250	\$ 27,563	\$ 28,941
Women's Basketball	\$ 24,548	\$ -	\$ 30,685	\$ 10,000	\$ 10,500	\$ 11,025	\$ 11,576
Football	\$ 131,758	\$ -	\$ 164,698	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881
Women's Volleyball	\$ 6,434	\$ -	\$ 8,043	\$ 1,500	\$ 1,575	\$ 1,654	\$ 1,736
TOTAL	\$ 268,106	\$ -	\$ 335,133	\$ 86,500	\$ 90,825	\$ 95,366	\$ 100,135

Program Revenue

With the move to Division II, the opportunities to generate program revenue would decrease by more than 50%. When comparing 2019-20 to 2025-26, royalty and licensing take the biggest hit with a 77% decrease, while fundraising has the smallest decrease at 50%.

Program Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Corporate Sponsorship	\$ 160,000	\$ 160,000	\$ 160,000	\$ 60,000	\$ 63,000	\$ 66,150	\$ 69,458
Fundraising	\$ 803,476	\$ 819,546	\$ 923,997	\$ 300,000	\$ 315,000	\$ 330,750	\$ 347,288
Royalty, Licensing, Endow	\$ 124,675	\$ 128,415	\$ 132,268	\$ 25,000	\$ 26,250	\$ 27,563	\$ 28,941
TOTAL	\$ 1,088,151	\$ 1,107,961	\$ 1,216,265	\$ 385,000	\$ 404,250	\$ 424,463	\$ 445,686

PRO FORMA – DIVISION II EXPENSES

Collegiate Consulting developed a six-year expense pro forma using Portland State's 2020 NCAA Report, as well as additional provided documents. The expense pro forma explores the opportunity of reclassifying to NCAA Division II and either the GNAC or RMAC. As noted in the recommendations section, Collegiate Consulting does not recommend reclassifying intercollegiate athletics to Division II.

In 2019-20, Portland State spent \$15.35 million on its athletic program. At the end of this six-year pro forma, Collegiate Consulting projects a 43%, or \$6.57 million, decrease in expenses. Dropping to Division II in 2022-23 results in a \$8.5 million, or 50%, decrease in expenses. Collegiate Consulting used the RMAC for this Division II pro forma, as we had a copy of the latest *RMAC Staffing, Budget & Salary Survey*.

Pro Forma Summary - Expenses							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Scholarships	\$ 5,303,464	\$ 5,306,571	\$ 5,505,527	\$ 3,198,252	\$ 3,262,217	\$ 3,327,461	\$ 3,394,010
Sports Operations	\$ 3,581,821	\$ 3,554,609	\$ 3,486,552	\$ 910,000	\$ 928,200	\$ 946,764	\$ 965,699
Administrative Operations	\$ 1,876,095	\$ 1,904,207	\$ 2,932,812	\$ 1,242,063	\$ 1,120,394	\$ 1,138,649	\$ 1,157,233
Administrative Salaries	\$ 1,877,742	\$ 2,163,888	\$ 2,203,342	\$ 1,380,837	\$ 1,408,023	\$ 1,435,753	\$ 1,464,037
Coaching Salaries	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 1,692,986	\$ 1,726,846	\$ 1,761,383	\$ 1,796,610
TOTAL EXPENSE	\$ 15,346,660	\$ 15,717,861	\$ 16,926,133	\$ 8,424,138	\$ 8,445,680	\$ 8,610,010	\$ 8,777,591

Scholarships

In 2019-20, Portland State spent \$5.3 million on 151.06 athletic scholarships. With the transition to Division II in 2022-23, Collegiate Consulting projects a decrease in 55.46 scholarships or \$2.1 million.

By the end of this six-year pro forma, Portland State would remain consistent at 95.60 scholarships, 50.50 for men's sports and 45.10 for women's.

When comparing projected scholarships in 2025-26 to the Division II maximum, Portland State would be at maximum scholarships for men's basketball, football, women's basketball, soccer, softball and volleyball. It is important to note, the calculations do not take into account scholarships that would be honored for student-athletes who wish to remain on campus but not become a Division II student-athlete.

Scholarships	DII NCAA Max	2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26	
		EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET
Men's Sports															
Basketball	10.00	12.67	\$ 600,740	13.00	\$ 600,740	13.00	\$ 641,289	10.00	\$ 352,030	10.00	\$ 359,071	10.00	\$ 366,252	10.00	\$ 373,577
Football	36.00	62.99	\$ 2,089,539	63.00	\$ 2,089,539	63.00	\$ 2,174,302	36.00	\$ 1,267,307	36.00	\$ 1,292,653	36.00	\$ 1,318,506	36.00	\$ 1,344,876
Tennis	4.50	2.73	\$ 116,628	2.73	\$ 116,628	2.73	\$ 121,340	2.50	\$ 80,000	2.50	\$ 81,600	2.50	\$ 83,232	2.50	\$ 84,897
XC/T&F	12.60	2.32	\$ 84,033	2.32	\$ 84,033	2.32	\$ 87,428	2.00	\$ 56,832	2.00	\$ 57,969	2.00	\$ 59,128	2.00	\$ 60,311
Men's Total	63.10	80.71	\$ 2,890,940	81.05	\$ 2,890,940	81.05	\$ 3,024,358	50.50	\$ 1,756,169	50.50	\$ 1,791,293	50.50	\$ 1,827,118	50.50	\$ 1,863,661
Women's Sports															
Basketball	10.00	12.70	\$ 519,502	13.00	\$ 519,502	13.00	\$ 553,257	10.00	\$ 352,030	10.00	\$ 359,071	10.00	\$ 366,252	10.00	\$ 373,577
Golf	5.40	5.49	\$ 158,396	5.49	\$ 158,396	5.50	\$ 165,095	3.00	\$ 91,853	3.00	\$ 93,690	3.00	\$ 95,564	3.00	\$ 97,475
Soccer	9.90	13.99	\$ 439,149	14.00	\$ 439,149	14.00	\$ 457,217	9.90	\$ 329,784	9.90	\$ 336,380	9.90	\$ 343,108	9.90	\$ 349,970
Softball	7.20	11.85	\$ 305,179	12.00	\$ 305,179	12.00	\$ 321,527	7.20	\$ 196,775	7.20	\$ 200,710	7.20	\$ 204,724	7.20	\$ 208,819
Tennis	6.00	6.13	\$ 247,285	6.13	\$ 247,285	6.13	\$ 257,275	3.00	\$ 96,000	3.00	\$ 97,920	3.00	\$ 99,878	3.00	\$ 101,876
Volleyball	8.00	11.52	\$ 355,487	12.00	\$ 355,487	12.00	\$ 385,259	8.00	\$ 261,976	8.00	\$ 267,216	8.00	\$ 272,560	8.00	\$ 278,011
XC/T&F	12.60	8.67	\$ 232,158	8.67	\$ 232,158	8.67	\$ 241,537	4.00	\$ 113,665	4.00	\$ 115,938	4.00	\$ 118,257	4.00	\$ 120,622
Non-Team Allocated			\$ 155,368		\$ 158,475		\$ 100,000		\$ -		\$ -		\$ -		\$ -
Women's Total	59.10	70.35	\$ 2,412,524	71.29	\$ 2,415,631	71.30	\$ 2,481,169	45.10	\$ 1,442,083	45.10	\$ 1,470,924	45.10	\$ 1,500,343	45.10	\$ 1,530,350
Grand Total	122.20	151.06	\$ 5,303,464	152.34	\$ 5,306,571	152.35	\$ 5,505,527	95.60	\$ 3,198,252	95.60	\$ 3,262,217	95.60	\$ 3,327,461	95.60	\$ 3,394,010

Sports Operations

In 2019-20, Portland State spent \$3.58 million on sports operations. In the transition year, this number would drop to \$910,000, or a 74% decrease.

When looking at individual sports, men's basketball sees the largest decrease at 85%, while men's track and field/cross-country witnesses the smallest decrease at 31%. Looking ahead to 2025-26, Collegiate Consulting projects Portland State to spend \$965,699, which is still a 73% decrease from 2019-20.

Sports Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Sports							
Basketball	\$ 590,491	\$ 637,108	\$ 649,850	\$ 100,000	\$ 102,000	\$ 104,040	\$ 106,121
Football	\$ 931,950	\$ 950,589	\$ 969,601	\$ 320,000	\$ 326,400	\$ 332,928	\$ 339,587
Tennis	\$ 104,775	\$ 80,269	\$ 80,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
XC/T&F	\$ 103,421	\$ 80,457	\$ 80,000	\$ 55,000	\$ 56,100	\$ 57,222	\$ 58,366
Women's Sports							
Basketball	\$ 370,357	\$ 399,181	\$ 407,165	\$ 90,000	\$ 91,800	\$ 93,636	\$ 95,509
Golf	\$ 132,971	\$ 128,171	\$ 128,000	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448
Soccer	\$ 239,571	\$ 319,723	\$ 244,362	\$ 65,000	\$ 66,300	\$ 67,626	\$ 68,979
Softball	\$ 340,775	\$ 322,404	\$ 320,000	\$ 75,000	\$ 76,500	\$ 78,030	\$ 79,591
Tennis	\$ 175,715	\$ 153,583	\$ 125,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
XC/T&F	\$ 161,507	\$ 141,865	\$ 142,574	\$ 55,000	\$ 56,100	\$ 57,222	\$ 58,366
Volleyball	\$ 430,288	\$ 341,259	\$ 340,000	\$ 70,000	\$ 71,400	\$ 72,828	\$ 74,285
Total Amount	\$ 3,581,821	\$ 3,554,609	\$ 3,486,552	\$ 910,000	\$ 928,200	\$ 946,764	\$ 965,699

Admin Operations

In 2019-20, Portland State spent \$1.88 million on administrative expenses. In 2021-22, the year prior to the transition, administrative expenses would increase by \$1 million due to the Big Sky exit fees.

During Portland State's first year at Division II, it would need to pay \$39,000 in Division II application fees and about \$50,000 in initiation fees.

Administrative Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Administrative/Overhead	\$ 287,573	\$ 290,449	\$ 293,353	\$ 150,000	\$ 151,500	\$ 153,015	\$ 154,545
NCAA Annual Dues	\$ 1,800	\$ 1,800	\$ 1,800	\$ 900	\$ 900	\$ 900	\$ 900
Big Sky/Conference Dues	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ -	\$ -	\$ -
Big Sky/Exit Fees	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
NCAA DII Application	\$ -	\$ -	\$ -	\$ 39,000	\$ -	\$ -	\$ -
RMAC Initiation	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
RMAC Annual Dues	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
Marketing/Sponsorship	\$ 186,291	\$ 190,017	\$ 193,817	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530
Peter Stott Center Operations	\$ 289,466	\$ 295,255	\$ 301,160	\$ 307,184	\$ 313,327	\$ 319,594	\$ 325,986
Training/Strength & Conditioning	\$ 240,844	\$ 245,661	\$ 250,574	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530
Game Guarantees	\$ 42,500	\$ 42,500	\$ 42,500	\$ -	\$ -	\$ -	\$ -
Facility Debt	\$ 176,512	\$ 180,042	\$ 183,643	\$ 187,316	\$ 191,062	\$ 194,884	\$ 198,781
Medical/Insurance	\$ 128,229	\$ 130,794	\$ 133,409	\$ 136,078	\$ 138,799	\$ 141,575	\$ 144,407
Rally Squad	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
Spirit Group	\$ 21,359	\$ 21,786	\$ 22,222	\$ 22,666	\$ 23,120	\$ 23,582	\$ 24,054
Other	\$ 403,659	\$ 407,696	\$ 411,773	\$ 200,000	\$ 202,000	\$ 204,020	\$ 206,060
Total Operations	\$ 1,876,095	\$ 1,904,207	\$ 2,932,812	\$ 1,242,063	\$ 1,120,394	\$ 1,138,649	\$ 1,157,233

Administrative Salaries

In the transition year of 2022-23, Collegiate Consulting projects a decrease of \$600,368 (37%) in salaries and a decrease of \$822,504 (37%) in salaries and benefits. This decrease comes from the loss of 11 positions within athletic administration.

ADMINISTRATIVE SALARIES							
Position	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Director of Athletics	\$ 176,665	\$ 180,198	\$ 183,802	\$ 130,000	\$ 132,600	\$ 135,252	\$ 137,957
BUSINESS OFFICE							
Business Manager	\$ 61,509	\$ 62,739	\$ 63,994	\$ 65,274	\$ 66,579	\$ 67,911	\$ 69,269
Fiscal Officer - PT	\$ 8,052	\$ 8,213	\$ 8,377	\$ -	\$ -	\$ -	\$ -
INTERNAL OPERATIONS							
Ass't AD - Facilities/Operations	\$ 45,749	\$ 49,908	\$ 50,906	\$ 51,924	\$ 52,963	\$ 54,022	\$ 55,102
Ass't Director - Facilities/Operations	\$ 33,000	\$ 33,660	\$ 34,333	\$ 35,020	\$ 35,720	\$ 36,435	\$ 37,163
Property Specialist	\$ 38,354	\$ 39,121	\$ 39,903	\$ -	\$ -	\$ -	\$ -
Student Workers - Operations	\$ 40,580	\$ 41,391	\$ 42,219	\$ -	\$ -	\$ -	\$ -
Student Workers - Facilities	\$ 11,709	\$ 11,943	\$ 12,182	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306
Student Workers - Equipment Room	\$ 3,024	\$ 3,085	\$ 3,146	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653
EXTERNAL OPERATIONS							
Assoc AD - Sales & Mktg	\$ 61,800	\$ 63,036	\$ 64,297	\$ 65,583	\$ 66,894	\$ 68,232	\$ 69,597
Director, Mkt & Creative Services	\$ 43,599	\$ 44,471	\$ 45,360	\$ -	\$ -	\$ -	\$ -
Director, Game Production/Fan Experience	\$ 32,453	\$ 41,004	\$ 41,824	\$ -	\$ -	\$ -	\$ -
Director, Events	\$ 24,436	\$ 43,599	\$ 44,471	\$ -	\$ -	\$ -	\$ -
Student Workers	\$ 31,467	\$ 32,096	\$ 32,738	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306
MEDIA RELATIONS							
Assoc AD - Media Relations	\$ 66,396	\$ 67,724	\$ 69,078	\$ 70,460	\$ 71,869	\$ 73,307	\$ 74,773
Ass't - Media Relations Dir.	\$ 38,022	\$ 43,422	\$ 44,290	\$ 45,176	\$ 46,080	\$ 47,001	\$ 47,941
Student Workers	\$ 57,010	\$ 58,150	\$ 59,313	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959
COMPLIANCE/ACADEMICS							
Assoc AD - Compliance/SWA	\$ 65,283	\$ 66,589	\$ 67,920	\$ 69,279	\$ 70,664	\$ 72,078	\$ 73,519
Assoc AD - Academics	\$ 41,518	\$ 79,383	\$ 80,971	\$ -	\$ -	\$ -	\$ -
Ass't AD - Academics	\$ 52,000	\$ 53,040	\$ 54,101	\$ 55,183	\$ 56,286	\$ 57,412	\$ 58,560
Compliance/Academic Coordinator	\$ 42,000	\$ 42,840	\$ 43,697	\$ 44,571	\$ 45,462	\$ 46,371	\$ 47,299
Academic Advisor	\$ 48,074	\$ 49,035	\$ 50,016	\$ -	\$ -	\$ -	\$ -
Academic Advisor	\$ 44,797	\$ 45,693	\$ 46,607	\$ -	\$ -	\$ -	\$ -
Academic/Compliance - GA	\$ 6,552	\$ 15,725	\$ 15,725	\$ -	\$ -	\$ -	\$ -
Student Workers	\$ 6,885	\$ 7,022	\$ 7,160	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
ATHLETIC TRAINING							
Director - Sports Medicine	\$ 60,840	\$ 73,080	\$ 74,542	\$ 76,032	\$ 77,553	\$ 79,104	\$ 80,686
Ass't Dir - Sports Medicine	\$ 35,047	\$ 54,486	\$ 55,576	\$ 56,687	\$ 57,821	\$ 58,977	\$ 60,157
Assistant Athletic Trainer	\$ 22,554	\$ 45,498	\$ 46,408	\$ 47,336	\$ 48,283	\$ 49,248	\$ 50,233
Assistant Athletic Trainer	\$ 30,279	\$ 42,168	\$ 43,011	\$ 43,872	\$ 44,749	\$ 45,644	\$ 46,557
Athletic Trainer - GA	\$ 10,483	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725
Student Athletic Trainers	\$ 44,369	\$ 45,257	\$ 46,162	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
STRENGTH & CONDITIONING							
Director, Strength & Conditioning	\$ 53,094	\$ 54,156	\$ 55,239	\$ 56,344	\$ 57,471	\$ 58,620	\$ 59,792
Ass't Dir., Strength & Conditioning	\$ 30,261	\$ 33,012	\$ 33,672	\$ 34,346	\$ 35,033	\$ 35,733	\$ 36,448
Student - S&C	\$ 2,756	\$ 33,012	\$ 33,672	\$ -	\$ -	\$ -	\$ -
TOTAL SALARY	\$ 1,370,615	\$ 1,579,481	\$ 1,608,279	\$ 1,007,911	\$ 1,027,754	\$ 1,047,995	\$ 1,068,640
BENEFITS (37%)	\$ 507,127	\$ 584,408	\$ 595,063	\$ 372,927	\$ 380,269	\$ 387,758	\$ 395,397
TOTAL SALARY + BENEFITS	\$ 1,877,742	\$ 2,163,888	\$ 2,203,342	\$ 1,380,837	\$ 1,408,023	\$ 1,435,753	\$ 1,464,037

Coaching Salaries

During the Division II transition, Collegiate Consulting projects the loss of 13 coaching positions. The loss of these positions results in a 39% decrease in salaries and benefits. Portland State would save \$806,507 salaries. By FY2026, Collegiate Consulting projects a \$664,910 or 33% decrease in salaries.

COACHES' SALARIES							
Men's Sports	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BASKETBALL							
Head Coach	\$ 175,004	\$ 178,504	\$ 182,074	\$ 120,000	\$ 122,400	\$ 124,848	\$ 127,345
Assistant Coach	\$ 57,069	\$ 58,210	\$ 59,375	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 45,771	\$ 46,686	\$ 47,620	\$ 48,573	\$ 49,544	\$ 50,535	\$ 51,546
Assistant Coach	\$ 39,136	\$ 39,919	\$ 40,717	\$ 30,000	\$ 30,600	\$ 31,212	\$ 31,836
Student Support	\$ 32,472	\$ 33,121	\$ 20,000	\$ -	\$ -	\$ -	\$ -
FOOTBALL							
Head Coach	\$ 205,000	\$ 209,100	\$ 213,282	\$ 140,000	\$ 142,800	\$ 145,656	\$ 148,569
Assoc Coach/DC	\$ 86,436	\$ 88,165	\$ 89,928	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 64,080	\$ 65,362	\$ 66,669	\$ 68,002	\$ 69,362	\$ 70,749	\$ 72,164
Assistant Coach	\$ 63,660	\$ 64,933	\$ 66,232	\$ 67,557	\$ 68,908	\$ 70,286	\$ 71,691
Assistant Coach/DB	\$ 52,803	\$ 53,859	\$ 54,936	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434	\$ 58,583
Assistant Coach/OC-RB	\$ 40,008	\$ 40,808	\$ 41,624	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 33,407	\$ 34,075	\$ 34,756	\$ 35,452	\$ 36,161	\$ 36,884	\$ 37,621
Assistant Coach	\$ 36,019	\$ 36,739	\$ 37,474	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 21,596	\$ 22,028	\$ 22,468	\$ 22,917	\$ 23,376	\$ 23,843	\$ 24,320
Assistant Coach	\$ 8,150	\$ 8,313	\$ 8,479	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 18,873	\$ 19,250	\$ 19,635	\$ 20,028	\$ 20,429	\$ 20,837	\$ 21,254
Student Support	\$ 25,817	\$ 26,333	\$ 26,860	\$ 27,397	\$ 27,945	\$ 28,504	\$ 29,074
TENNIS							
Head Coach	\$ 34,054	\$ 41,004	\$ 41,824	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
WOMEN'S SPORTS							
BASKETBALL							
Head Coach	\$ 135,000	\$ 137,700	\$ 140,454	\$ 90,000	\$ 91,800	\$ 93,636	\$ 95,509
Assistant Coach	\$ 50,176	\$ 51,180	\$ 52,203	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 43,209	\$ 44,073	\$ 44,955	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448
Associate Coach	\$ 40,167	\$ 40,970	\$ 41,790	\$ 30,000	\$ 30,600	\$ 31,212	\$ 31,836
Student Support	\$ 26,000	\$ 26,520	\$ 15,000	\$ -	\$ -	\$ -	\$ -
GOLF							
Head Coach	\$ 51,177	\$ 52,201	\$ 53,245	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
SOCCER							
Head Coach	\$ 59,502	\$ 60,692	\$ 61,906	\$ 63,144	\$ 64,407	\$ 65,695	\$ 67,009
Assistant Coach	\$ 41,553	\$ 42,384	\$ 43,232	\$ 28,000	\$ 28,560	\$ 29,131	\$ 29,714
Student Support	\$ 8,771	\$ 8,946	\$ 5,000	\$ -	\$ -	\$ -	\$ -
SOFTBALL							
Head Coach	\$ 59,154	\$ 60,337	\$ 61,544	\$ 62,775	\$ 64,030	\$ 65,311	\$ 66,617
Assistant Coach	\$ 39,291	\$ 40,077	\$ 40,878	\$ 28,000	\$ 28,560	\$ 29,131	\$ 29,714
Assistant Coach	\$ 19,626	\$ 20,018	\$ 20,419	\$ -	\$ -	\$ -	\$ -
TENNIS							
Head Coach	\$ 34,133	\$ 43,008	\$ 43,868	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
VOLLEYBALL							
Head Coach	\$ 91,140	\$ 92,963	\$ 94,822	\$ 65,000	\$ 66,300	\$ 67,626	\$ 68,979
Assistant Coach - GA	\$ 34,045	\$ 40,008	\$ 40,808	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918
Assistant Coach	\$ 31,523	\$ 32,044	\$ 32,684	\$ -	\$ -	\$ -	\$ -
Student Support	\$ 8,603	\$ 8,775	\$ 5,000	\$ -	\$ -	\$ -	\$ -
COMBINED SPORTS							
TRACK & FIELD/XC							
Head Coach	\$ 54,276	\$ 55,362	\$ 56,469	\$ 57,598	\$ 58,750	\$ 59,925	\$ 61,124
Assistant Coach	\$ 40,323	\$ 41,129	\$ 41,952	\$ 42,791	\$ 43,647	\$ 44,520	\$ 45,410
SPIRIT SQUAD							
Student Support	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
TOTAL SALARY	\$ 1,976,305	\$ 2,035,464	\$ 2,042,264	\$ 1,235,756	\$ 1,260,471	\$ 1,285,681	\$ 1,311,394
BENEFITS (37%)	\$ 731,233	\$ 753,122	\$ 755,638	\$ 457,230	\$ 466,374	\$ 475,702	\$ 485,216
TOTAL SALARY + BENEFITS	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 1,692,986	\$ 1,726,846	\$ 1,761,383	\$ 1,796,610

NORTHWEST CONFERENCE – BACKGROUND

The Northwest Conference (NWC) is an NCAA Division III conference formed in 1926 and originally called the Pacific Northwest Conference. It was a men's sports-only conference for nearly 60 years before joining with the Women's Conference of Independent Colleges in 1984 and becoming the Northwest Conference of Independent Colleges. After joining the NCAA in 1996, the conference shortened its name to the current Northwest Conference.

The College of Idaho, Linfield University, Pacific University, Puget Sound, Whitman College and Willamette were founding members of the conference, and with the exception of the College of Idaho, are all still active members today. Four additional schools have become members since the founding (George Fox, Lewis and Clark, Pacific Lutheran and Whitworth). All NWC members are now located in close proximity to each other in Washington and Oregon with the farthest member being Whitworth University in Spokane, Wash.

The NWC sponsors a total of 19 sports, nine for men and 10 for women. Men's sports include baseball, basketball, cross-country, football, golf, soccer, swimming, tennis and track and field. Women's sports include basketball, cross-country, golf, lacrosse, rowing, softball, swimming, tennis, track and field and volleyball. NWC members have won nine NCAA Division III National Championships since 1996. Three of the nine titles have been in softball and four of the nine titles have gone to Linfield University teams.

Each year, the NWC awards the McIlroy-Lewis All-Sports Trophy to a conference member based on points accumulated for conference finishes in each sport. Pacific Lutheran has won the award 15 times, more than any other conference school. Whitworth won the most recent award in 2018-19.

The mission statement of the Northwest Conference is to *"to promote, organize and supervise intercollegiate athletics competition among member-institutions in a way that encourages competition to be equitable, fair, amicable, enjoyable and educational."*

NORTHWEST CONFERENCE – INSTITUTIONAL ANALYSIS

Collegiate Consulting gathered institutional/academic information on the Northwest Conference to help illustrate where PSU would fit into the conference institutionally. This information was pulled from the National Center for Education Statistics.

The conference is entirely made up of private institutions. The average enrollment is 2,633, with 1,931 being undergraduate students. George Fox University has the highest total enrollment, while Pacific Lutheran University has the largest undergraduate population. Linfield University has the lowest enrollment in both categories.

The conference skews female, with 62% of the population being female. Linfield University has the highest population of females at 82%. Whitman College has the lowest at 56%, which is still the majority.

Since all institutions are private, the average in-state and out-of-state tuition is the same at \$48,478. The range is set by Lewis & Clark University with the highest tuition at \$55,266, and George Fox University with the lowest tuition at \$38,370.

No institutions share PSU's Doctoral Universities: High Research Activity classification. Four institutions share the Baccalaureate Colleges: Arts & Sciences Focus.

Northwest Conference Institutional Analysis								
Institution	Public-Private	Enrollment Fall 2019		% of Undergraduate		Tuition & Fees 2020-21		Carnegie Classification
		Undergrad	Total	Male	Female	In-state	Out-of-State	
Portland State University	Public	20,966	26,021	44%	56%	\$ 10,112	\$ 29,001	Doctoral Universities: High Research Activity
George Fox University	Private	2,629	4,063	42%	58%	\$ 38,370	\$ 38,370	Doctoral/Professional Universities
Lewis & Clark College	Private	1,935	3,223	39%	61%	\$ 55,266	\$ 55,266	Baccalaureate Colleges: Arts & Sciences Focus
Linfield University	Private	337	337	18%	82%	\$ 44,450	\$ 44,450	Special Focus Four-Year: Other Health Professions Schools
Pacific University	Private	1,864	3,832	36%	64%	\$ 48,095	\$ 48,095	Doctoral/Professional Universities
Pacific Lutheran University	Private	2,695	3,062	36%	64%	\$ 46,850	\$ 46,850	Master's Colleges & Universities: Medium Programs
University of Puget Sound	Private	2,299	2,608	41%	59%	\$ 52,775	\$ 52,775	Baccalaureate Colleges: Arts & Sciences Focus
Whitman College	Private	1,579	1,579	44%	56%	\$ 50,408	\$ 50,408	Baccalaureate Colleges: Arts & Sciences Focus
Whitworth University	Private	2,417	2,814	41%	59%	\$ 46,250	\$ 46,250	Master's Colleges & Universities: Medium Programs
Willamette University	Private	1,624	2,179	42%	58%	\$ 53,834	\$ 53,834	Baccalaureate Colleges: Arts & Sciences Focus
Average	Public: 0	1,931	2,633	38%	62%	\$ 48,478	\$ 48,478	
Rank	Private: 9	1	1	1	9	10	10	

Source: National Center for Education Statistics

The average Northwest Conference institution accepts 82% of applicants; of those 14% enroll. George Fox and Whitworth University have the highest acceptance rates at 91%. Pacific Lutheran has the highest enrollment rate at 21%.

Whitman College has the lowest acceptance rate, which lends itself to having the highest retention, graduation rate and ACT scores.

Northwest Conference Institutional Analysis						
Institution	Accept Rate	Enroll Rate	1st YR Retention	Six-YR Grad Rate	ACT 25th Percentile	ACT 75th Percentile
Portland State University	96%	25%	72%	47%	18	24
George Fox University	91%	19%	85%	66%	19	28
Lewis & Clark College	80%	11%	86%	74%	27	31
Linfield University	-	-	-	-	-	-
Pacific University	89%	16%	81%	64%	22	27
Pacific Lutheran University	86%	21%	81%	71%	-	-
University of Puget Sound	87%	9%	81%	77%	-	-
Whitman College	54%	11%	89%	86%	29	33
Whitworth University	91%	17%	84%	77%	21	28
Willamette University	80%	10%	84%	74%	-	-
Average	82%	14%	84%	74%	24	29

NORTHWEST CONFERENCE – SPONSORED SPORTS

Collegiate Consulting analyzed sponsored sports within the Northwest Conference to help Portland State see how it would fit into the conference.

Men's Programs

For men's sports, the Northwest Conference sponsors:

- Baseball
- Basketball
- Cross-country
- Football
- Golf
- Soccer
- Swimming and diving
- Tennis
- Indoor track and field
- Outdoor track and field

Only two institutions, Lewis and Clark and Whitman College, don't sponsor all conference sports. Lewis and Clark does not have a men's soccer team, while Whitman doesn't have a football team. Portland State does not sponsor baseball, soccer or swimming and diving.

Northwest Conference Men's Sports Sponsorship											
NWC	Total	Base	BB	XC	Football	Golf	Soccer	S&D	Tennis	I T&F	O T&F
	8	X	X	X		X	X		X	X	X
Portland State University	7		X	X	X	X			X	X	X
George Fox University	10	X	X	X	X	X	X	X	X	X	X
Lewis & Clark College	9	X	X	X	X	X		X	X	X	X
Linfield University	10	X	X	X	X	X	X	X	X	X	X
Pacific University	10	X	X	X	X	X	X	X	X	X	X
Pacific Lutheran University	10	X	X	X	X	X	X	X	X	X	X
University of Puget Sound	10	X	X	X	X	X	X	X	X	X	X
Whitman College	9	X	X	X		X	X	X	X	X	X
Whitworth University	10	X	X	X	X	X	X	X	X	X	X
Willamette University	10	X	X	X	X	X	X	X	X	X	X
Average/Total	9.8	9	9	9	8	9	8	9	9	9	9

*Sports sponsored by the institution, but not by the conference

Women's Programs

For women's sports, the Northwest Conference sponsors:

- Basketball
- Cross-country
- Golf
- Lacrosse
- Rowing
- Softball

- Soccer
- Swimming and diving
- Tennis
- Indoor track and field
- Outdoor track and field
- Volleyball

Basketball, cross-country, golf, soccer, tennis, track and field and volleyball are sponsored by all conference institutions. Only four institutions participate in rowing, while seven participate in lacrosse. Whitman College is the only institution without a softball team. Pacific University and Puget Sound sponsor all conference-sponsored sports. Whitman College sponsors the fewest sports at 10.

Northwest Conference Women's Sports Sponsorship													
NWC	Total	BB	XC	Golf	LAX	Rowing	Soccer	Softball	S&D	Tennis	I T&F	O T&F	VB
Portland State University	9	X	X	X			X	X		X	X	X	X
George Fox University	11	X	X	X	X		X	X	X	X	X	X	X
Lewis & Clark College	11	X	X	X		X	X	X	X	X	X	X	X
Linfield University	11	X	X	X	X		X	X	X	X	X	X	X
Pacific University	12	X	X	X	X	X	X	X	X	X	X	X	X
Pacific Lutheran University	11	X	X	X		X	X	X	X	X	X	X	X
University of Puget Sound	12	X	X	X	X	X	X	X	X	X	X	X	X
Whitman College	10	X	X	X	X		X		X	X	X	X	X
Whitworth University	11	X	X	X	X		X	X	X	X	X	X	X
Willamette University	11	X	X	X	X		X	X	X	X	X	X	X
Average/Total	11.1	9	9	9	7	4	9	8	9	9	9	9	9

*Sports sponsored by the institution, but not by the conference

NORTHWEST CONFERENCE – SPORTS OPERATING BUDGETS

Collegiate Consulting gathered information on sport-by-sport operating budgets to demonstrate spending within the Northwest Conference. Conference information was pulled from the Equity in Athletics Data Analysis and is from July 1, 2019 through June 30, 2020.

Men's Programs

The mean average spending for men's sports in the Northwest Conference is \$465,897. The median average is slightly lower at \$455,111. Linfield University spends the most in the conference at \$618,248, while Lewis & Clark College spends the least at \$312,965.

Baseball

George Fox University is the only institution to spend more than \$100,000 on its baseball program, with the second-highest spender coming in approximately \$10,000 less. The University of Puget Sound spends the least at just below \$50,000. The mean average spending for baseball is \$71,267.

Basketball

Only two institutions, Whitman College and Whitworth University, spend more than \$100,000 on basketball. Willamette University has the smallest budget at \$41,645. The mean average spending is \$77,549 while the median average is \$81,653.

Cross-country

With six institutions providing cross-country budgets, the mean average spending in the conference is \$15,261. George Fox University spends the most, while Linfield University spends the least at \$4,034; it is the only institution to spend below \$10,000.

Football

With all but one institution sponsoring football, the mean average operating budget is \$179,609. Linfield University spends nearly half of its operating budget on football at \$297,516. The University of Puget Sound spends the least at \$118,287.

Golf

The mean and median average operating budget for golf are in the \$15,000s. Whitworth University spends the most and is one of two institutions to spend more than \$20,000. Lewis & Clark College is the only institution to spend less than \$10,000.

Soccer

The mean average of \$62,168 is heavily influenced by Whitman College's budget of \$130,887. The median average of \$49,963 is more reflective of conference spending.

Swimming and Diving

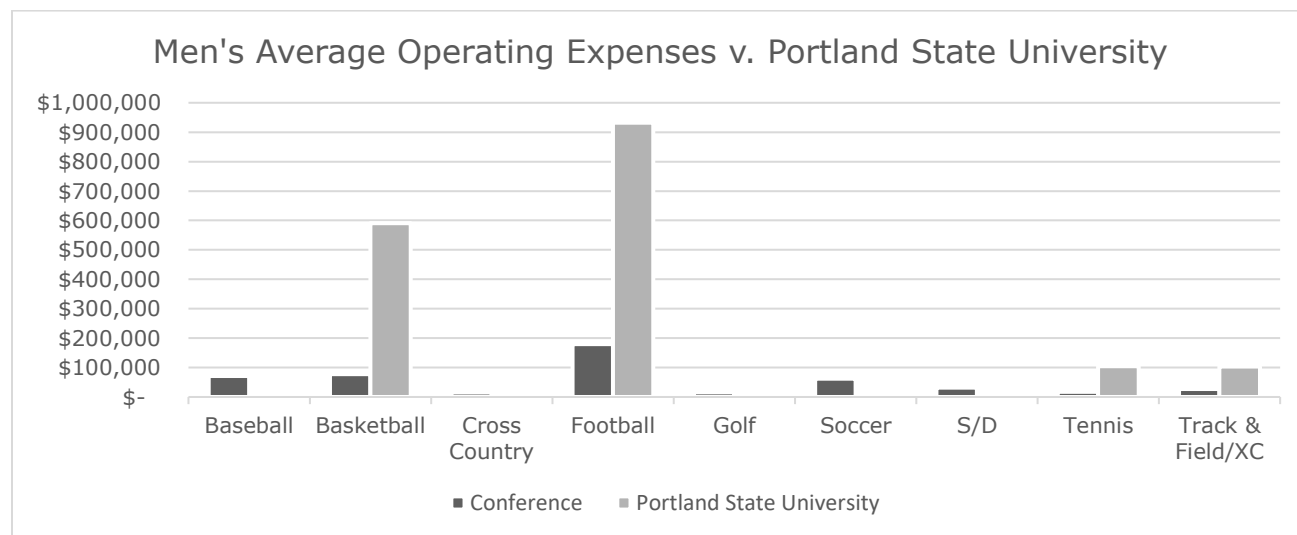
With all institutions participating in swimming and diving, the mean average budget is \$31,720. Linfield University spends the most at \$58,126, while Pacific University spends the least at \$21,880.

Tennis

The highest budget in the conference belongs to Pacific University at \$33,219 – the only institution to spend more than \$30,000. Linfield University spends the least on its program at \$6,642.

Track & Field

The average track and field budget is \$27,060, with the range being set by George Fox University with a high of \$65,403 and Lewis & Clark College with a low of \$8,838.



Northwest Conference Operating Expenses Per Men's Sport											
Institution	Baseball	Basketball	Cross Country	Football	Golf	Soccer	S/D	Tennis	Track & Field/XC	Total	
Portland State University		\$ 590,491		\$ 931,950				\$ 104,775	\$ 103,421	\$ 1,730,637	
George Fox University	\$ 101,907	\$ 81,653	\$ 31,391	\$ 206,939	\$ 12,117	\$ 42,669	\$ 26,086	\$ 26,684	\$ 65,403	\$ 594,849	
Lewis & Clark College	\$ 58,707	\$ 45,766	\$ 16,409	\$ 137,735	\$ 7,930		\$ 23,903	\$ 13,677	\$ 8,838	\$ 312,965	
Linfield University	\$ 87,898	\$ 84,284	\$ 4,034	\$ 297,516	\$ 15,689	\$ 39,039	\$ 58,126	\$ 6,642	\$ 25,020	\$ 618,248	
Pacific University	\$ 81,156	\$ 99,100	\$ 13,417	\$ 205,597	\$ 17,047	\$ 49,517	\$ 21,880	\$ 33,219	\$ 15,693	\$ 536,626	
Pacific Lutheran University	\$ 77,992	\$ 68,979		\$ 143,634	\$ 16,649	\$ 78,886	\$ 24,647	\$ 12,975	\$ 31,349	\$ 455,111	
University of Puget Sound	\$ 48,830	\$ 61,432		\$ 118,287	\$ 12,508	\$ 50,409	\$ 31,328	\$ 6,904	\$ 31,206	\$ 360,904	
Whitman College	\$ 66,323	\$ 110,395			\$ 14,960	\$ 130,887	\$ 31,353	\$ 24,997	\$ 25,239	\$ 404,154	
Whitworth University	\$ 66,338	\$ 104,690	\$ 15,495	\$ 197,253	\$ 23,881	\$ 69,393	\$ 44,923	\$ 17,674	\$ 20,949	\$ 560,596	
Willamette University	\$ 52,256	\$ 41,645	\$ 10,821	\$ 129,914	\$ 21,067	\$ 36,540	\$ 23,237	\$ 14,299	\$ 19,839	\$ 349,618	
Average (Mean)	\$ 71,267	\$ 77,549	\$ 15,261	\$ 179,609	\$ 15,761	\$ 62,168	\$ 31,720	\$ 17,452	\$ 27,060	\$ 465,897	
Average (Median)	\$ 66,338	\$ 81,653	\$ 14,456	\$ 170,444	\$ 15,689	\$ 49,963	\$ 26,086	\$ 14,299	\$ 25,020	\$ 455,111	
Rank	NA	1	NA	1	NA	NA	NA	1	1	1	

*Sport sponsored by the institution, but not sponsored by the conference

Women's Programs

The mean average spending for women's sports is \$355,201. George Fox University spends the most on its women's programs at \$443,398, while Willamette University spends the least at \$246,951.

Basketball

The mean average spending for basketball teams is \$62,943. The mean average is heavily influenced by the \$117,272 spent by George Fox University. The median average of \$56,408 is more reflective of the conference.

Cross-country

Similar to the men's program, six institutions provide cross-country specific budgets. Both the mean and median averages are in the \$15,000s. Again, George Fox University spends the most at \$24,906, while Linfield University spends the least at \$6,773.

Golf

With all institutions sponsoring golf, the mean average spending is \$13,130. Again, George Fox spends the most at \$20,342. Lewis & Clark spends the least and is one of two institutions to spend less than \$10,000.

Lacrosse

On average, a Northwest Conference lacrosse team spends \$14,328. Linfield University spends the most and is the only institution to exceed \$20,000. Pacific University is significantly lower than the rest of the conference, spending just about \$1,000.

Rowing

With the fewest participating teams, rowing has a mean average spending of \$29,213. The median average is much higher at \$35,224. Pacific University spends the most in the conference at \$38,139. The University of Puget

Sound spends the least \$8,263 and is the only institution to spend less than \$30,000.

Soccer

The mean average for soccer is \$60,653, which is heavily influenced by Whitman College's budget of \$99,151. Willamette University spends the least at \$40,039.

Softball

All but one institution in the conference sponsors softball, making the mean average budget \$54,872. Linfield University has the highest budget by a significant margin. Lewis & Clark College has the lowest budget and is the only institution to spend less than \$20,000.

Swimming and Diving

The mean average operating budget is \$38,865. The median average is slightly higher at \$41,697. Linfield University has the highest budget at \$60,893, while Pacific University has the lowest at \$20,093.

Tennis

The average tennis budget is \$17,761. The range is set by Willamette University with the highest budget of \$27,884 and the University of Puget Sound with the lowest at \$7,705.

Track and Field/Cross-country

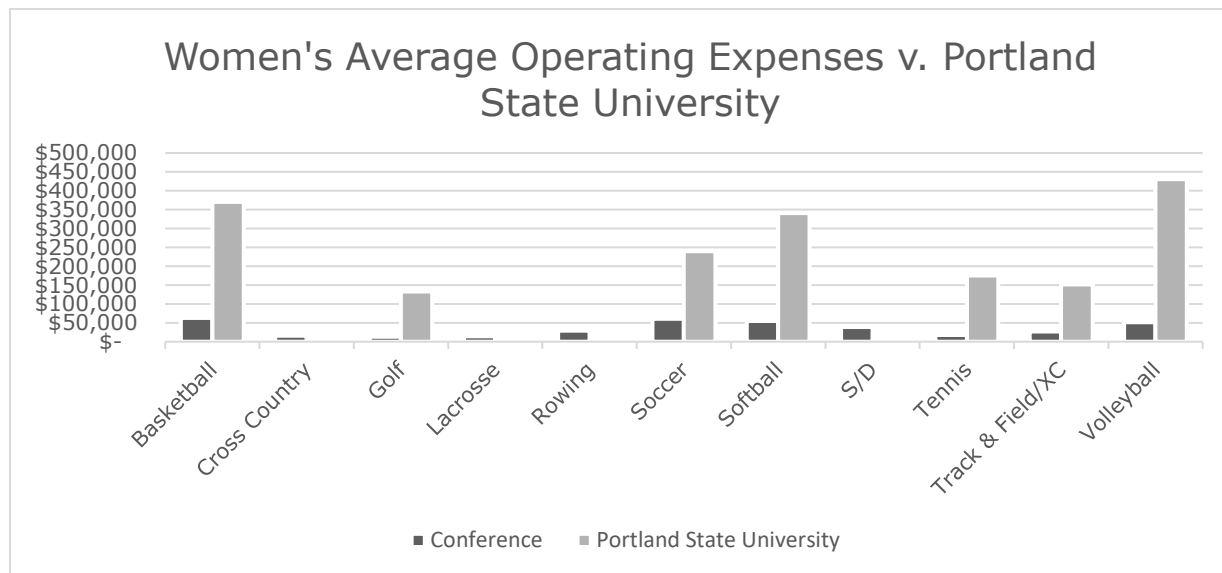
George Fox has the highest budget in the conference at \$61,184, which is the only institution to spend more than \$35,000. The lowest budget belongs to Lewis & Clark at \$7,528.

Volleyball

The mean average spending for the conference comes to \$51,465. Pacific University has the highest budget while Willamette University has the lowest.

Northwest Conference Operating Expenses Per Women's Sport												
Institution	Basketball	Cross Country	Golf	Lacrosse	Rowing	Soccer	Softball	S/D	Tennis	Track & Field/XC	Volleyball	Total
Portland State University	\$ 370,357		\$ 132,971			\$ 239,571	\$ 340,775		\$ 175,715	\$ 151,507	\$ 430,288	\$ 1,841,184
George Fox University	\$ 117,272	\$ 24,906	\$ 20,342	\$ 13,644		\$ 53,692	\$ 61,016	\$ 27,024	\$ 18,330	\$ 61,184	\$ 45,988	\$ 443,398
Lewis & Clark College	\$ 42,290	\$ 22,660	\$ 5,742		\$ 34,242	\$ 59,962	\$ 19,875	\$ 23,903	\$ 15,424	\$ 7,528	\$ 37,281	\$ 268,907
Linfield University	\$ 56,408	\$ 6,773	\$ 7,346	\$ 28,055		\$ 48,607	\$ 105,868	\$ 60,893	\$ 23,337	\$ 26,124	\$ 58,445	\$ 421,856
Pacific University	\$ 58,940	\$ 14,061	\$ 10,025	\$ 1,270	\$ 38,139	\$ 54,304	\$ 48,574	\$ 20,093	\$ 26,121	\$ 19,755	\$ 70,999	\$ 362,281
Pacific Lutheran University	\$ 45,677		\$ 13,114		\$ 36,206	\$ 86,505	\$ 76,432	\$ 41,697	\$ 9,015	\$ 33,962	\$ 57,816	\$ 400,424
University of Puget Sound	\$ 52,538		\$ 12,508	\$ 11,416	\$ 8,263	\$ 51,297	\$ 51,597	\$ 51,114	\$ 7,705	\$ 29,818	\$ 49,083	\$ 325,339
Whitman College	\$ 94,109		\$ 17,097	\$ 15,418		\$ 99,151		\$ 52,254	\$ 18,070	\$ 28,844	\$ 50,775	\$ 375,718
Whitworth University	\$ 66,721	\$ 16,765	\$ 16,200	\$ 16,126		\$ 52,321	\$ 50,252	\$ 44,923	\$ 13,964	\$ 13,394	\$ 61,271	\$ 351,937
Willamette University	\$ 32,533	\$ 9,919	\$ 15,795	\$ 14,364		\$ 40,039	\$ 25,360	\$ 27,884	\$ 27,884	\$ 21,642	\$ 31,531	\$ 246,951
Average (Mean)	\$ 62,943	\$ 15,847	\$ 13,130	\$ 14,328	\$ 20,213	\$ 60,653	\$ 54,872	\$ 38,865	\$ 17,761	\$ 26,917	\$ 51,465	\$ 355,201
Average (Median)	\$ 56,408	\$ 15,413	\$ 13,114	\$ 14,364	\$ 35,224	\$ 53,692	\$ 50,925	\$ 41,697	\$ 18,070	\$ 26,124	\$ 50,775	\$ 362,281
Rank	1	NA	1	NA	NA	1	1	NA	1	1	1	1

*Sport sponsored by the institution, but not sponsored by the conference



NORTHWEST CONFERENCE – TOTAL ATHLETIC BUDGET

Collegiate Consulting gathered information about the total athletic budget within the Northwest Conference to help PSU understand athletic spending in the conference. Conference information was pulled from the Equity in Athletics Data Analysis and is from July 1, 2019 through June 30, 2020.

The mean average total athletic budget within the conference is \$3.96 million for 22 sports. The median average is nearly \$4 million for 21 sports. Linfield University has the highest budget at \$5.29 million and is the only institution to spend more than \$5 million. Both Pacific University and Whitworth University spend in the \$4.7 million range.

As far as sports, Pacific University offers the most at 24, while Whitman College sponsors the fewest at 19.

Northwest Conference Athletic Budgets		
Institution	Athletic Budget	# of Sports*
Portland State University	\$ 12,015,314	15
George Fox University	\$ 4,552,065	23
Lewis & Clark College	\$ 3,245,827	21
Linfield University	\$ 5,289,408	21
Pacific University	\$ 4,755,012	24
Pacific Lutheran University	\$ 3,998,039	21
University of Puget Sound	\$ 2,276,897	23
Whitman College	\$ 3,571,321	19
Whitworth University	\$ 4,754,204	21
Willamette University	\$ 3,427,914	22
Average (Mean)	\$ 3,985,632	22
Average (Median)	\$ 3,998,039	21
Rank	1	10

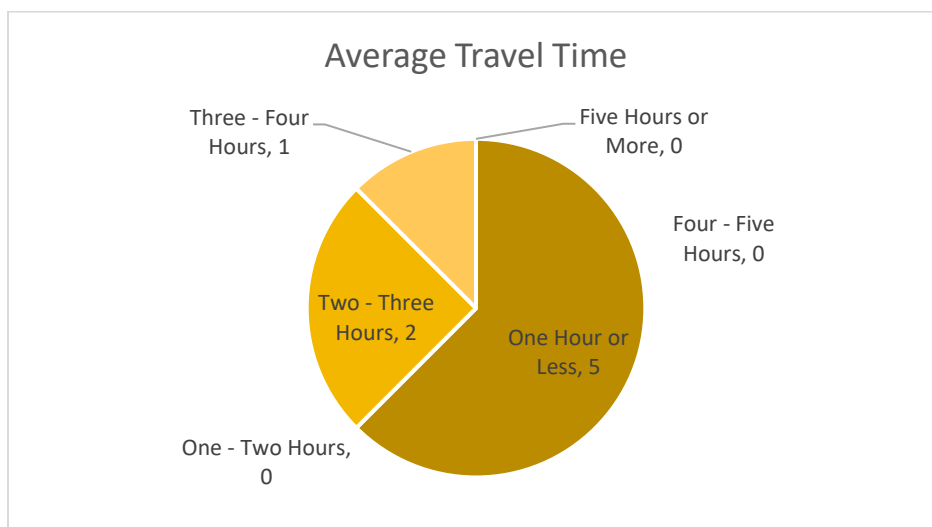
* Includes sports not sponsored by the conference

NORTHWEST CONFERENCE – TRAVEL ANALYSIS

Collegiate Consulting gathered information on the geographic playout of the Northwest Conference to help PSU determine its potential travel commitment. Although this section can help determine potential travel budgets, it is important to remember all of the variables that come with traveling in large groups.

With several institutions located in Oregon, the average travel commitment is 114 miles, in just under two hours. Five institutions are less than 100 miles and less than an hour away. The longest trip would be to Whitworth University in Spokane, Wash., at five hours and 34 minutes.

Northwest Conference Travel Matrix				
Institution	Location	Distance (Miles)	Travel Time	
			Hours	Minutes
Portland State University	Portland, OR			
George Fox University	Newberg, OR	23	0	36
Lewis & Clark College	Portland, OR	6	0	10
Linfield University	Portland, OR	38	0	57
Pacific University	Forest Grove, OR	26	0	32
Pacific Lutheran University	Tacoma, WA	139	2	11
University of Puget Sound	Tacoma, WA	144	2	17
Whitman College	Walla Walla, WA	243	3	46
Whitworth University	Spokane, WA	359	5	34
Willamette University	Salem, OR	47	0	50
One-Way Average		114	1.9	





NORTHWEST CONFERENCE – FINANCIAL OVERVIEW

Revenue

When taking revenue into account, the Northwest Conference has a striking difference in line-item totals. While Portland State has a healthy stream of allocated revenue, the median of NWC schools get by on approximately \$2.5 million less.

With generated revenue, PSU falls behind the NWC median. This number could reflect community support, such as ticket sales, as well as royalties, licensing, sponsorships, conference distributions and bowl revenues, which, as of the NCAA Membership Financial Report, was marked as \$0.

FY2019 CONFERENCE REVENUES			
	Total Generated Revenue	Total Allocated Revenue	Total Athletic Revenue
Portland State	\$314,872	\$6,968,519	\$7,283,391
NWC	\$651,558	\$4,170,495	\$4,740,546
<i>NWC revenues represent median numbers</i>			

Expenses

For expenses, the Northwest Conference has a median of \$4.46 million whereas Portland State has \$7.12 million.

Salaries and benefits cost the NWC a median of \$2.28 million, while Portland State's expenditures are more than \$630,000 above that amount. Operational expenses are the largest differential between PSU and the conference. The conference median is \$2.06 million while Viking athletics spend \$4.26 million.

FY2019 CONFERENCE EXPENSES			
	Salaries/Benefits	Operational Expenses	Total
Portland State	\$2,849,133	\$4,259,820	\$7,108,953
NWC	\$2,279,645	\$2,055,174	\$4,463,455
<i>NWC expenses represent median numbers</i>			

Generated Revenue vs. Total Expenses with Net Loss

While PSU generates more revenue, approximately \$2.2 million, the Vikings' total expenses are nearly \$8 million more.

The median net loss for the NWC is \$3.81 million, while the net loss for Portland State is \$9.13 million.

FY2019 GENERATED REVENUE VS TOTAL EXPENSES WITH NET LOSS			
	Generated Revenue	Total Expenses	Net Loss
Portland State	\$2,888,248	\$12,015,314	\$9,127,066
NWC	\$651,558	\$4,463,455	\$3,811,897
<i>NWC figures represent median numbers</i>			

Direct Institutional Support as Percentage of Total Institutional Expenses

When looking at the median of numbers for direct institutional support and how it figures into the total institutional expenses as a percent, the Northwest Conference comes in at 3.8%. Portland State is 1.5%.

While direct institutional support is only about \$3.3 million more for PSU, total expenses are exorbitantly higher for Portland State: more than \$300.4 million.

FY2019 DIRECT INST. SUPPORT AS % OF TOTAL INST. EXPENSES			
	Direct Inst. Support	Total Inst. Expenses	Percentage
Portland State	\$6,600,511	\$438,221,588	1.5%
NWC	\$3,497,112	\$92,894,419	3.80%
<i>NWC figures represent median numbers</i>			

Coach and Administrator Compensation

The coach and administrator numbers for Portland State in comparison to the NWC median are consistent in that they are overwhelmingly higher for two categories: coaches' salaries/benefits and total costs. However, administrators are paid noticeably less by PSU: Almost \$370,000 less.

With Portland State's coaches earning \$2.85 million – approximately \$1.4 million more than the median of NWC coaches – one might assume that administrators would follow suit. However, this is not the case.

In terms of total differences in compensation, PSU only pays about \$1 million more to its coaches and administrators than the NWC median.

FY2019 COACH AND ADMINISTRATOR COMPENSATION			
	Coach Salaries/Benefits	Admin Salaries/Benefits	Total
Portland State	\$2,849,133	\$482,378	\$3,331,511
NWC	\$1,424,081	\$855,564	\$2,279,645
<i>NWC expenses represent median numbers</i>			

PRO FORMA – DIVISION III REVENUE

Overview

When developing the revenue pro forma, Collegiate Consulting utilized a combination of the *Athletic Projections* document developed by the CFO and the *2020 NCAA Financial Report*. In FY2020, PSU generated \$14.2 million in revenue, and needed to utilize \$1.09 million in reserves to balance an expenditure budget of \$15.35 million.

With the Division III transition in FY2023, Collegiate Consulting projects a decrease of \$11.48 million in revenue. This is a 71% decrease from the year prior at Division I. Game guarantee and NCAA/conference revenue disappear with the move to Division III. In addition, the State of Oregon–Lottery, ticket revenue and program revenue also decrease by more than 50%; this is an assumption made by Collegiate Consulting if PSU is no longer a Division I program. [As noted in the recommendations section](#), Collegiate Consulting does not recommend reclassifying intercollegiate athletics to Division III, as there is little-to-no confidence that PSU would secure an invitation.

Overall, 92% of support for a Division III budget would come from internal support (student fees, institution, lottery) with eight percent being generated from external revenue sources.

Pro Forma Summary							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 778,907	\$ 782,801	\$ 786,715	\$ 790,649
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Direct Institutional Support	\$ 6,618,654	\$ 6,751,027	\$ 6,919,803	\$ 3,350,000	\$ 3,366,750	\$ 3,383,584	\$ 3,400,502
Ticket Revenue	\$ 268,106	\$ -	\$ 335,133	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881
Game Guarantee	\$ 1,313,500	\$ -	\$ 1,313,500	\$ -	\$ -	\$ -	\$ -
Program Revenue	\$ 1,088,151	\$ 1,107,961	\$ 1,216,265	\$ 275,000	\$ 288,750	\$ 303,188	\$ 318,347
NCAA/Conference	\$ 579,357	\$ 480,000	\$ 608,325	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 1,098,816	\$ 3,315,083	\$ 1,675,391	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 15,346,660	\$ 15,959,912	\$ 16,184,043	\$ 4,703,907	\$ 4,740,801	\$ 4,778,612	\$ 4,817,379

Institutional Support

Collegiate Consulting projects a 60% decrease in institutional support with the transition to Division III. Student athletic fees would be reduced by approximately \$2.7 million and direct support would drop by \$3.3 million.

Institutional Support	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
State of Oregon - Lottery	\$ 876,863	\$ 952,023	\$ 1,000,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Student Athletic Fees	\$ 3,503,213	\$ 3,353,818	\$ 3,115,627	\$ 778,907	\$ 782,801	\$ 786,715	\$ 790,649
Direct Institutional Support	\$ 6,618,654	\$ 6,751,027	\$ 6,919,803	\$ 3,350,000	\$ 3,366,750	\$ 3,383,584	\$ 3,400,502
TOTAL	\$ 10,998,730	\$ 11,056,868	\$ 11,035,430	\$ 4,378,907	\$ 4,399,551	\$ 4,420,299	\$ 4,441,151

Ticket Revenue

By 2025-26, Collegiate Consulting projects a decrease of \$210,225, or 78%. Women's basketball and volleyball take the biggest hit, as Collegiate Consulting projects no revenue in Division III. Football would make up 70% of ticket revenue while men's basketball would make up only 30%.

Ticket Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Basketball	\$ 105,366	\$ -	\$ 131,708	\$ 15,000	\$ 15,750	\$ 16,538	\$ 17,364
Women's Basketball	\$ 24,548	\$ -	\$ 30,685	\$ -	\$ -	\$ -	\$ -
Football	\$ 131,758	\$ -	\$ 164,698	\$ 35,000	\$ 36,750	\$ 38,588	\$ 40,517
Women's Volleyball	\$ 6,434	\$ -	\$ 8,043	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 268,106	\$ -	\$ 335,133	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881

Program Revenue

In 2022-23, Collegiate Consulting projects a decrease of about 77% in program revenue, with the biggest loss coming from royalties and licensing. All line items decrease by more than 60% over the course of this pro forma. Corporate sponsorship revenue decreases by 88% during the first year of the transition, while fundraising decreases by 73%.

Program Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Corporate Sponsorship	\$ 160,000	\$ 160,000	\$ 160,000	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153
Fundraising	\$ 803,476	\$ 819,546	\$ 923,997	\$ 250,000	\$ 262,500	\$ 275,625	\$ 289,406
Royalty, Licensing, Endow	\$ 124,675	\$ 128,415	\$ 132,268	\$ 5,000	\$ 5,250	\$ 5,513	\$ 5,788
TOTAL	\$ 1,088,151	\$ 1,107,961	\$ 1,216,265	\$ 275,000	\$ 288,750	\$ 303,188	\$ 318,347

PRO FORMA – DIVISION III EXPENSES

Collegiate Consulting developed a six-year Division III reclassification pro forma, utilizing PSU's 2020 NCAA Financial Report to build out the subsequent years. Portland State spent a total of \$15.35 million on athletics in 2019-20. The expense pro forma explores the opportunity of reclassifying to NCAA Division III and the Northwest Conference. [As noted in the recommendations section](#), Collegiate Consulting does not recommend reclassifying intercollegiate athletics to Division III, as there is little-to-no confidence that PSU would secure an invitation.

In 2022-23, Collegiate Consulting projects a \$12.6 million, or 73% decrease in expenses with the transition to Division III. Besides athletic scholarships, which disappear, sports operations witnesses the biggest decrease at 79% by 2025-26.

Pro Forma Summary - Expenses							
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Scholarships	\$ 5,303,464	\$ 5,306,571	\$ 5,505,527	\$ -	\$ -	\$ -	\$ -
Sports Operations	\$ 3,581,821	\$ 3,554,609	\$ 3,486,552	\$ 705,000	\$ 719,100	\$ 733,482	\$ 748,152
Administrative Operations	\$ 1,876,095	\$ 1,904,207	\$ 2,932,812	\$ 1,217,063	\$ 1,115,394	\$ 1,133,649	\$ 1,152,233
Administrative Salaries	\$ 1,877,742	\$ 2,163,888	\$ 2,203,342	\$ 1,224,717	\$ 1,248,780	\$ 1,273,325	\$ 1,298,360
Coaching Salaries	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 1,432,539	\$ 1,461,190	\$ 1,490,414	\$ 1,520,222
TOTAL EXPENSE	\$ 15,346,660	\$ 15,717,861	\$ 16,926,133	\$ 4,579,318	\$ 4,544,464	\$ 4,630,869	\$ 4,718,967

Scholarships

Currently, PSU spends approximately \$5.3 million in athletic financial aid for its 395 student-athletes based on the *2020 NCAA Financial Reporting System*. As noted, a reclassification to Division III would eliminate all athletic financial aid, however, student-athletes would be entitled to receive academic and institutional financial aid. The average discount rate for in-state students is 12.2% while it is 21.4% for out-of-state first-year students. Total cost of attendance for in-state students is \$26,232, while it is \$45,480 for out-of-state.

Using the existing ratio of 32% in-state student-athletes with 68% out-of-state/international student-athletes, PSU would be projected to initially spend \$3.02 million in academic/institutional aid for student-athletes. However, as noted from PSU's enrollment management – "PSU average in-state gift award is about half of our competitors and our out-of-state tuition is higher, with an average institutional gift award that also lags behind our competition, both of which have contributed to PSU's enrollment struggles."

The average out-of-state discount rate of its peer institutions is 23.8%. If the student-athlete discount rate is increased across the board to the competitor average, PSU financial aid expenditure for student-athletes would increase to \$4.3 million.

Scholarships	DH NCAA Max	2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26	
		EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET	EQUIV	BUDGET
Men's Sports															
Basketball	10.00	12.67	\$ 600,740	13.00	\$ 600,740	13.00	\$ 641,289	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Football	36.00	62.99	\$ 2,089,539	63.00	\$ 2,089,539	63.00	\$ 2,174,302	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Tennis	4.50	2.73	\$ 116,628	2.73	\$ 116,628	2.73	\$ 121,340	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
XC/T&F	12.60	2.32	\$ 84,033	2.32	\$ 84,033	2.32	\$ 87,428	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Men's Total	63.10	80.71	\$ 2,890,940	81.05	\$ 2,890,940	81.05	\$ 3,024,358	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Women's Sports															
Basketball	10.00	12.70	\$ 519,502	13.00	\$ 519,502	13.00	\$ 553,257	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Golf	5.40	5.49	\$ 158,396	5.49	\$ 158,396	5.50	\$ 165,095	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Soccer	9.90	13.99	\$ 439,149	14.00	\$ 439,149	14.00	\$ 457,217	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Softball	7.20	11.85	\$ 305,179	12.00	\$ 305,179	12.00	\$ 321,527	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Tennis	6.00	6.13	\$ 247,285	6.13	\$ 247,285	6.13	\$ 257,275	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Volleyball	8.00	11.52	\$ 355,487	12.00	\$ 355,487	12.00	\$ 385,259	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
XC/T&F	12.60	8.67	\$ 232,158	8.67	\$ 232,158	8.67	\$ 241,537	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Non-Team Allocated			\$ 155,368		\$ 158,475		\$ 100,000		\$ -		\$ -		\$ -		\$ -
Women's Total	59.10	70.35	\$ 2,412,524	71.29	\$ 2,415,631	71.30	\$ 2,481,169	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Grand Total	122.20	151.06	\$ 5,303,464	152.34	\$ 5,306,571	152.35	\$ 5,505,527	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -

Sports Operations

In the transition year 2022-23, Collegiate Consulting projects a \$2.78 million, or 80% decrease, in sports operations. Men's basketball sees the biggest decrease at 86%, while men's cross-country/track and field only decreases by 50%.

Sports Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Sports							
Basketball	\$ 590,491	\$ 637,108	\$ 649,850	\$ 90,000	\$ 91,800	\$ 93,636	\$ 95,509
Football	\$ 931,950	\$ 950,589	\$ 969,601	\$ 225,000	\$ 229,500	\$ 234,090	\$ 238,772
Tennis	\$ 104,775	\$ 80,269	\$ 80,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
XC/T&F	\$ 103,421	\$ 80,457	\$ 80,000	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448
Women's Sports							
Basketball	\$ 370,357	\$ 399,181	\$ 407,165	\$ 65,000	\$ 66,300	\$ 67,626	\$ 68,979
Golf	\$ 132,971	\$ 128,171	\$ 128,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
Soccer	\$ 239,571	\$ 319,723	\$ 244,362	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672
Softball	\$ 340,775	\$ 322,404	\$ 320,000	\$ 65,000	\$ 66,300	\$ 67,626	\$ 68,979
Tennis	\$ 175,715	\$ 153,583	\$ 125,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
XC/T&F	\$ 161,507	\$ 141,865	\$ 142,574	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448
Volleyball	\$ 430,288	\$ 341,259	\$ 340,000	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672
Total Amount	\$ 3,581,821	\$ 3,554,609	\$ 3,486,552	\$ 705,000	\$ 719,100	\$ 733,482	\$ 748,152

Administrative Operations

In 2019-20, Portland State spent \$1.88 million on administrative expenses. In 2021-22, the year prior to the transition, the administrative expenses will increase by \$1 million due to the projected Big Sky exit fees.

During Portland State's first year at Division III, it will need to pay \$39,000 in Division III application fees and about \$25,000 in initiation fees.

Administrative Operations	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Administrative/Overhead	\$ 287,573	\$ 290,449	\$ 293,353	\$ 150,000	\$ 151,500	\$ 153,015	\$ 154,545
NCAA Annual Dues	\$ 1,800	\$ 1,800	\$ 1,800	\$ 900	\$ 900	\$ 900	\$ 900
Big Sky/Conference Dues	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ -	\$ -	\$ -
Big Sky/Exit Fees	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
NCAA DIII Application	\$ -	\$ -	\$ -	\$ 39,000	\$ -	\$ -	\$ -
NWC Initiation	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
NWC Annual Dues	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
Marketing/Sponsorship	\$ 186,291	\$ 190,017	\$ 193,817	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530
Peter Stott Center Operations	\$ 289,466	\$ 295,255	\$ 301,160	\$ 307,184	\$ 313,327	\$ 319,594	\$ 325,986
Training/Strength & Conditioning	\$ 240,844	\$ 245,661	\$ 250,574	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530
Game Guarantees	\$ 42,500	\$ 42,500	\$ 42,500	\$ -	\$ -	\$ -	\$ -
Facility Debt	\$ 176,512	\$ 180,042	\$ 183,643	\$ 187,316	\$ 191,062	\$ 194,884	\$ 198,781
Medical/Insurance	\$ 128,229	\$ 130,794	\$ 133,409	\$ 136,078	\$ 138,799	\$ 141,575	\$ 144,407
Rally Squad	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
Spirit Group	\$ 21,359	\$ 21,786	\$ 22,222	\$ 22,666	\$ 23,120	\$ 23,582	\$ 24,054
Other	\$ 403,659	\$ 407,696	\$ 411,773	\$ 200,000	\$ 202,000	\$ 204,020	\$ 206,060
Total Operations	\$ 1,876,095	\$ 1,904,207	\$ 2,932,812	\$ 1,217,063	\$ 1,115,394	\$ 1,133,649	\$ 1,152,233

Administrative Salaries

During the Division III transition, Collegiate Consulting projects a \$714,325, or 44% decrease in administrative salaries. This decrease comes from the loss of 12 administrative positions. By the end of the six-year pro forma, Collegiate Consulting projects Portland State University to spend \$947,708 on salaries, which is a 31% decrease from 2019-20.

ADMINISTRATIVE SALARIES							
Position	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Director of Athletics	\$ 176,665	\$ 180,198	\$ 183,802	\$ 130,000	\$ 132,600	\$ 135,252	\$ 137,957
BUSINESS OFFICE							
Business Manager	\$ 61,509	\$ 62,739	\$ 63,994	\$ 65,274	\$ 66,579	\$ 67,911	\$ 69,269
Fiscal Officer - PT	\$ 8,052	\$ 8,213	\$ 8,377	\$ -	\$ -	\$ -	\$ -
INTERNAL OPERATIONS							
Ass't AD - Facilities/Operations	\$ 45,749	\$ 49,908	\$ 50,906	\$ 51,924	\$ 52,963	\$ 54,022	\$ 55,102
Ass't Director - Facilities/Operations	\$ 33,000	\$ 33,660	\$ 34,333	\$ 35,020	\$ 35,720	\$ 36,435	\$ 37,163
Property Specialist	\$ 38,354	\$ 39,121	\$ 39,903	\$ -	\$ -	\$ -	\$ -
Student Workers - Operations	\$ 40,580	\$ 41,391	\$ 42,219	\$ -	\$ -	\$ -	\$ -
Student Workers - Facilities	\$ 11,709	\$ 11,943	\$ 12,182	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306
Student Workers - Equipment Room	\$ 3,024	\$ 3,085	\$ 3,146	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653
EXTERNAL OPERATIONS							
Assoc AD - Sales & Mktg	\$ 61,800	\$ 63,036	\$ 64,297	\$ 35,000	\$ 35,700	\$ 36,414	\$ 37,142
Director, Mkt & Creative Services	\$ 43,599	\$ 44,471	\$ 45,360	\$ -	\$ -	\$ -	\$ -
Director, Game Production/Fan Experience	\$ 32,453	\$ 41,004	\$ 41,824	\$ -	\$ -	\$ -	\$ -
Director, Events	\$ 24,436	\$ 43,599	\$ 44,471	\$ -	\$ -	\$ -	\$ -
Student Workers	\$ 31,467	\$ 32,096	\$ 32,738	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306
MEDIA RELATIONS							
Assoc AD - Media Relations	\$ 66,396	\$ 67,724	\$ 69,078	\$ 70,460	\$ 71,869	\$ 73,307	\$ 74,773
Ass't - Media Relations Dir.	\$ 38,022	\$ 43,422	\$ 44,290	\$ 45,176	\$ 46,080	\$ 47,001	\$ 47,941
Student Workers	\$ 57,010	\$ 58,150	\$ 59,313	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959
COMPLIANCE/ACADEMICS							
Assoc AD - Compliance/SWA	\$ 65,283	\$ 66,589	\$ 67,920	\$ 69,279	\$ 70,664	\$ 72,078	\$ 73,519
Assoc AD - Academics	\$ 41,518	\$ 79,383	\$ 80,971	\$ -	\$ -	\$ -	\$ -
Ass't AD - Academics	\$ 52,000	\$ 53,040	\$ 54,101	\$ -	\$ -	\$ -	\$ -
Compliance/Academic Coordinator	\$ 42,000	\$ 42,840	\$ 43,697	\$ 35,000	\$ 35,700	\$ 36,414	\$ 37,142
Academic Advisor	\$ 48,074	\$ 49,035	\$ 50,016	\$ -	\$ -	\$ -	\$ -
Academic Advisor	\$ 44,797	\$ 45,693	\$ 46,607	\$ -	\$ -	\$ -	\$ -
Academic/Compliance - GA	\$ 6,552	\$ 15,725	\$ 15,725	\$ -	\$ -	\$ -	\$ -
Student Workers	\$ 6,885	\$ 7,022	\$ 7,160	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412
ATHLETIC TRAINING							
Director - Sports Medicine	\$ 60,840	\$ 73,080	\$ 74,542	\$ 76,032	\$ 77,553	\$ 79,104	\$ 80,686
Ass't Dir - Sports Medicine	\$ 35,047	\$ 54,486	\$ 55,576	\$ 56,687	\$ 57,821	\$ 58,977	\$ 60,157
Assistant Athletic Trainer	\$ 22,554	\$ 45,498	\$ 46,408	\$ 47,336	\$ 48,283	\$ 49,248	\$ 50,233
Assistant Athletic Trainer	\$ 30,279	\$ 42,168	\$ 43,011	\$ 43,872	\$ 44,749	\$ 45,644	\$ 46,557
Athletic Trainer - GA	\$ 10,483	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725	\$ 15,725
Student Athletic Trainers	\$ 44,369	\$ 45,257	\$ 46,162	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
STRENGTH & CONDITIONING							
Director, Strength & Conditioning	\$ 53,094	\$ 54,156	\$ 55,239	\$ 56,344	\$ 57,471	\$ 58,620	\$ 59,792
Ass't Dir., Strength & Conditioning	\$ 30,261	\$ 33,012	\$ 33,672	\$ 15,725	\$ 16,040	\$ 16,360	\$ 16,687
Student - S&C	\$ 2,756	\$ 33,012	\$ 33,672	\$ -	\$ -	\$ -	\$ -
TOTAL SALARY	\$ 1,370,615	\$ 1,579,481	\$ 1,608,279	\$ 893,954	\$ 911,518	\$ 929,434	\$ 947,708
BENEFITS (37%)	\$ 507,127	\$ 584,408	\$ 595,063	\$ 330,763	\$ 337,262	\$ 343,891	\$ 350,652
TOTAL SALARY + BENEFITS	\$ 1,877,742	\$ 2,163,888	\$ 2,203,342	\$ 1,224,717	\$ 1,248,780	\$ 1,273,325	\$ 1,298,360

Coaching Salaries

The transition to Division III would result the loss of 14 positions within the coaching staff. These eliminations would mean a decrease of \$996,615, or 49%, of the total coaching salary budget. By 2025-26, Collegiate Consulting projects a decrease of 44%.

COACHES' SALARIES							
Men's Sports	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BASKETBALL							
Head Coach	\$ 175,004	\$ 178,504	\$ 182,074	\$ 100,000	\$ 102,000	\$ 104,040	\$ 106,121
Assistant Coach	\$ 57,069	\$ 58,210	\$ 59,375	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 45,771	\$ 46,686	\$ 47,620	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754
Assistant Coach	\$ 39,136	\$ 39,919	\$ 40,717	\$ 15,725	\$ 16,040	\$ 16,360	\$ 16,687
Student Support	\$ 32,472	\$ 33,121	\$ 20,000	\$ -	\$ -	\$ -	\$ -
FOOTBALL							
Head Coach	\$ 205,000	\$ 209,100	\$ 213,282	\$ 115,000	\$ 117,300	\$ 119,646	\$ 122,039
Assoc Coach/DC	\$ 86,436	\$ 88,165	\$ 89,928	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 64,080	\$ 65,362	\$ 66,669	\$ 55,000	\$ 56,100	\$ 57,222	\$ 58,366
Assistant Coach	\$ 63,660	\$ 64,933	\$ 66,232	\$ 55,000	\$ 56,100	\$ 57,222	\$ 58,366
Assistant Coach/DB	\$ 52,803	\$ 53,859	\$ 54,936	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 52,020	\$ 53,060	\$ 54,122	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448
Assistant Coach/OC-RB	\$ 40,008	\$ 40,808	\$ 41,624	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 36,019	\$ 36,739	\$ 37,474	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 33,407	\$ 34,075	\$ 34,756	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530
Assistant Coach	\$ 21,596	\$ 22,028	\$ 22,468	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
Assistant Coach	\$ 18,873	\$ 19,250	\$ 19,635	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 8,150	\$ 8,313	\$ 8,479	\$ -	\$ -	\$ -	\$ -
Student Support	\$ 25,817	\$ 26,333	\$ 26,860	\$ 27,397	\$ 27,945	\$ 28,504	\$ 29,074
TENNIS							
Head Coach	\$ 34,054	\$ 41,004	\$ 41,824	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
WOMEN'S SPORTS							
BASKETBALL							
Head Coach	\$ 135,000	\$ 137,700	\$ 140,454	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897
Assistant Coach	\$ 50,176	\$ 51,180	\$ 52,203	\$ -	\$ -	\$ -	\$ -
Assistant Coach	\$ 43,209	\$ 44,073	\$ 44,955	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448
Associate Coach	\$ 40,167	\$ 40,970	\$ 41,790	\$ 15,725	\$ 16,040	\$ 16,360	\$ 16,687
Student Support	\$ 26,000	\$ 26,520	\$ 15,000	\$ -	\$ -	\$ -	\$ -
GOLF							
Head Coach	\$ 51,177	\$ 52,201	\$ 53,245	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
SOCCER							
Head Coach	\$ 59,502	\$ 60,692	\$ 61,906	\$ 63,144	\$ 64,407	\$ 65,695	\$ 67,009
Assistant Coach	\$ 41,553	\$ 42,384	\$ 43,232	\$ 15,725	\$ 16,040	\$ 16,360	\$ 16,687
Student Support	\$ 8,771	\$ 8,946	\$ 5,000	\$ -	\$ -	\$ -	\$ -
SOFTBALL							
Head Coach	\$ 59,154	\$ 60,337	\$ 61,544	\$ 62,775	\$ 64,030	\$ 65,311	\$ 66,617
Assistant Coach	\$ 39,291	\$ 40,077	\$ 40,878	\$ 15,725	\$ 16,040	\$ 16,360	\$ 16,687
Assistant Coach	\$ 19,626	\$ 20,018	\$ 20,419	\$ -	\$ -	\$ -	\$ -
TENNIS							
Head Coach	\$ 34,133	\$ 43,008	\$ 43,868	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224
VOLLEYBALL							
Head Coach	\$ 91,140	\$ 92,963	\$ 94,822	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672
Assistant Coach - GA	\$ 34,045	\$ 40,008	\$ 40,808	\$ 15,725	\$ 16,040	\$ 16,360	\$ 16,687
Assistant Coach	\$ 31,523	\$ 32,044	\$ 32,684	\$ -	\$ -	\$ -	\$ -
Student Support	\$ 8,603	\$ 8,775	\$ 5,000	\$ -	\$ -	\$ -	\$ -
COMBINED SPORTS							
TRACK & FIELD/XC							
Head Coach	\$ 54,276	\$ 55,362	\$ 56,469	\$ 57,598	\$ 58,750	\$ 59,925	\$ 61,124
Assistant Coach	\$ 40,323	\$ 41,129	\$ 41,952	\$ 42,791	\$ 43,647	\$ 44,520	\$ 45,410
SPIRIT SQUAD							
Student Support	\$ 17,262	\$ 17,608	\$ 17,960	\$ 18,319	\$ 18,685	\$ 19,059	\$ 19,440
TOTAL SALARY	\$ 1,976,305	\$ 2,035,464	\$ 2,042,264	\$ 1,045,649	\$ 1,066,562	\$ 1,087,893	\$ 1,109,651
BENEFITS (37%)	\$ 731,233	\$ 753,122	\$ 755,638	\$ 386,890	\$ 394,628	\$ 402,520	\$ 410,571
TOTAL SALARY + BENEFITS	\$ 2,707,537	\$ 2,788,585	\$ 2,797,901	\$ 1,432,539	\$ 1,461,190	\$ 1,490,414	\$ 1,520,222

SECTION III – PORTLAND STATE FINANCIALS

SECTION III: Portland State Financials



PORTLAND STATE UNIVERSITY – ATHLETIC BACKGROUND

In early 1995, under the direction of Portland State University Director of Athletics Randy Nordlof, the PSU Vikings began the process of transitioning to NCAA Division I and the Big Sky Conference. At that time, the move was a win-win for all parties. Boise State was leaving the conference and the Big Sky was looking for a peer in the region to take its place. As a DII independent, PSU was looking to solve scheduling problems, decrease travel costs, increase revenue, establish rivalries and engage in higher-caliber competition.

Although the move was a positive for both the conference and university, there were several obstacles PSU had to overcome. The three largest were adding required sponsored sport programs (men's basketball, men's tennis, men's/women's indoor track and field), finding additional funding for varsity athletics, and procuring and/or upgrading sports facilities.

In August 1995, Jim Sterk began his tenure as Director of Athletics at PSU and continued the transition to DI that was begun by the previous AD. One of the first major moves of his administration was to resurrect the men's basketball program as required by the Big Sky Conference. Ritchie McKay, a 31-year-old assistant coach at the University of Washington, was hired as head coach to restart the PSU men's basketball program, which had been eliminated in 1981 due to budget cuts. That first team consisted entirely of freshmen and transfers from surrounding community colleges and went 9-17 in its inaugural season.

The second big hurdle for PSU's move to DI was money. Portland State President Judith Ramaley made it clear during the DI exploratory stages that the University would not be providing additional funding or student fees to the varsity athletics department. It was incumbent upon the department itself to find the estimated additional \$1.4 million per year, including roughly \$500,000 to restart and maintain the men's basketball program. Proponents of the move predicted that the department could save \$150,000 in football travel expenses alone and take in \$450,000 or more from ticket sales and all other revenue streams. Director of Athletics Jim Sterk also implemented his fundraising ideas from Tulane to increase PSU's outreach to individual donors and corporations in the area. Using high-profile alumni and successful local business owners, PSU Athletics was able to raise the money it needed.

The final piece of the Big Sky puzzle was facilities. Portland State had applied to the Big Sky Conference once before in the 1970s under the leadership of AD Roy Love. It was rejected for membership because of

funding but many, including Love, believed facilities played a role in that rejection, specifically, basketball facilities. It was fortuitous then that in 1995 the NBA's Portland Trailblazers opened a brand-new basketball arena (Rose Garden, now Moda Center) in downtown Portland with a seating capacity of more than 21,000. Portland State was able to negotiate playing time at the Rose Garden for men's basketball games and some women's games. The men's basketball team was able to play 10 of its 14 home games at the Rose Garden during its first season back.

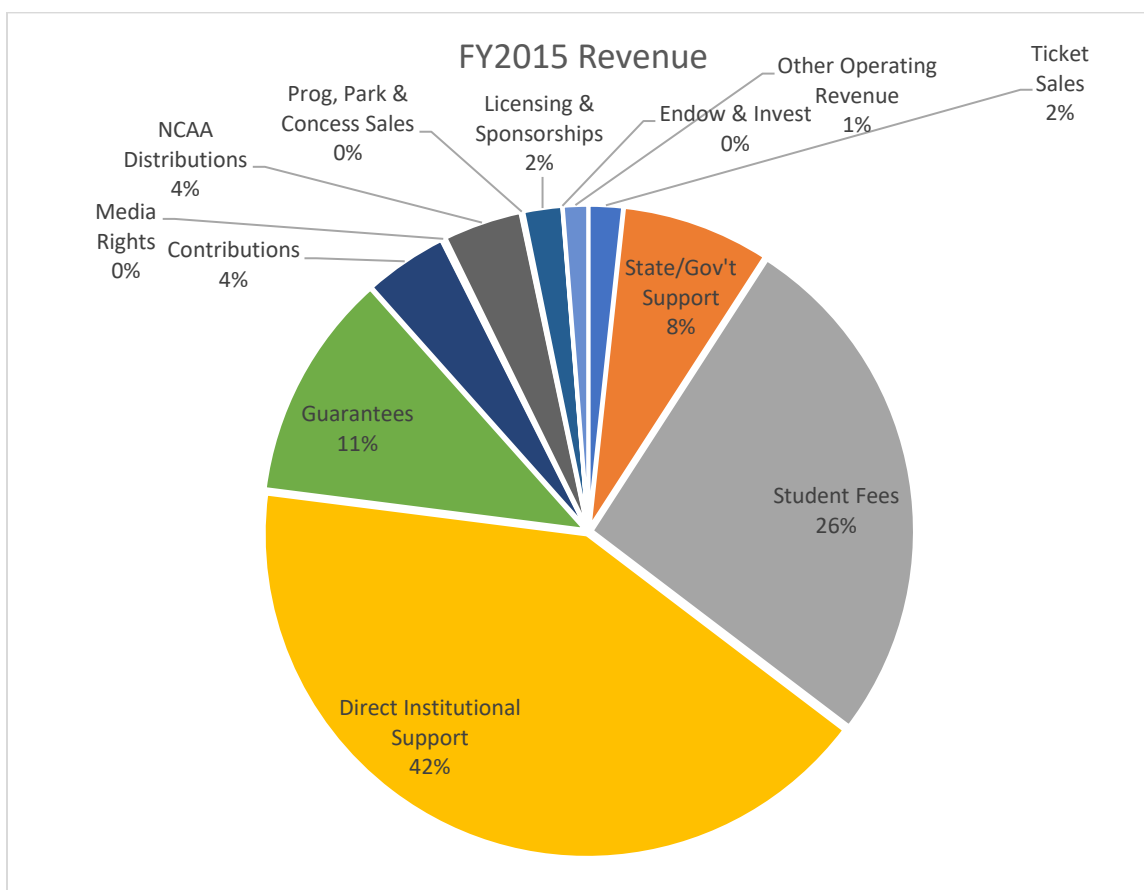
Football facilities were more of a challenge. The PSU Vikings were one of the primary tenants of Civic Stadium (now Providence Park) in Portland for more than 50 years with an average home-game attendance of 13,000. However, with professional soccer (Portland Timbers) increasing in popularity and the Portland Rockies (minor league baseball) also playing there, it was difficult to schedule home football games. It was also becoming clear that significant and costly upgrades and repairs were going to be needed for the then 70-year-old stadium. Portland State was able to negotiate a three-year contract with Civic Stadium and spent its first three years in the Big Sky Conference playing football at Civic Stadium.

By the end of the first five years, however, things were not as rosy in real life as predicted. Faculty Senate meeting minutes from 2001 suggest that while overall athletic revenue had increased, the revenue from men's basketball was much less than anticipated. Also, by that time, the contract PSU football had with Civic Stadium had expired and it was becoming more and more difficult to schedule games at the stadium. The team moved its home games to Hillsboro, Ore., which had detrimental consequences: revenue was significantly negatively impacted, attendance was way down and expenses had increased.

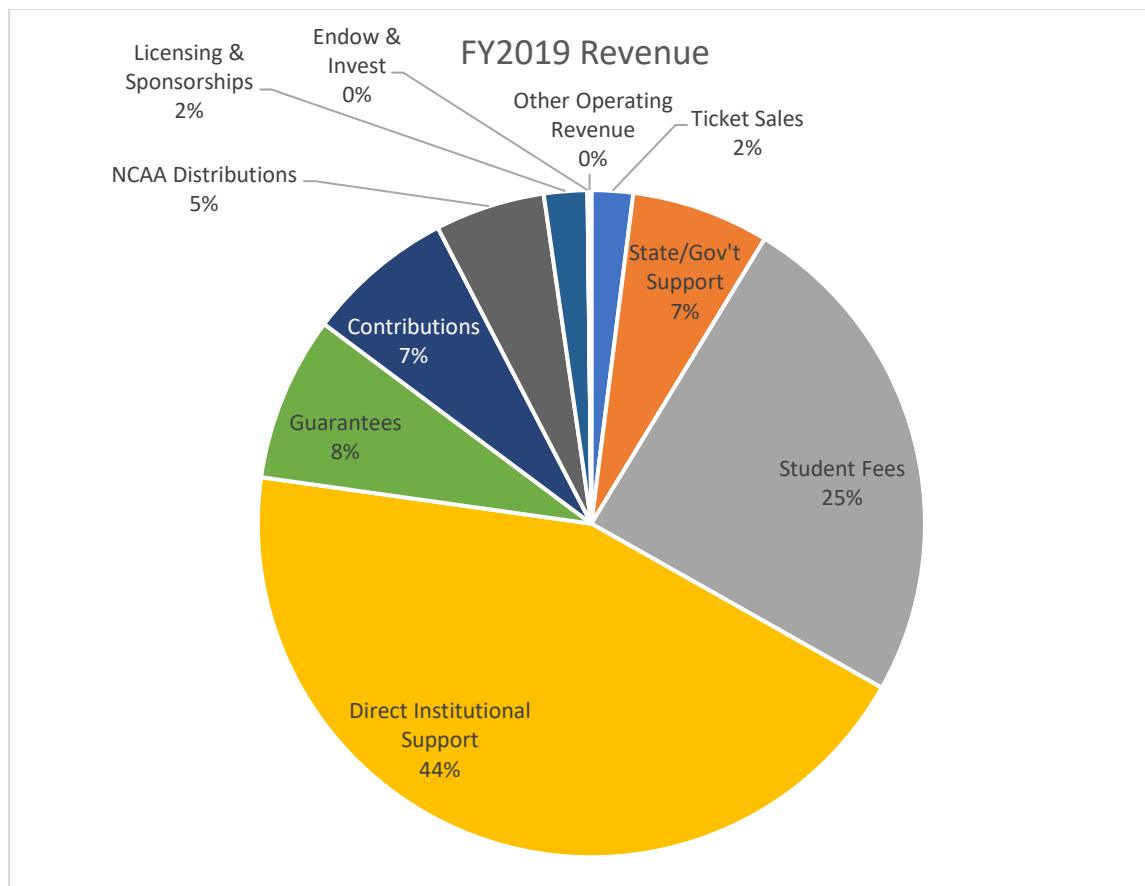
PORTLAND STATE UNIVERSITY – REVENUE: BREAKDOWN

Portland State provided Collegiate Consulting with six years of NCAA reports. The information in this section was pulled from these reports.

Over the last six years, FY2019 was the year athletics generated the most revenue at nearly \$15 million. During FY2019, the student fees, contributions and licensing and sponsorship line items also reached their six-year peak. Guarantees also reached a six-year low, only generating \$1.2 million in revenue.

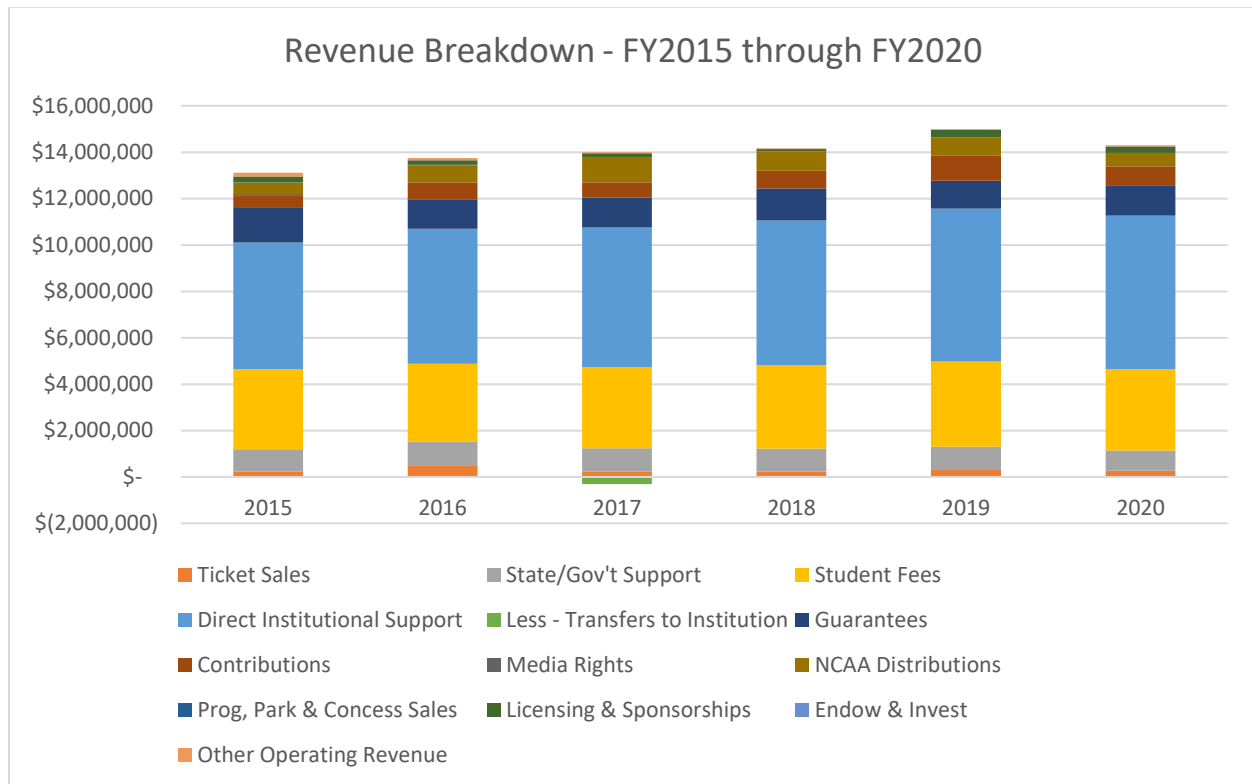


FY2015 was lowest year in terms of generated revenue. During this year, four line items (direct institutional support, contributions, NCAA distributions and endowments and investments) were the lowest. Contrary to this, guarantees, media rights and other operating revenue peaked during this year.



Between these two years, contributions were the only line item that is lowest in FY2015 and highest in FY2019.

Portland State - Athletics Revenue Breakdown								
Revenue Line Item	2015	2016	2017	2018	2019	2020	Average (Mean)	Average (Median)
Ticket Sales	\$ 224,824	\$ 504,551	\$ 233,989	\$ 223,137	\$ 301,740	\$ 268,106	\$ 292,725	\$ 251,048
State/Gov't Support	\$ 972,942	\$ 1,002,128	\$ 1,002,131	\$ 1,002,129	\$ 1,002,130	\$ 876,863	\$ 976,387	\$ 1,002,129
Student Fees	\$ 3,438,094	\$ 3,373,539	\$ 3,505,559	\$ 3,592,757	\$ 3,669,903	\$ 3,503,213	\$ 3,513,844	\$ 3,504,386
Direct Institutional Support	\$ 5,466,694	\$ 5,814,619	\$ 6,011,023	\$ 6,233,877	\$ 6,600,511	\$ 6,618,654	\$ 6,124,230	\$ 6,122,450
Less - Transfers to Institution			\$ (311,481)	\$ (33,186)			\$ (172,334)	\$ (172,334)
Guarantees	\$ 1,495,371	\$ 1,269,300	\$ 1,288,000	\$ 1,381,000	\$ 1,197,000	\$ 1,313,500	\$ 1,324,029	\$ 1,300,750
Contributions	\$ 546,017	\$ 737,810	\$ 657,253	\$ 757,097	\$ 1,074,636	\$ 803,476	\$ 762,715	\$ 747,454
Media Rights	\$ 24,697						\$ 24,697	\$ 24,697
NCAA Distributions	\$ 512,734	\$ 734,288	\$ 1,071,164	\$ 835,588	\$ 798,622	\$ 579,357	\$ 755,292	\$ 766,455
Prog, Park & Concess Sales	\$ 15,023	\$ 15,148	\$ 2,762	\$ 6,193			\$ 9,782	\$ 10,608
Licensing & Sponsorships	\$ 254,156	\$ 201,079	\$ 186,334	\$ 105,890	\$ 314,872	\$ 281,762	\$ 224,016	\$ 227,618
Endow & Invest	\$ 1,348	\$ 1,571	\$ 1,730	\$ 1,831	\$ 1,882	\$ 2,913	\$ 1,879	\$ 1,781
Other Operating Revenue	\$ 165,186	\$ 98,219	\$ 35,970	\$ 19,128	\$ 26,398	\$ 45,983	\$ 65,147	\$ 40,977
Total Operating Revenues	\$13,117,086	\$13,752,252	\$13,684,434	\$14,125,441	\$14,987,694	\$14,293,827	\$ 13,993,456	\$ 13,938,847



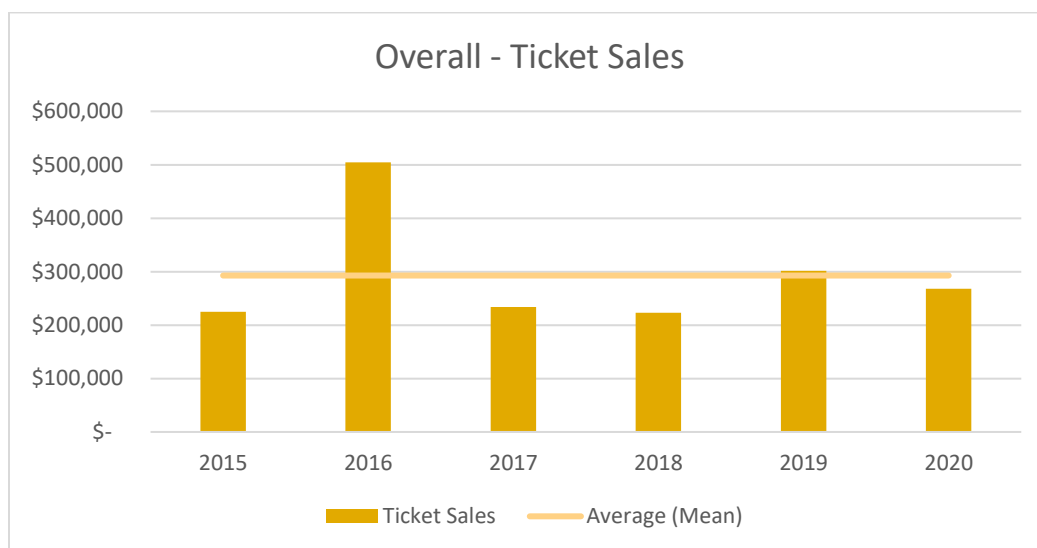
PORTLAND STATE UNIVERSITY – REVENUE: TICKET SALES

Portland State provided Collegiate Consulting with NCAA reports from 2015 through 2020. All of the ticket sale revenue in this section was pulled from these reports.

Overall Ticket Sales

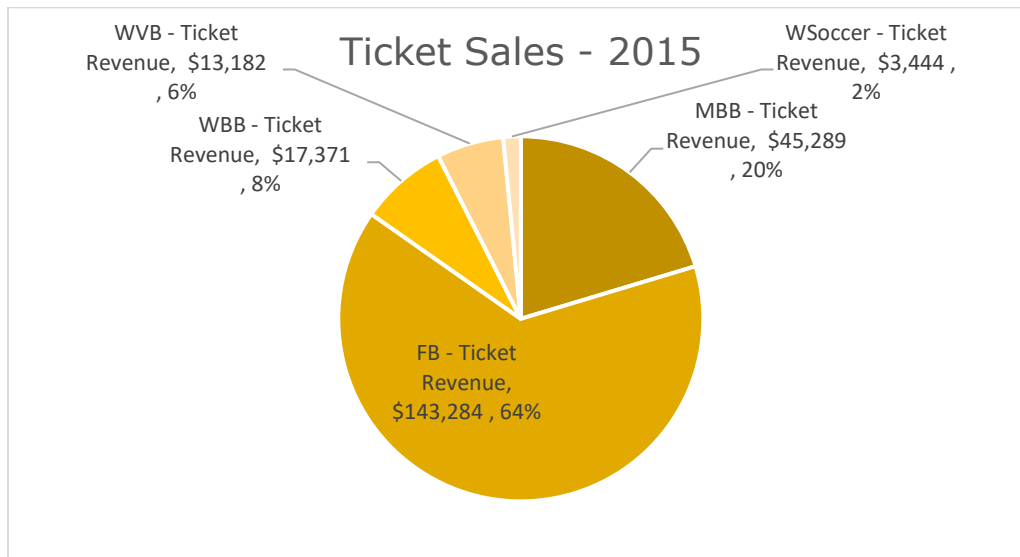
Over the past six years, Portland State has generated an average of \$292,725 in annual ticket sales.

Portland State Overall Ticket Sales		
Institution	Year	Ticket Sales
Portland State University	2015	\$ 224,824
Portland State University	2016	\$ 504,551
Portland State University	2017	\$ 233,989
Portland State University	2018	\$ 223,137
Portland State University	2019	\$ 301,740
Portland State University	2020	\$ 268,106
Average (Mean)		\$ 292,725
Average (Median)		\$ 251,048
Highest Year		2016



In FY2015, Portland State generated \$224,824 in ticket sales. Of this revenue, 64% was through football tickets. Men's basketball made up the next-largest amount at 20%.

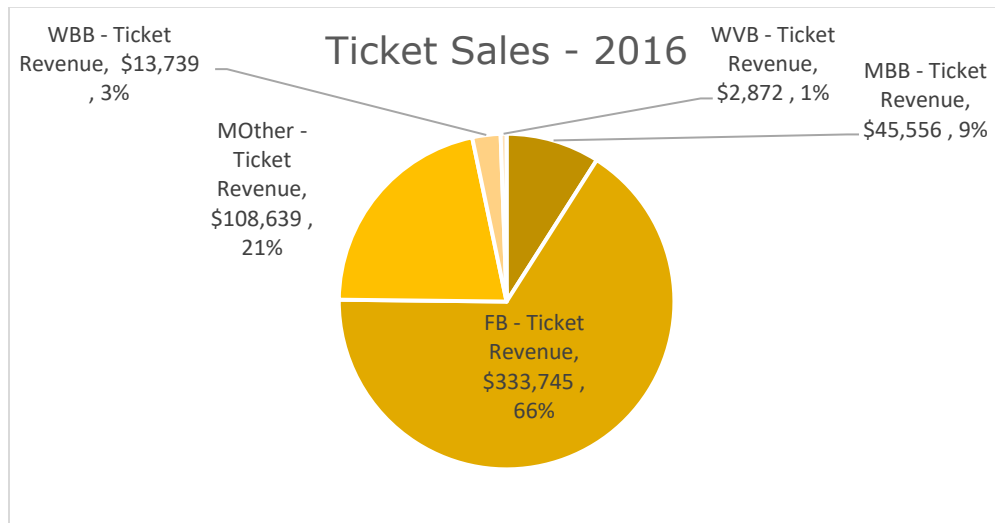
It is important to note, at this time, PSU was still ticketing for women's soccer, which is no longer the case. Women's volleyball alone made \$13,182, more than FY2016 through FY2019 combined. Women's basketball, soccer and volleyball generated a combined 16% or \$33,997.



In FY2016, PSU attained \$504,551 in ticket revenue, which is more than both FY2015 and FY2017 combined. This spike could potentially be contributed to the football team's 9-3 record – a win percentage of 75% and an appearance in the FCS Playoffs. For reference, the football team had not had a win percentage in the 70s since the 1999-2000 season.

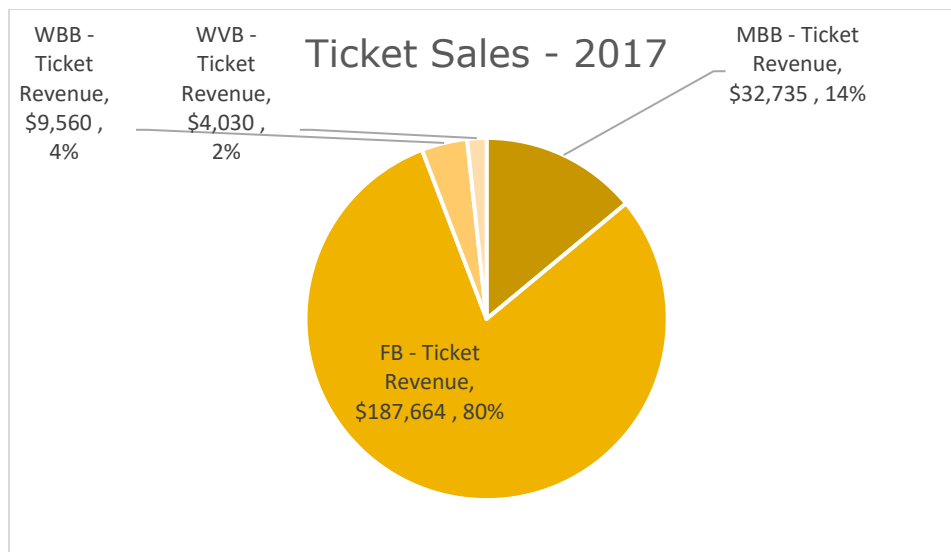
Although football ticket revenue only increased by 2% more than it did in FY2015, the dollar amount more than doubled, with football generating \$333,745. That same year, other men's sports besides football and basketball generated 21% of the ticket revenue.

Only 4% of the ticket revenue was attributed to women's sports.

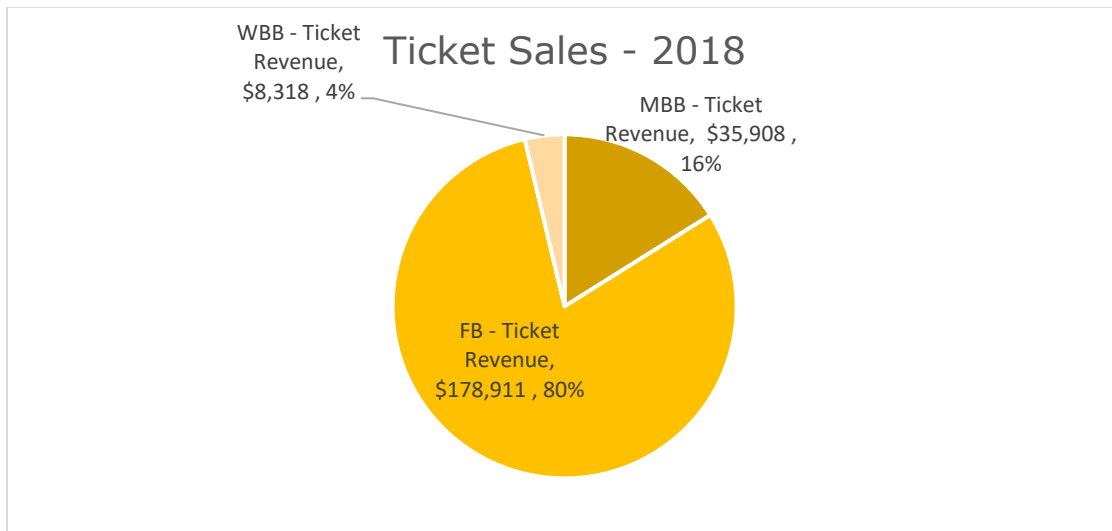


In FY2017, Portland State athletics generated \$233,989 in ticket revenue. Of this, only 14% (\$32,735) was sold by men's basketball. When compared to FY2016, this was more than a \$12,000 drop in ticket revenue.

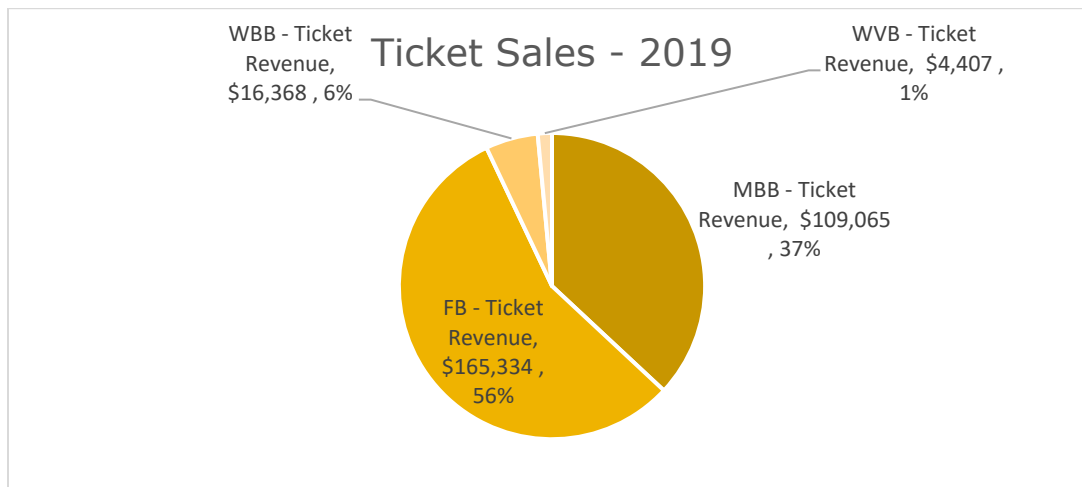
Again, women's sports only garnered 6% of ticket revenue.



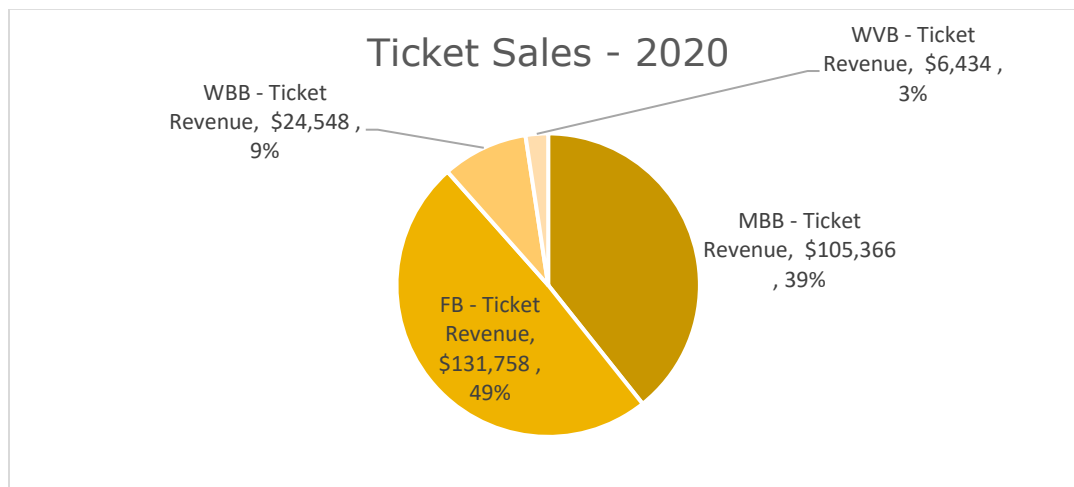
FY2018 saw the lowest ticket revenue at just \$223,137. During this year, men's basketball saw its second-lowest year, and women's basketball and volleyball had their lowest year. This resulted in the football team generating 80% of ticket revenue and both basketballs only generating 20%.



After the opening of the new Viking Pavilion in April 2018, ticket revenue in FY2019 bounced back to \$301,740. Men's basketball saw its largest ticket sale revenue in this six-year period at \$109,065, or 37% of the overall revenue. Women's basketball doubled its FY2018 revenue.



FY2020 ticket revenue was greatly impacted by COVID-19. This was the first year that football did not generate the majority of ticket revenue.

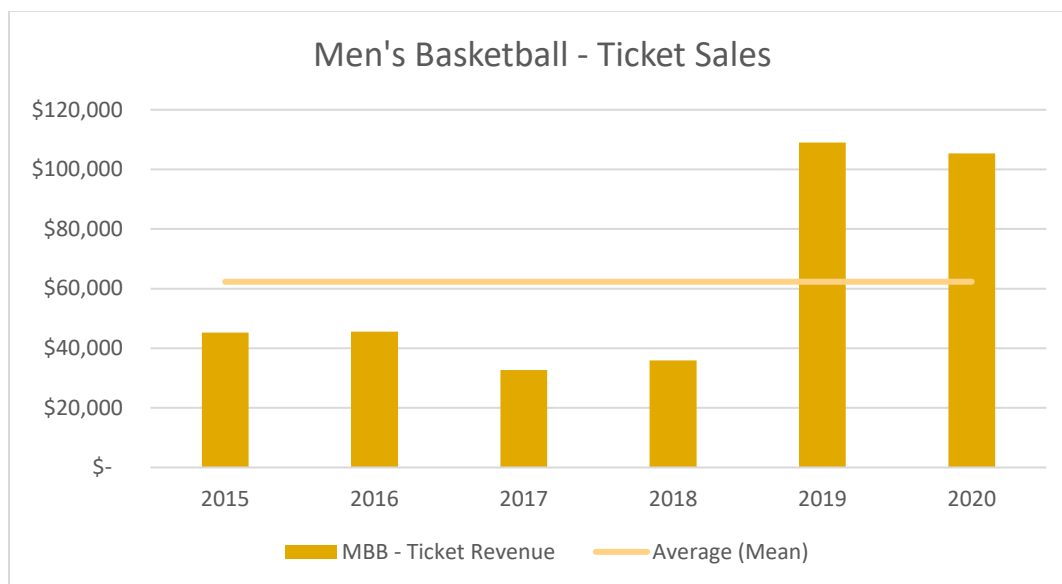


Men's Basketball

Over the last six years, men's basketball has generated an average of \$62,320 in ticket revenue. The lowest year came in FY2017 with only \$32,735. This could have been impacted by a coaching change in the 2016-17 season resulting in a 15-16 record.

Since the opening of the new Viking Pavilion, men's basketball has generated more than \$100,000 in revenue each year.

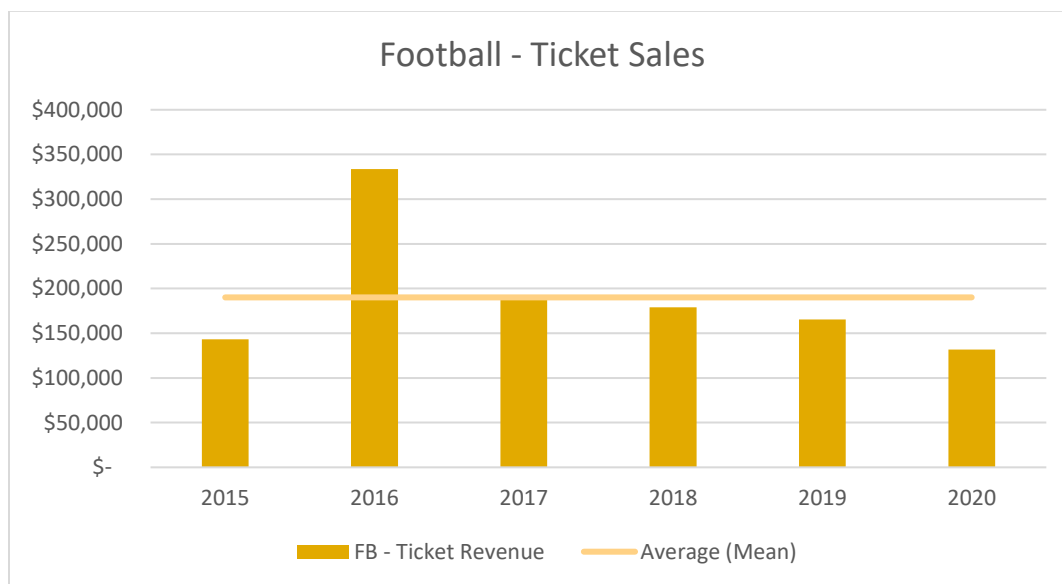
Portland State Ticket Sales - Men's Basketball		
Institution	Year	MBB - Ticket Revenue
Portland State University	2015	\$ 45,289
Portland State University	2016	\$ 45,556
Portland State University	2017	\$ 32,735
Portland State University	2018	\$ 35,908
Portland State University	2019	\$ 109,065
Portland State University	2020	\$ 105,366
Average (Mean)	\$	62,320
Average (Median)	\$	45,423
Highest Year		2019



Football

In six years, football has generated an average of \$190,116 in ticket revenue. Football ticket revenue in FY2016 jumped to \$333,745, which is more than double the revenue from FY2015. The 2015-16 season was the first postseason appearance by the PSU football team since 2000-01

Portland State Ticket Sales - Football		
Institution	Year	FB - Ticket Revenue
Portland State University	2015	\$ 143,284
Portland State University	2016	\$ 333,745
Portland State University	2017	\$ 187,664
Portland State University	2018	\$ 178,911
Portland State University	2019	\$ 165,334
Portland State University	2020	\$ 131,758
Average (Mean)		\$ 190,116
Average (Median)		\$ 172,123
Highest Year		2016

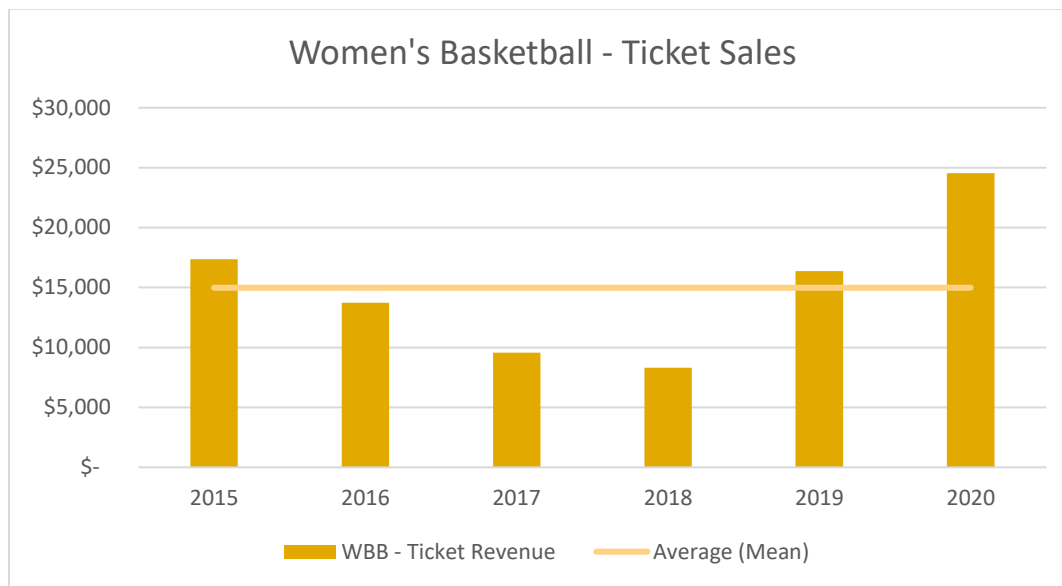


Women's Basketball

Again, after the opening of the new Viking Pavilion, women's basketball saw a significant uptake in ticket revenue. FY2019 double the revenue from the year prior and FY2020 saw a six-year high, even with the COVID-19 pandemic.

On average, the Portland State women's basketball team generated \$14,984 in ticket revenue.

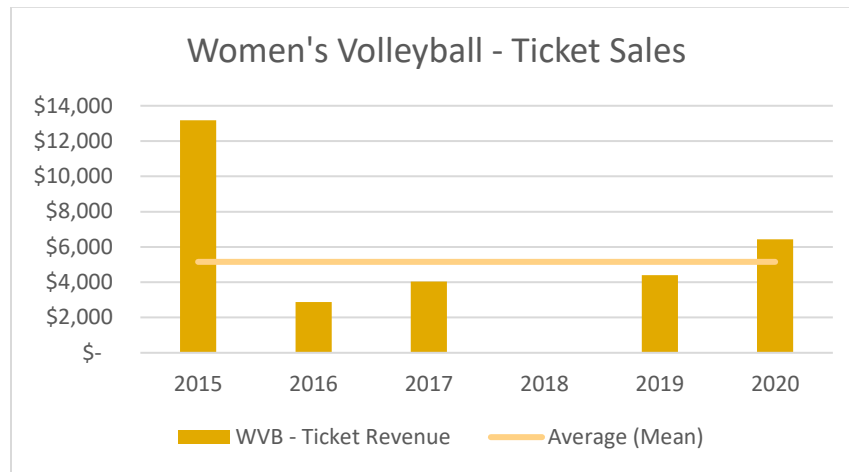
Portland State Ticket Sales - Women's Basketball		
Institution	Year	WBB - Ticket Revenue
Portland State University	2015	\$ 17,371
Portland State University	2016	\$ 13,739
Portland State University	2017	\$ 9,560
Portland State University	2018	\$ 8,318
Portland State University	2019	\$ 16,368
Portland State University	2020	\$ 24,548
Average (Mean)		\$ 14,984
Average (Median)		\$ 15,054
Highest Year		2020



Women's Volleyball

On average, women's volleyball generates \$5,154 in ticket revenue. The highest year came in FY2015 at \$13,182, which is more than double the second-highest year. Volleyball did not generate any ticket revenue in FY2018, but bounced back in FY2019 and continued to grow.

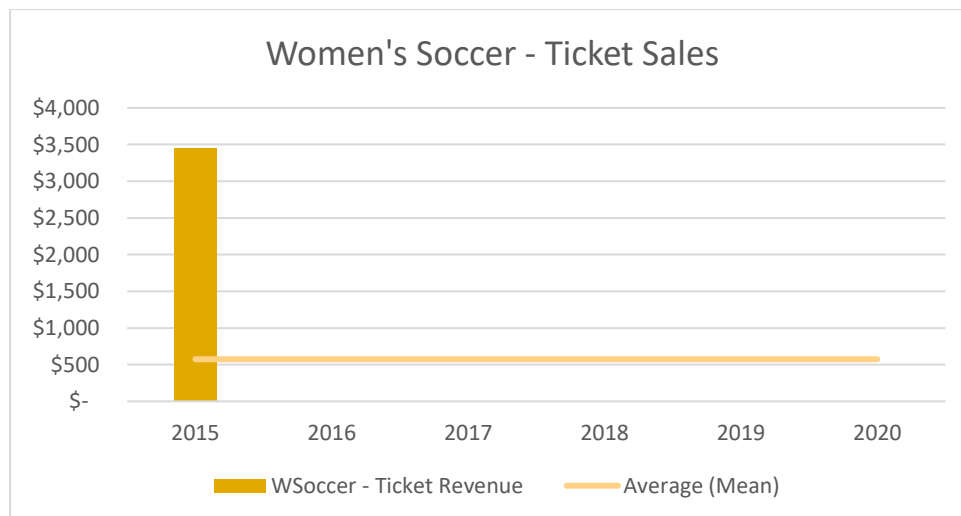
Portland State Ticket Sales - Women's Volleyball		
Institution	Year	WVB - Ticket Revenue
Portland State University	2015	\$ 13,182
Portland State University	2016	\$ 2,872
Portland State University	2017	\$ 4,030
Portland State University	2018	\$ -
Portland State University	2019	\$ 4,407
Portland State University	2020	\$ 6,434
Average (Mean)	\$	5,154
Average (Median)	\$	4,219
Highest Year		2015



Women's Soccer

In FY2015, Portland State women's soccer generated \$3,444 in ticket revenue, which accounted for 2% of all ticket revenue. Portland State no longer tickets for women's soccer.

Portland State Ticket Sales - Women's Soccer		
Institution	Year	WSoccer - Ticket Revenue
Portland State University	2015	\$ 3,444
Portland State University	2016	\$ -
Portland State University	2017	\$ -
Portland State University	2018	\$ -
Portland State University	2019	\$ -
Portland State University	2020	\$ -
Average (Mean)		\$ 574
Average (Median)		\$ -
Highest Year		2015



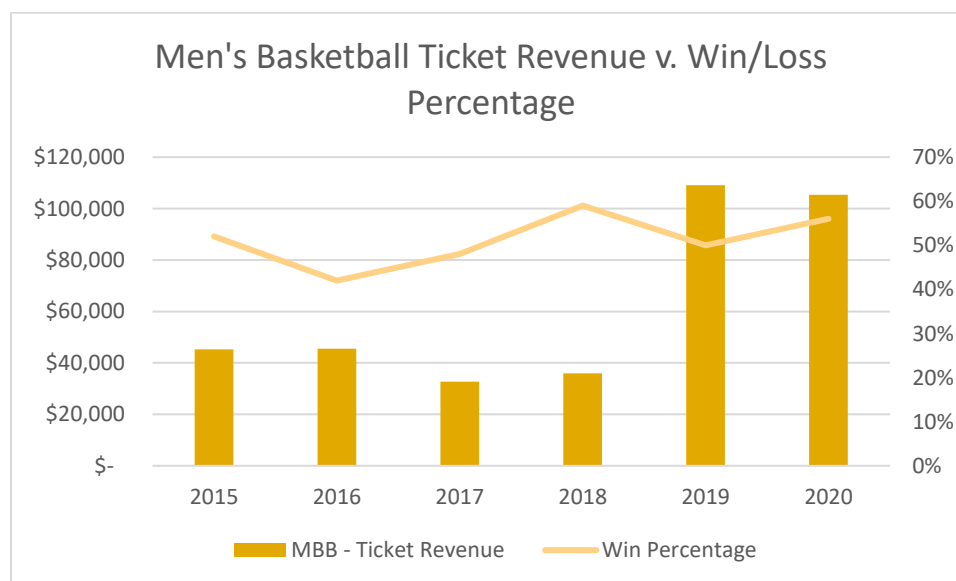
PORTLAND STATE UNIVERSITY – REVENUE: TICKET SALES AND WIN PERCENTAGE

Throughout various stages of this study, Collegiate Consulting has heard about the competitiveness of the programs and how if teams were winning, programs, their support and ticket sales would improve. Although it is nearly impossible to determine causation, this section explores the possible correlation that win percentage has on ticket sales, or vice versa.

Men's Basketball

Portland State's men basketball team saw its lowest ticket revenue season in 2017, which was one year after its lowest win percentage (42%). Similarly, the highest ticket revenue season was 2019, which came after the highest win percentage year. That year was also the team's first season in Viking Pavilion.

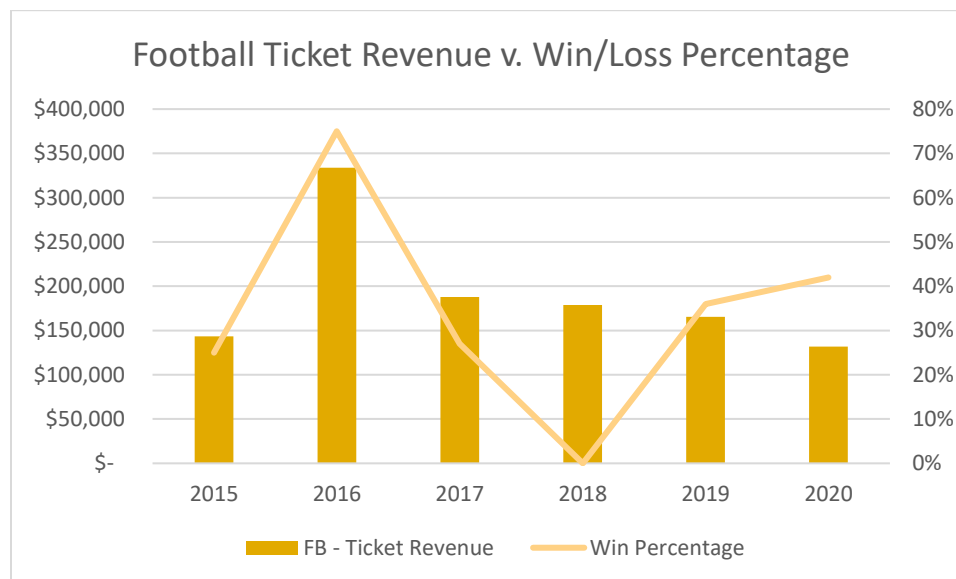
Portland State Ticket Sales - Men's Basketball			
Institution	Year	MBB - Ticket Revenue	Win Percentage
Portland State University	2015	\$ 45,289	52%
Portland State University	2016	\$ 45,556	42%
Portland State University	2017	\$ 32,735	48%
Portland State University	2018	\$ 35,908	59%
Portland State University	2019	\$ 109,065	50%
Portland State University	2020	\$ 105,366	56%
Average (Mean)		\$ 62,320	51%
Average (Median)		\$ 45,423	51%
Highest Year		2019	2018



Football

The most successful year in terms of both ticket revenue and win percentage came in 2016. Although the team did not win a game during the 2018 season, this year was the third-highest ticket revenue-generating season.

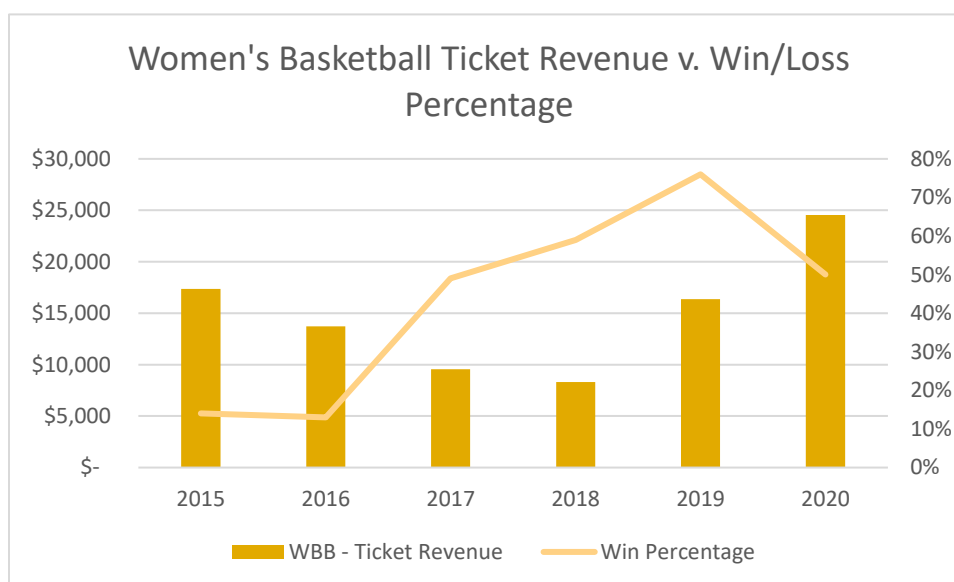
Portland State Ticket Sales - Football			
Institution	Year	FB - Ticket Revenue	Win Percentage
Portland State University	2015	\$ 143,284	25%
Portland State University	2016	\$ 333,745	75%
Portland State University	2017	\$ 187,664	27%
Portland State University	2018	\$ 178,911	0%
Portland State University	2019	\$ 165,334	36%
Portland State University	2020	\$ 131,758	42%
Average (Mean)		\$ 190,116	34%
Average (Median)		\$ 172,123	32%
Highest Year		2016	2018



Women's Basketball

The 2019 season was most successful in terms of win percentage for the women's basketball team. This was its first year in Viking Pavilion and it won the Big Sky tournament. In the year following, it generated the most ticket sales. The lowest ticket revenue came in 2018, which was also the year that saw the second-highest winning percentage.

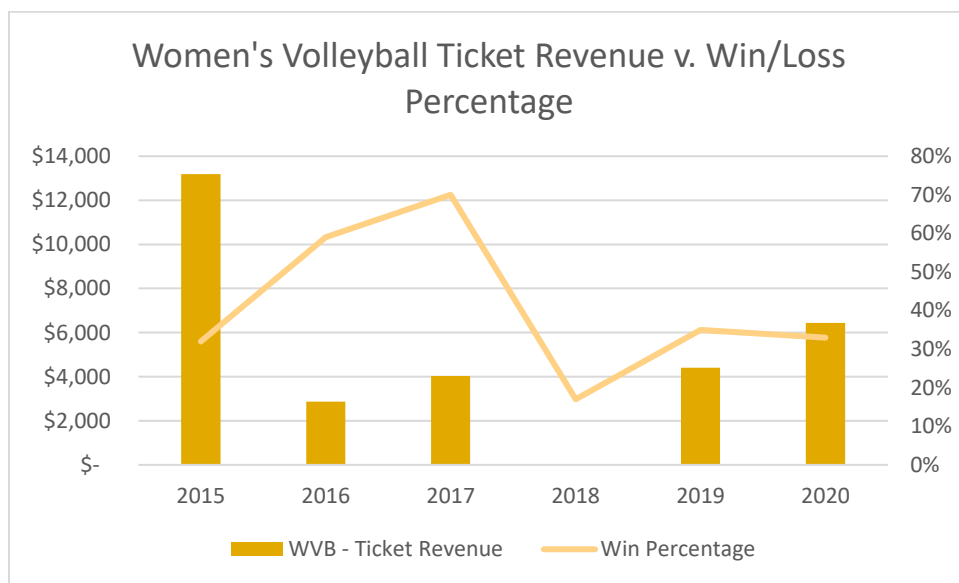
Portland State Ticket Sales - Women's Basketball			
Institution	Year	WBB - Ticket Revenue	Win Percentage
Portland State University	2015	\$ 17,371	14%
Portland State University	2016	\$ 13,739	13%
Portland State University	2017	\$ 9,560	49%
Portland State University	2018	\$ 8,318	59%
Portland State University	2019	\$ 16,368	76%
Portland State University	2020	\$ 24,548	50%
Average (Mean)		\$ 14,984	44%
Average (Median)		\$ 15,054	50%
Highest Year		2020	2019



Women's Volleyball

The most successful ticket revenue year came in 2015, which was also the only time the team generated double-digit ticket revenue. The least successful year, in terms of both winning and ticket revenue, was 2018.

Portland State Ticket Sales - Women's Volleyball			
Institution	Year	WVB - Ticket Revenue	Win Percentage
Portland State University	2015	\$ 13,182	32%
Portland State University	2016	\$ 2,872	59%
Portland State University	2017	\$ 4,030	70%
Portland State University	2018	\$ -	17%
Portland State University	2019	\$ 4,407	35%
Portland State University	2020	\$ 6,434	33%
Average (Mean)		\$ 5,154	41%
Average (Median)		\$ 4,219	34%
Highest Year		2015	2017

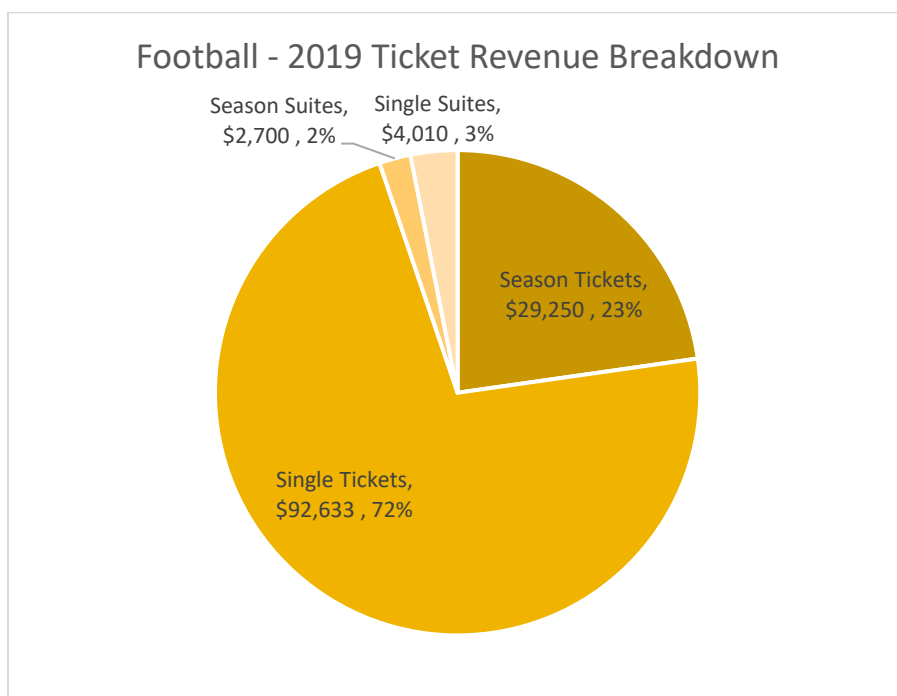


PORTLAND STATE UNIVERSITY – REVENUE: FOOTBALL TICKET SALES BREAKDOWN

Portland State provided Collegiate Consulting with the breakdown for 2019 football ticket revenue.

Football - 2019 Ticket Revenue Breakdown									
Season Tickets		Single Tickets		Season Suites		Single Suites		Total	
Sold	Revenue	Sold	Revenue	Sold	Revenue	Sold	Revenue	Sold	Revenue
1,647	\$ 29,250	12,569	\$92,633	15	\$ 2,700	125	\$ 4,010	14,356	\$ 128,593
% of Total	23%	% of Total	72%	% of Total	2%	% of Total	3%	% of Total	100%

Football single-game tickets generate the most revenue at 72%. During the 2019 season, there were 12,569 tickets sold that generated \$92,633. Season tickets generated the second-highest amount of revenue at \$29,250. The suites generated the least amount of revenue, at only 5%.



PORTLAND STATE UNIVERSITY – REVENUE: FOOTBALL EXTERNAL

Increasing external revenue has been a major point of discussion from both internal and external stakeholders and specifically with regards to football and men's basketball. As noted in the *Athletics FY21 to FY24 Projections* provided by the CFO, athletics currently has a \$1.7 million deficit, which is projected to grow to \$3.5 million by FY24. Significantly increasing external revenue will be critical to minimizing and/or eliminating the athletics deficit.

Portland State provided Collegiate Consulting with six years' worth of NCAA Financial Reports. The following data for football external revenue is pulled from these reports.

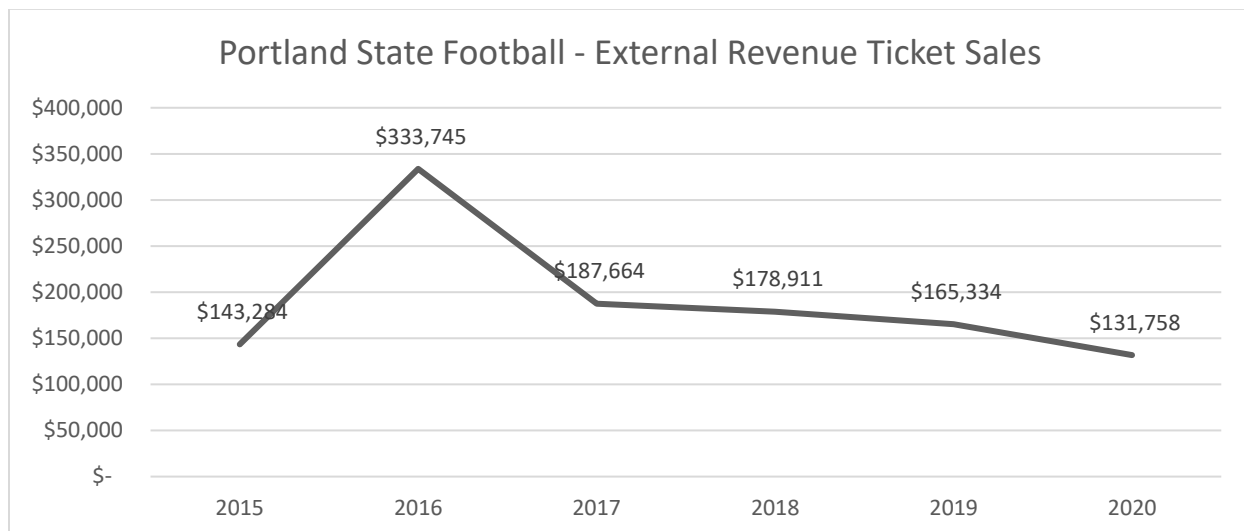
For the last six years, the mean average football external revenue is \$1.35 million. The highest year for this external revenue was 2016 at \$1.46 million, while the lowest was in 2017.

In 2019, Portland State generated a total of \$2.88 in external revenue, with football making up \$1.28 million, or 44%, of the total external revenue.

Portland State University Football - External Revenue						
Year	Ticket Sales	Guarantees	Contributions	Prog, Park & Concess Sales	Licensing & Sponsorships	Total External Revenue
2015	\$ 143,284	\$ 1,225,000	\$ 3,377	\$ 7,785	\$ 43,313	\$ 1,422,759
2016	\$ 333,745	\$ 1,000,000	\$ 77,191	\$ 8,613	\$ 44,336	\$ 1,463,885
2017	\$ 187,664	\$ 940,000	\$ 104,784			\$ 1,232,448
2018	\$ 178,911	\$ 1,025,000	\$ 112,204			\$ 1,316,115
2019	\$ 165,334	\$ 900,000	\$ 210,301			\$ 1,275,635
2020	\$ 131,758	\$ 950,000	\$ 278,234			\$ 1,359,992
Average (Mean)	\$ 190,116	\$ 1,006,667	\$ 131,015	\$ 8,199	\$ 43,825	\$ 1,345,139
Average (Median)	\$ 172,123	\$ 975,000	\$ 108,494	\$ 8,199	\$ 43,825	\$ 1,338,054
Highest Year	2016	2015	2020	2016	2016	2016

Ticket Sales

Ticket sales have the second-largest mean average in external revenue line items. The mean average of \$190,116 is heavily influenced by 2016, which generated significantly more revenue than the other five years. The median average of \$172,123, is more reflective of what PSU football generates in ticket revenue.

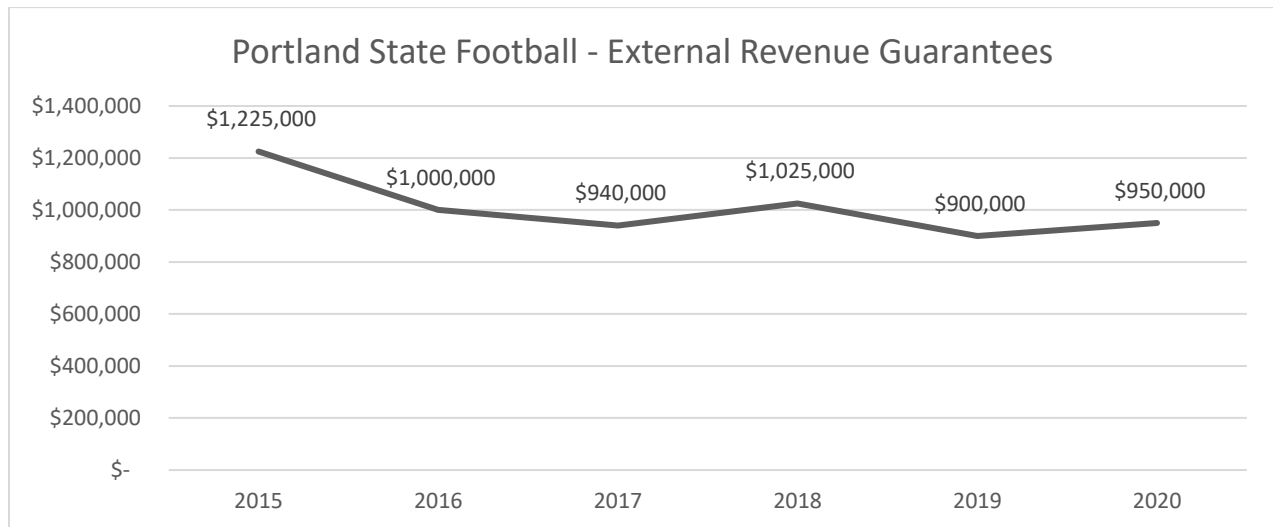


Collegiate Consulting, as part of its six-year pro forma, has set a football ticket revenue goal of \$363,000 by FY26, with a FY22 goal of \$190,000. If PSU wants to retain football, it will need to aggressively increase ticket revenue. Outsourcing ticket rights to the Aspire Group will be an important component of increasing revenue, but communications and customer service will have to dramatically improve as well.

Ticket Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Football	\$ 131,758	\$ -	\$ 190,000	\$ 235,000	\$ 275,000	\$ 316,250	\$ 363,688

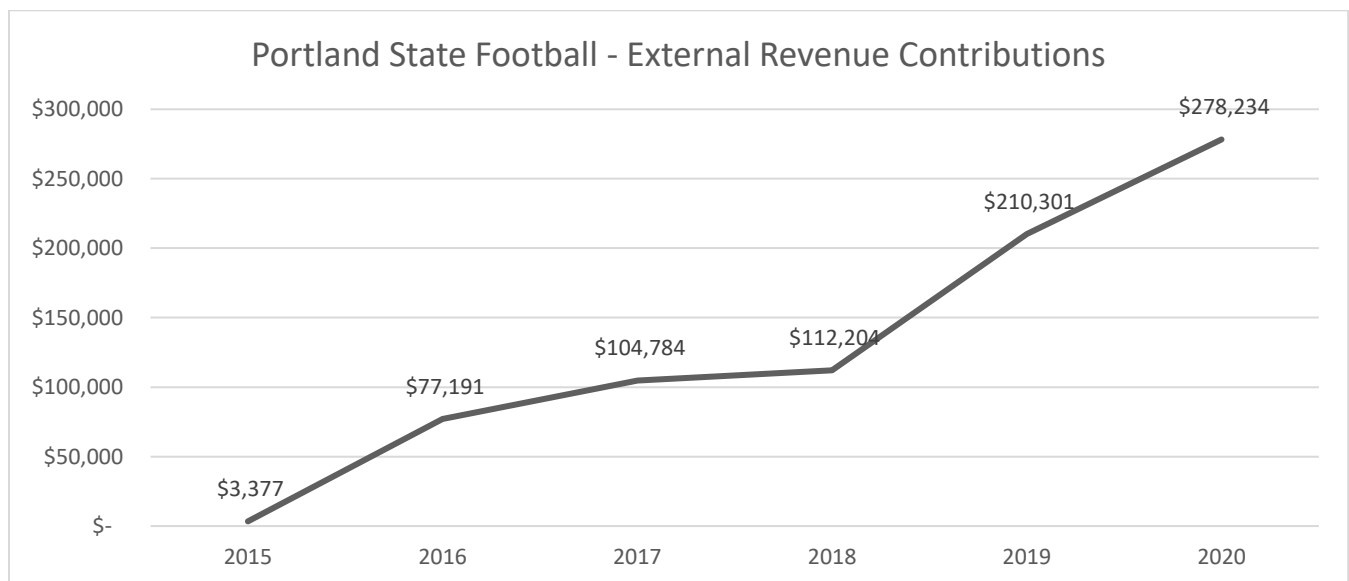
Guarantees

Guarantees have the largest average in terms of external revenue at \$1.01 million. The highest year was in 2015 at \$1.23 million and the lowest was in 2019 at \$900,000. On average, guarantees make up about 75% of external revenue. Collegiate Consulting has set an annual football guarantee goal of \$1.1 million



Contributions

Contributions have steadily grown over the last six years. Starting at \$3,377 in 2015, contributions are now at \$278,234 in 2020. The six-year mean average is \$131,015. Collegiate Consulting has set a FY22 goal of \$300,000 in football-specific fundraising, with a FY26 goal of \$550,000.



Collegiate Consulting did not set goals for parking and concession sales, as PSU does not earn revenue from this line item at Hillsboro. Additionally, with outsourcing of media rights to Peak Sports, we opted to set a less-specific, overall goal for the department. For FY22, the football revenue goal is nearly \$1.5 million with a FY26 goal exceeding \$2 million.

Portland State University Football - External Revenue Projections						
Year	Ticket Sales	Guarantees	Contributions	Prog, Park & Concess Sales	Licensing & Sponsorships	Total External Revenue
2022	\$ 190,000	\$ 1,000,000	\$ 300,000	\$ -	\$ -	\$ 1,490,000
2026	\$ 363,688	\$ 1,100,000	\$ 550,000	\$ -	\$ -	\$ 2,013,688

PORTLAND STATE UNIVERSITY – FOOTBALL 25-YEAR WIN-LOSS RECORD

Collegiate Consulting compiled the win-loss record for Portland State University's football program as an assessment of historic competitiveness within the Big Sky Conference. [As mentioned in the men's basketball win-loss record section](#), this data was collected in response to expressed frustration regarding PSU's competitive success.

Portland State football primarily competed as a NCAA Division II school from 1958 to 1995. During that time period, PSU was briefly classified as Division I FCS from 1978 to 1980. Following the transition back to DII, PSU athletics saw major budget cuts resulting in the temporary discontinuation of men's basketball. Come 1996, PSU made a more permanent transition to Division I. Since its 1996 transition, Portland State has been a member of the Big Sky Conference. For the last 25 years, PSU's football team has an overall record of 124-158 (44%) and a conference record of 76-111 (41%).

When including Portland State's one year as a DII school, PSU has won nine conference seasons and 10 overall seasons. All but two of the winning seasons occurred under the leadership of Tim Walsh. However, the best overall performance, 9-3, was in 2015-16 under coach Bruce Barnum.

Portland State University Football W-L Record 1995-Present										
Year	Conference Games	Wins	Losses	Win %	Overall Games	Wins	Losses	Win %	Postseason	Coach
1995-1996	-	-	-	-	13	8	5	62%	1-1 NCAA Div II Quarterfinals	Tim Walsh
1996-1997	8	1	7	13%	11	3	8	27%		
1997-1998	8	3	5	38%	11	4	7	36%		
1998-1999	8	4	4	50%	11	5	6	45%		
1999-2000	8	6	2	75%	11	8	3	73%		
2000-2001	8	5	3	63%	12	8	4	67%	0-1 in NCAA Div I-AA First Round	
2001-2002	7	5	2	71%	11	7	4	64%		
2002-2003	7	3	4	43%	11	6	5	55%		
2003-2004	7	1	6	14%	11	4	7	36%		
2004-2005	7	4	3	57%	11	7	4	64%		
2005-2006	7	4	3	57%	11	6	5	55%		Jerry Glanville
2006-2007	8	6	2	75%	11	7	4	64%		
2007-2008	8	3	5	38%	11	3	8	27%		
2008-2009	8	3	5	38%	11	4	7	36%		
2009-2010	8	1	7	13%	11	2	9	18%		Nigel Burton
2010-2011	8	1	7	13%	11	2	9	18%		
2011-2012	8	5	3	63%	11	7	4	64%		
2012-2013	8	2	6	25%	11	3	8	27%		
2013-2014	8	3	5	38%	12	6	6	50%		Bruce Barnum
2014-2015	8	2	6	25%	12	3	9	25%		
2015-2016	8	6	2	75%	12	9	3	75%	0-1 in FCS Playoff 2nd Round	
2016-2017	8	2	6	25%	11	3	8	27%		
2017-2018	8	0	8	0%	11	0	11	0%		
2018-2019	8	3	5	38%	11	4	7	36%		
2019-2020	8	3	5	38%	12	5	7	42%		
2020	-	-	-	-	-	-	-	-		
25-Year Total	187	76	111	-	282	124	158	-		
Average	8	3	5	41%	11	5	6	44%		

Portland State has had four head coaches for the last 25 years. Prior to 1995, PSU competed at the Division II level and found great success under legendary coach Pokey Allen (1986-1992, 70.3% overall win record, 10 postseason wins). In 1993, Tim Walsh was hired as head coach and became the longest-tenured football coach at PSU, staying 14 years and shepherding the team through the transition to Division I in 1995-96.

Walsh is also the only coach with a winning record, 42-41 for the conference (50%) and 73-63 overall (54%). During Walsh's time the football team made it to the NCAA Division II Quarterfinals in 1996 and the first round for the NCAA Division I-AA in 2001. In the last 25 years, only one other head coach has had the team qualify to play in the postseason.

Portland State University Football W-L Record for Coach Tim Walsh										
Year	Conference Games	Wins	Losses	Win %	Overall Games	Wins	Losses	Win %	Postseason	Coach
1995-1996	-	-	-	-	13	8	5	62%	1-1 NCAA Div II Quarterfinals	Tim Walsh
1996-1997	8	1	7	13%	11	3	8	27%		
1997-1998	8	3	5	38%	11	4	7	36%		
1998-1999	8	4	4	50%	11	5	6	45%		
1999-2000	8	6	2	75%	11	8	3	73%		
2000-2001	8	5	3	63%	12	8	4	67%	0-1 in NCAA Div I-AA First Round	
2001-2002	7	5	2	71%	11	7	4	64%		
2002-2003	7	3	4	43%	11	6	5	55%		
2003-2004	7	1	6	14%	11	4	7	36%		
2004-2005	7	4	3	57%	11	7	4	64%		
2005-2006	7	4	3	57%	11	6	5	55%		
2006-2007	8	6	2	75%	11	7	4	64%		
12-Year Total	83	42	41	-	135	73	62	-		
Average	8	4	4	50%	11	6	5	54%		

Following Tim Walsh was Jerry Glanville, who was the head coach for three years. During his time, Glanville had a record of 7-17 (29%) for conference and 9-24 (27%) overall. Of all four coaches, Glanville had the lowest average win percentages.

Portland State University Football W-L Record for Coach Jerry Glanville										
Year	Conference Games	Wins	Losses	Win %	Overall Games	Wins	Losses	Win %	Postseason	Coach
2007-2008	8	3	5	38%	11	3	8	27%		Jerry Glanville
2008-2009	8	3	5	38%	11	4	7	36%		
2009-2010	8	1	7	13%	11	2	9	18%		
3-Year Total	24	7	17	-	33	9	24	-		
Average	8	2	6	29%	11	3	8	27%		

Nigel Burton was at the helm of the PSU football program from 2010 until 2015. During his tenure, he only had one winning season (2011-12) and amassed a conference record of 13-27 (33% wins), an overall record of 21-36 (37% wins), and had no postseason appearances.

Portland State University Football W-L Record for Coach Nigel Burton										
Year	Conference Games	Wins	Losses	Win %	Overall Games	Wins	Losses	Win %	Postseason	Coach
2010-2011	8	1	7	13%	11	2	9	18%		Nigel Burton
2011-2012	8	5	3	63%	11	7	4	64%		
2012-2013	8	2	6	25%	11	3	8	27%		
2013-2014	8	3	5	38%	12	6	6	50%		
2014-2015	8	2	6	25%	12	3	9	25%		
5-Year Total	40	13	27	-	57	21	36	-		
Average	8	3	5	33%	11	4	7	37%		

Bruce Barnum took over as head coach in 2015 and continues to lead the football team at this time. His first season as head coach (2015-16) was by far his most successful and is the best season PSU has had since transitioning to Division I. The team went 9-3 overall (75% wins), 6-2 against Big Sky opponents (75% wins) and made it to the second round of the FCS playoffs. However, two seasons later, Coach Barnum would lead the team to its worst season in history going 0-8 and 0-11 in 2017-18. In the two seasons of play since, the trend has been towards winning, but it remains to be seen as to whether the trend continues after the COVID-19 cancellations.

Portland State University Football W-L Record for Coach Bruce Barnum										
Year	Conference Games	Wins	Losses	Win %	Overall Games	Wins	Losses	Win %	Postseason	Coach
2015-2016	8	6	2	75%	12	9	3	75%	0-1 in FCS Playoff 2nd Round	Bruce Barnum
2016-2017	8	2	6	25%	11	3	8	27%		
2017-2018	8	0	8	0%	11	0	11	0%		
2018-2019	8	3	5	38%	11	4	7	36%		
2019-2020	8	3	5	38%	12	5	7	42%		
2020	-	-	-	-	-	-	-	-		
6-Year Total	40	14	26	-	57	21	36	-		
Average	8	3	5	35%	11	4	7	36%		

Portland State Football Coach's Competitiveness									
Coach	Conf Games	Wins	Losses	Win %	Overall Games	Wins	Losses	Win %	
Tim Walsh	83	42	41	51%	135	73	62	54%	
Jerry Glanville	24	7	17	29%	33	9	24	27%	
Nigel Burton	40	13	27	33%	57	21	36	37%	
Bruce Barnum	40	14	26	35%	57	21	36	37%	

PORTLAND STATE UNIVERSITY – FOOTBALL DONOR ANALYSIS

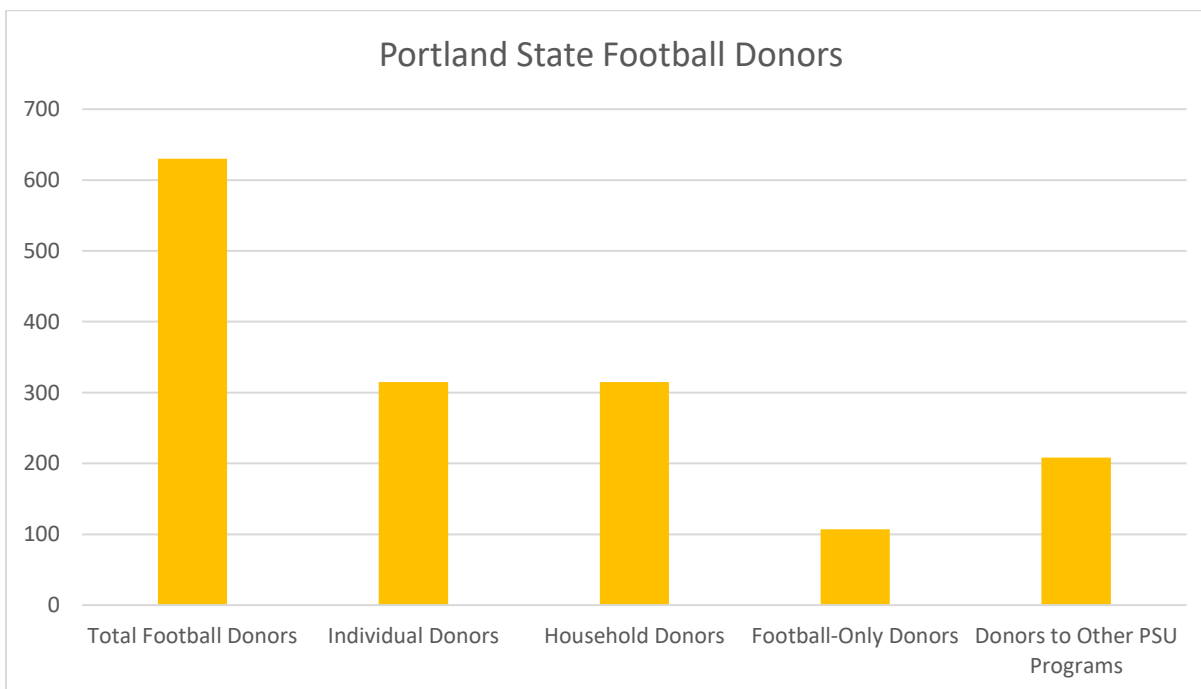
Portland State provided Collegiate Consulting with information on 10 years of football donors.

Over the last 10 years, there have been 630 individual donors who have supported PSU football. This number contains people within the same household; there are 315 households that have supported PSU football.

About 107 of these households give solely to the football program. The rest of the households support PSU in other aspects as well, including other parts of athletics and institutional support. The households that support football solely have not given more than \$10,000 in a single year during the past 10 years.

Overall, PSU football has raised \$1.29 million in the past decade, which is slightly higher than the second-highest sport, men's basketball, at \$1.28 million.

It is important to note that 70% of athletic donors only donate to intercollegiate athletics.



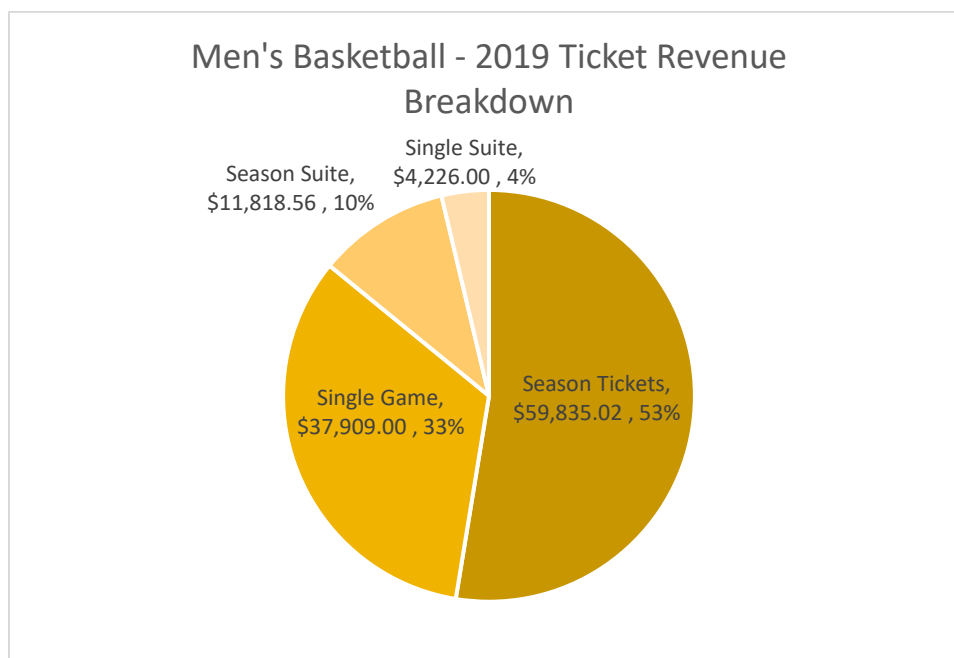
PORTLAND STATE UNIVERSITY – REVENUE: MEN’S BASKETBALL TICKET SALES BREAKDOWN

Portland State provided Collegiate Consulting with ticket revenue breakdown for the men’s basketball team.

When looking at these numbers, one key point to consider is that this was the first season that men’s basketball played in Viking Pavilion. The opening of the Pavilion significantly increased ticket revenue.

Men's Basketball - 2019 Ticket Revenue Breakdown									
Season Tickets		Single Game		Season Suite		Single Suite		Total	
Sold	Revenue	Sold	Revenue	Sold	Revenue	Sold	Revenue	Sold	Revenue
2,738	\$59,835.02	3,142	\$37,909.00	20	\$11,818.56	118	\$4,226.00	6,018	\$113,788.58
% of Total	53%	% of Total	33%	% of Total	10%	% of Total	4%	% of Total	100%

For the 2019 season, season tickets generated the majority of revenue at 53%. Men’s basketball sold 2,738 tickets, generating a total of \$59,835.02. In 2019, there were 3,142 single-game tickets sold, generating \$37,909 in revenue. The combination of season-suite and single-suite revenue totaled \$16,044.56.



PORTLAND STATE UNIVERSITY – REVENUE: MEN’S BASKETBALL EXTERNAL REVENUE

Increasing external revenue has been a major point of discussion from both internal and external stakeholders and specifically with regards to football and men’s basketball. As noted in the *Athletics FY21 to FY24 Projections* provided by the CFO, athletics currently has a \$1.7 million deficit, which is projected to grow to \$3.5 million by FY24. Increasing external revenue will be critical to minimizing and/or eliminating the athletics deficit.

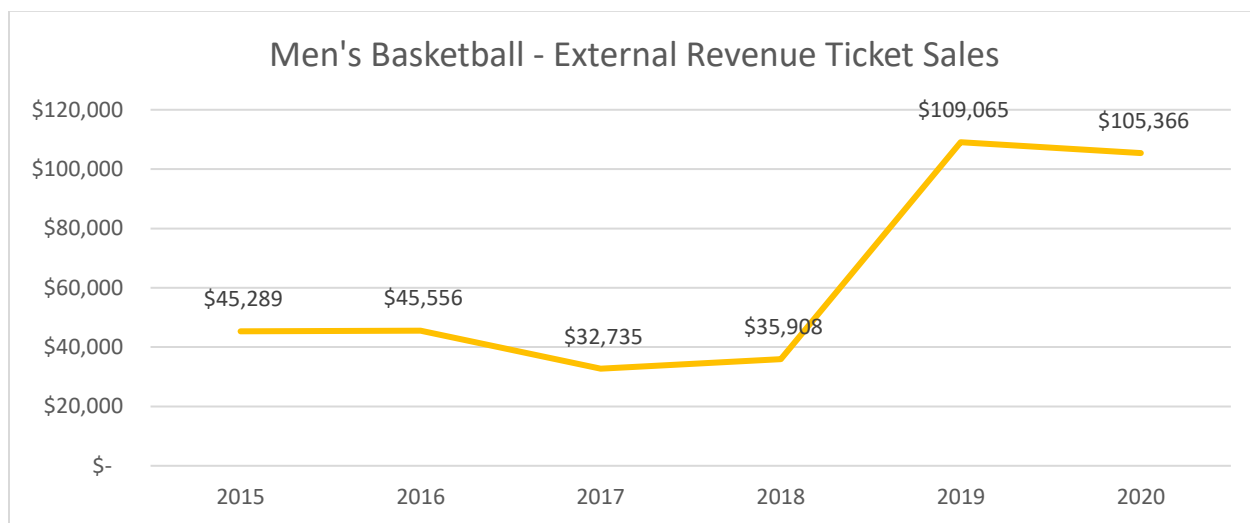
Portland State University provided Collegiate Consulting with six years of NCAA Financial Reports for men’s basketball. The information in this analysis was pulled from these reports.

The mean and median average for the last six years are \$448,613 and \$393,955, respectively. Basketball external revenue reached a high in 2019, bringing in \$713,442.

Portland State Men's Basketball - External Revenue				
Year	Ticket Sales	Guarantee	Contributions	Total External Revenue
2015	\$ 45,289	\$ 235,000	\$ 6,277	\$ 286,566
2016	\$ 45,556	\$ 205,000	\$ 15,184	\$ 265,740
2017	\$ 32,735	\$ 290,000	\$ 40,997	\$ 363,732
2018	\$ 35,908	\$ 330,000	\$ 58,269	\$ 424,177
2019	\$ 109,065	\$ 265,000	\$ 339,377	\$ 713,442
2020	\$ 105,366	\$ 345,000	\$ 187,656	\$ 638,022
Average (Mean)	\$ 62,320	\$ 278,333	\$ 107,960	\$ 448,613
Average (Median)	\$ 45,423	\$ 277,500	\$ 49,633	\$ 393,955
Highest Year	2019	2020	2019	2019

Ticket Sales

Since the opening of Viking Pavilion, ticket sales have significantly increased for men’s basketball. In 2019, ticket sales reached a peak at \$109,065. Two years prior, ticket sales only brought in \$32,735.

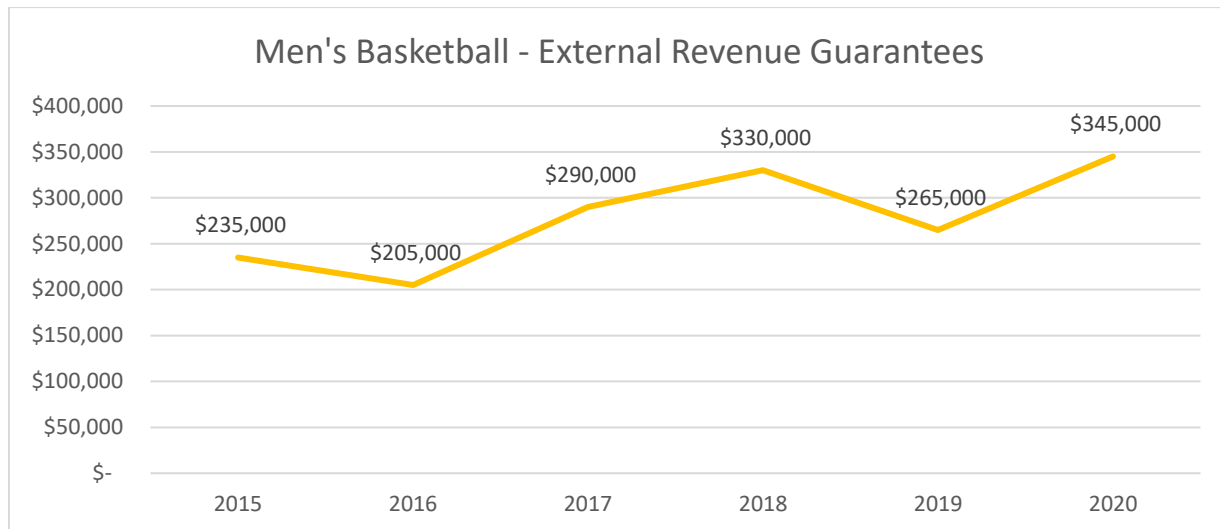


Collegiate Consulting, as part of its six-year pro forma, has set a men's basketball ticket revenue goal of \$230,537 by FY26 with a FY22 goal of \$131,708. Capitalizing on Viking Pavilion has been identified as a priority for athletics and the institution. Outsourcing ticket rights to the Aspire Group will be an important component to increasing revenue, but communications and customer service have to dramatically improve as well.

Ticket Revenue	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Men's Basketball	\$ 105,366	\$ -	\$ 131,708	\$ 151,464	\$ 174,183	\$ 200,311	\$ 230,357

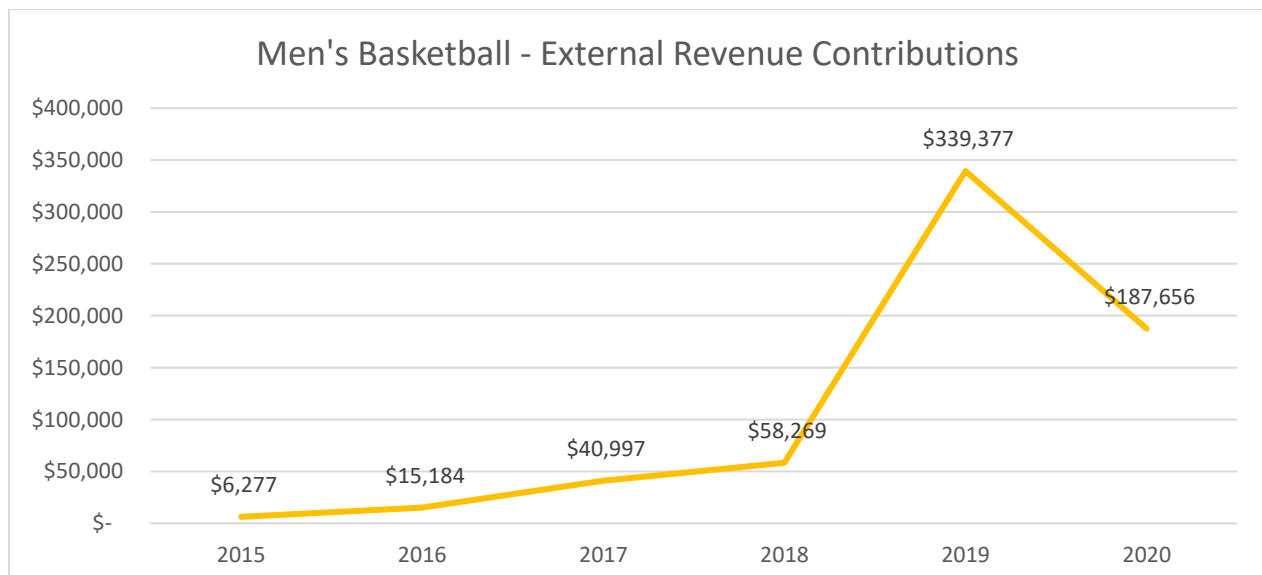
Guarantees

Guarantees bring in the largest average at \$278,333. Portland State generated the most in guarantees in 2020 at \$345,000. This is a single-year high for any line item. Over the last six years, men's basketball guarantees have consistently brought in more than \$200,000. Collegiate Consulting has set an annual goal of \$400,000 in men's basketball game guarantees.



Contributions

Portland State brought in \$339,377 in 2019. This is significantly higher than the rest of the years; 2020 brought in the next-highest amount at \$187,656. Collegiate Consulting has set a FY22 goal of \$225,000 in men's basketball-specific fundraising with a FY26 goal of \$450,000.



For FY22, the men's basketball revenue goal is slightly more than \$750,000 with a FY26 goal in excess of \$1 million.

Portland State Men's Basketball - Projected External Revenue				
Year	Ticket Sales	Guarantee	Contributions	Total External Revenue
2022	\$ 131,708	\$ 400,000	\$ 225,000	\$ 756,708
2026	\$ 230,357	\$ 400,000	\$ 450,000	\$ 1,080,357

PORTLAND STATE UNIVERSITY – MEN'S BASKETBALL 25-YEAR WIN-LOSS RECORD

A consistent theme among all of Collegiate Consulting's individual and focus group interviews is the lack of sustained success in PSU's two marquee programs – football and men's basketball. Donors expressed frustration that there has been no consistency within the programs from a competitive standpoint and any success is followed by mediocrity. Additionally, donors and alumni expressed frustration that the opening of Viking Pavilion prior to the 2018-19 season has not made more of an impact on the success of the basketball program. Collegiate Consulting has compiled the win-loss record for the men's basketball program at Portland State University as an assessment of historic competitiveness within the Big Sky Conference.

Due to budget cuts, PSU was without a men's basketball program from 1981 until 1996. The program was restarted in 1996 as a requirement for transition to the NCAA DI Big Sky Conference. In the ensuing 25 years, PSU men's basketball has had an overall record of 364-373 (48%) and a conference record of 198-214 (49%). The program's performance, including results (43-43 overall, 29-25 Big Sky) since the opening of Viking Pavilion, supports donor and alumni comments.

There have been 13 winning seasons (overall) over the past 25 years, nine winning seasons against conference opponents, and nine seasons with a majority of wins both overall and within the conference. The most successful season for PSU men's basketball was 2007-08 where it finished 14-2 in the Big Sky and 23-10 overall under the direction of Head Coach Ken Bone.

Portland State University Men's Basketball W-L Record 1995-Present										
Year	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %	Postseason	Coach
1995-1996	No Team	NA	NA	NA	NA	NA	NA	NA	NA	NA
1996-1997	16	6	10	38%	26	9	17	35%		Ritchie McKay
1997-1998	16	10	6	63%	27	15	12	56%		
1998-1999	16	9	7	56%	28	17	11	61%		Joel Sobotka
1999-2000	16	7	9	44%	29	15	14	52%		
2000-2001	16	6	10	38%	27	9	18	33%		
2001-2002	14	6	8	43%	28	12	16	43%		
2002-2003	14	3	11	21%	27	5	22	19%		Heath Schroyer
2003-2004	14	5	9	36%	27	11	16	41%		
2004-2005	14	11	3	79%	28	19	9	68%		
2005-2006	14	5	9	36%	28	12	16	43%		
2006-2007	16	9	7	56%	32	19	13	59%		Ken Bone
2007-2008	16	14	2	88%	33	23	10	70%	0-1 NCAA Round of 64	
2008-2009	16	11	5	69%	33	10	23	30%	0-1 NCAA Round of 64	
2009-2010	16	7	9	44%	32	13	19	41%		
2010-2011	16	5	11	31%	30	14	16	47%		Tyler Geving
2011-2012	16	6	10	38%	32	17	15	53%		
2012-2013	19	5	14	26%	27	8	19	30%		
2013-2014	20	11	9	55%	32	17	15	53%	0-1 CIT First Round	
2014-2015	19	9	10	47%	29	15	14	52%		
2015-2016	18	8	10	44%	31	13	18	42%		
2016-2017	18	7	11	39%	31	15	16	48%		Barret Peery
2017-2018	18	9	9	50%	34	20	14	59%		
2018-2019	20	11	9	55%	32	16	16	50%		
2019-2020	20	12	8	60%	32	18	14	56%		
2020-2021	14	6	8	43%	22	9	13	41%		Jase Coburn
2021-2022	-				-					
25-Year Total	412	198	214	-	737	351	386	-		
Average	16	8	9	48%	29.48	14	15	47%		

PSU has had six head coaches at the helm of men's basketball since the 1996 restart. Ritchie McKay was the first coach hired post-hiatus and was tasked with restarting the program. Coach McKay led the team for two seasons and went 24-29 overall and 16-16 against conference opponents. He was most successful in his second season with a 56% win record.

Portland State University Men's Basketball W-L Record for Coach Ritchie McKay										
Year	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %	Postseason	Coach
1996-1997	16	6	10	38%	26	9	17	35%		Ritchie McKay
1997-1998	16	10	6	63%	27	15	12	56%		
2-Year Total	32	16	16	-	53	24	29	-		
Average	16	8	8	50%	27	12	15	45%		

Joel Sobotka was hired prior to the 1998-99 season and led the team for four seasons. His first season was his most successful with 56% wins in the conference (9-7) and 61% overall (17-11). Despite some early success, Coach Sobotka's tenure ended with an overall record of 53-59.

Portland State University Men's Basketball W-L Record for Coach Joel Sobotka										
Year	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %	Postseason	Coach
1998-1999	16	9	7	56%	28	17	11	61%		Joel Sobotka
1999-2000	16	7	9	44%	29	15	14	52%		
2000-2001	16	6	10	38%	27	9	18	33%		
2001-2002	14	6	8	43%	28	12	16	43%		
4-Year Total	62	28	34	-	112	53	59	-		
Average	16	7	9	45%	28	13	15	47%		

Heath Schroyer was PSU men's basketball head coach for three seasons from 2002 to 2005. After a dismal start, 5-22 overall in his first season, the team made an impressive turnaround to go 19-9 overall and 11-3 against conference opponents during Coach Schroyer's third and final season. However, his win percentage (43%) makes him the least successful of all PSU men's basketball coaches.

Portland State University Men's Basketball W-L Record for Coach Heath Schroyer										
Year	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %	Postseason	Coach
2002-2003	14	3	11	21%	27	5	22	19%		Heath Schroyer
2003-2004	14	5	9	36%	27	11	16	41%		
2004-2005	14	11	3	79%	28	19	9	68%		
3-Year Total	42	19	23	-	82	35	47	-		
Average	14	6	8	45%	27	12	16	42%		

Although he was at the helm for only four seasons, Ken Bone was the most successful head coach PSU men's basketball has had since the program restart. The highlights of his tenure include an overall record of 77-49 (61% wins), winning records for three of his four seasons, two Big Sky titles and two appearances in the NCAA Tournament (2008, 2009), and the most successful season in the past 25 years (2007-2008: 14-2 conference, 23-10 overall). Bone's final three seasons are the most sustained success the program experienced since it was resurrected.

Portland State University Men's Basketball W-L Record for Coach Ken Bone										
Year	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %	Postseason	Coach
2005-2006	14	5	9	36%	28	12	16	43%		Ken Bone
2006-2007	16	9	7	56%	32	19	13	59%		
2007-2008	16	14	2	88%	33	23	10	70%	0-1 NCAA Round of 64	
2008-2009	16	11	5	69%	33	10	23	30%	0-1 NCAA Round of 64	
4-Year Total	62	39	23	-	126	64	62	-		
Average	16	10	6	62%	32	16	16	51%		

Tyler Geving had the longest tenure as head coach since the resurrection of the team in 1996. He led the Vikings from 2009 through 2017 but failed to

capitalize on the success of the previous coach, Ken Bone. While Coach Geving had three seasons with more overall wins than losses, he only had one season (2013-14) with a majority of wins, both overall and in conference play. He also averaged only 46% wins over his eight years as head coach. Coach Geving did lead the team to one postseason appearance in the CIT Tournament in 2014.

Portland State University Men's Basketball W-L Record for Coach Tyler Geving										
Year	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %	Postseason	Coach
2009-2010	16	7	9	44%	32	13	19	41%		Tyler Geving
2010-2011	16	5	11	31%	30	14	16	47%		
2011-2012	16	6	10	38%	32	17	15	53%		
2012-2013	19	5	14	26%	27	8	19	30%		
2013-2014	20	11	9	55%	32	17	15	53%	0-1 CIT First Round	
2014-2015	19	9	10	47%	29	15	14	52%		
2015-2016	18	8	10	44%	31	13	18	42%		
2016-2017	18	7	11	39%	31	15	16	48%		
8-Year Total	142	58	84	-	244	112	132	-		
Average	18	7	11	41%	30.5	14	16.5	46%		

Barret Peery had been the men's basketball head coach for the most recent four seasons, ending his tenure after the abbreviated 2020-21 season. His time at the helm has been successful with an overall record of 54-45 (55% wins) and a conference record of 32-26 (55% wins), when not including the limited 2020-21 season.

Portland State University Men's Basketball W-L Record for Coach Barret Peery										
Year	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %	Postseason	Coach
2017-2018	18	9	9	50%	34	20	14	59%		Barret Peery
2018-2019	20	11	9	55%	32	16	16	50%		
2019-2020	20	12	8	60%	32	18	14	56%		
2020-2021	14	6	8	43%	22	9	13	41%		
4-Year Total	72	38	34	-	120	63	57	-		
Average	18	10	9	52%	30	16	14	51%		

Since Ken Bone's departure 12 years ago, the program has finished .500 or above in the Big Sky four times and has finished with an overall record above .500 five times. Overall, the past 12 seasons have witnessed an overall record of 157-189 and Big Sky record of 96-110.

Portland State men's basketball will begin a new era this coming season (2021-22) with new head coach Jase Coburn. It will be critical on multiple fronts to improve on-court results of the men's basketball program and have success for longer than two- or three-season increments.

Portland State Men's Basketball Coaching Competitiveness								
Coach	Conference	Wins	Losses	Win %	Overall	Wins	Losses	Win %
Ritchie McKay	32	16	16	50%	53	24	29	45%
Joel Sobotka	62	28	34	45%	112	53	59	47%
Heath Schroyer	42	19	23	45%	82	35	47	43%
Ken Bone	62	39	23	63%	126	64	62	51%
Tyler Geving	142	58	84	41%	244	112	132	46%
Barret Peery	72	38	34	53%	120	63	57	53%

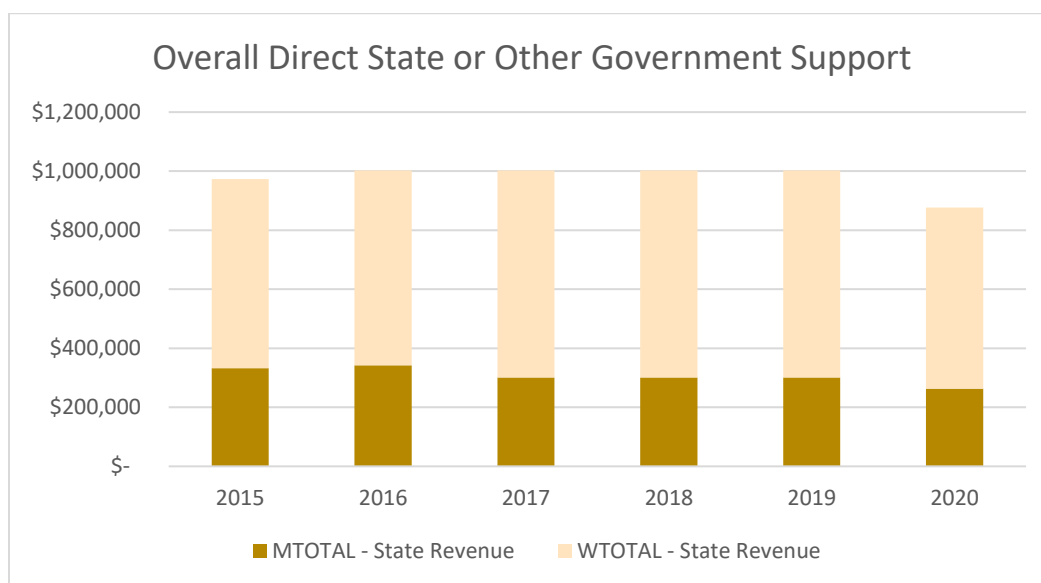
PORTLAND STATE UNIVERSITY – REVENUE: STATE & GOVERNMENT REVENUE

Collegiate Consulting gathered information regarding Portland State’s direct state or other government support. According to the NCAA report, “this amount includes funding specifically earmarked for the athletics department by government agencies for which the institution cannot reallocate. If there are any other state or government support appropriated to the university, for which the university can determine the allocation, it would be defined as direct institutional support.”

Overall Direct State or Other Government Support

Over the past six years, the state/government has provided a mean average of \$976,387. Between 2016 and 2019, Portland State received approximately \$1 million. In 2020, the government support dropped to \$876,863, which is about \$100,000 less than in 2015.

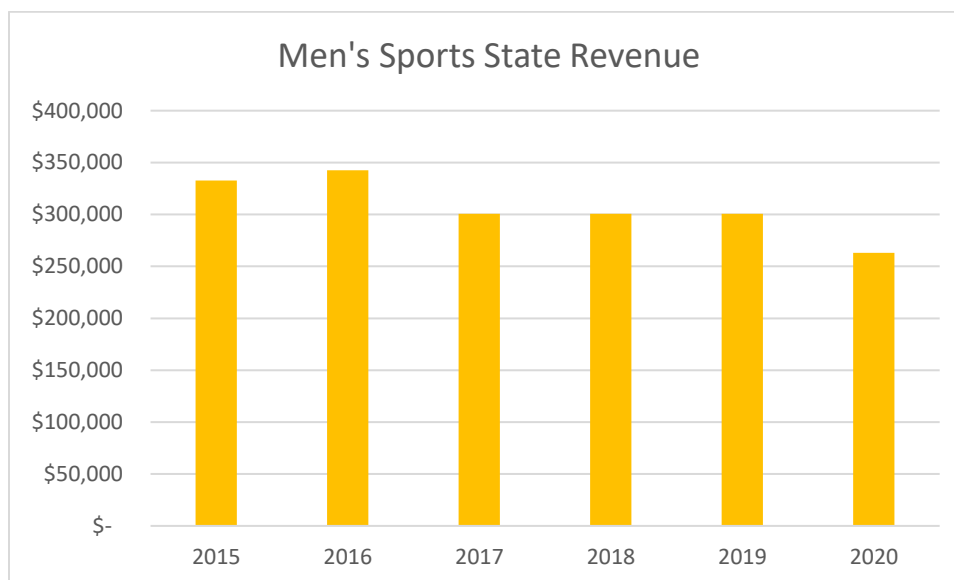
Portland State - Direct State or Other Government Support					
Institution	Year	MTOTAL - State Revenue	WTOTAL - State Revenue	OVERALL TOTAL - State Revenue	
Portland State University	2015	\$ 332,749	\$ 640,193	\$ 972,942	
Portland State University	2016	\$ 342,708	\$ 659,420	\$ 1,002,128	
Portland State University	2017	\$ 300,639	\$ 701,492	\$ 1,002,131	
Portland State University	2018	\$ 300,638	\$ 701,491	\$ 1,002,129	
Portland State University	2019	\$ 300,639	\$ 701,491	\$ 1,002,130	
Portland State University	2020	\$ 263,059	\$ 613,804	\$ 876,863	
Average (Mean)		\$ 306,739	\$ 669,649	\$ 976,387	
Average (Median)		\$ 300,639	\$ 680,456	\$ 1,002,129	



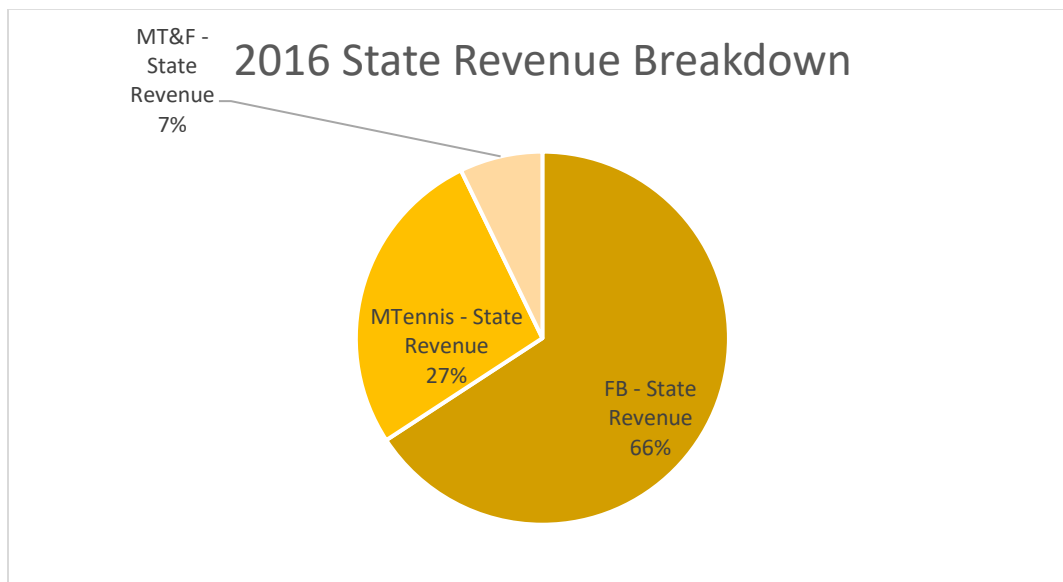
Men's Direct State or Other Government Support

For the past four years, football has been the only men's sport that generates state/government revenue. On average, Portland State men's sports generated \$306,739 in direct state or other government support. When looking at the median, it is \$300,639.

Men's Sports - Direct State or Other Government Support					
Institution	Year	FB - State Revenue	MTennis - State Revenue	MT&F - State Revenue	MTOTAL - State Revenue (Formula)
Portland State University	2015	\$ 291,895	\$ 16,924	\$ 23,930	\$ 332,749
Portland State University	2016	\$ 225,470	\$ 92,589	\$ 24,649	\$ 342,708
Portland State University	2017	\$ 300,639			\$ 300,639
Portland State University	2018	\$ 300,638			\$ 300,638
Portland State University	2019	\$ 300,639			\$ 300,639
Portland State University	2020	\$ 263,059			\$ 263,059
Average (Mean)		\$ 280,390	\$ 54,757	\$ 24,290	\$ 306,739
Average (Median)		\$ 296,267	\$ 54,757	\$ 24,290	\$ 300,639



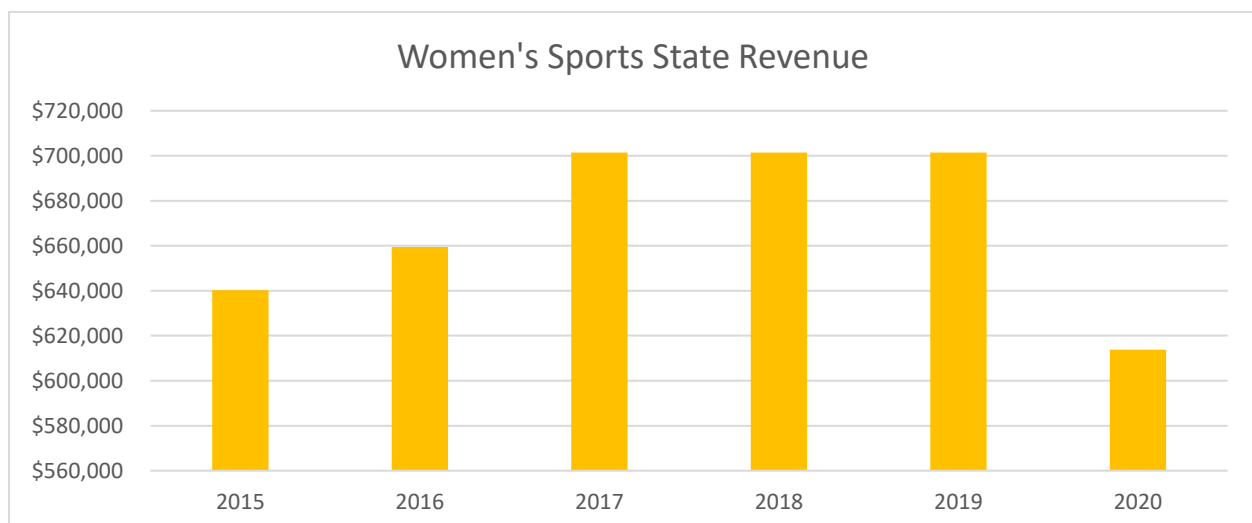
Prior to this in 2016, tennis generated \$92,589 and track and field generated \$24,649. This was also the year that generated the most state/government revenue. Football generated the majority of the revenue at 66%, but men's tennis came in second at 27%, which was a 22% jump from 2015.



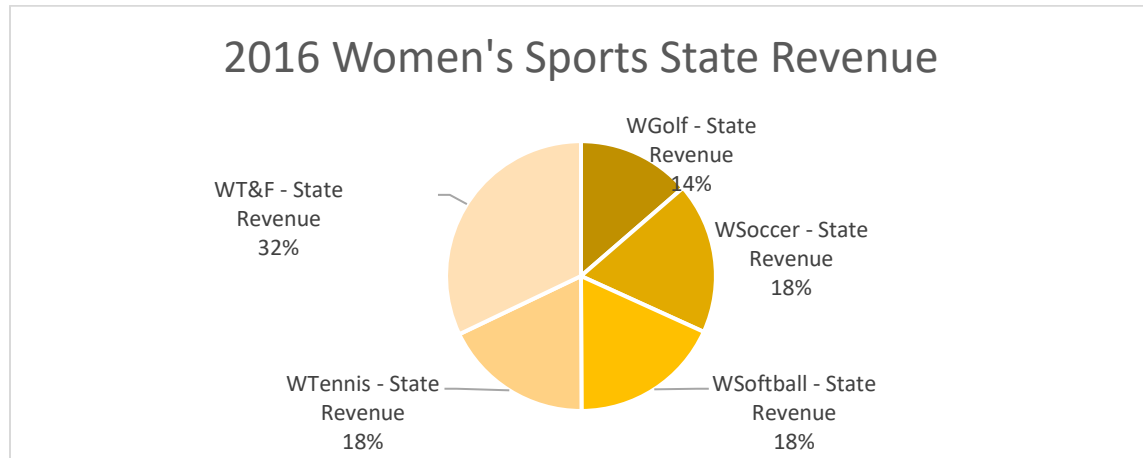
Women's Direct State or Other Government Support

On average, women's sports generate \$669,649 in direct state or other government support. For the last three years, Portland State's NCAA Reports have not denoted which sports were generating the state/government revenue. In 2018 and 2019, the revenue was not associated with a specific team. FY2020 saw a six-year low at just \$613,804 in state/government support.

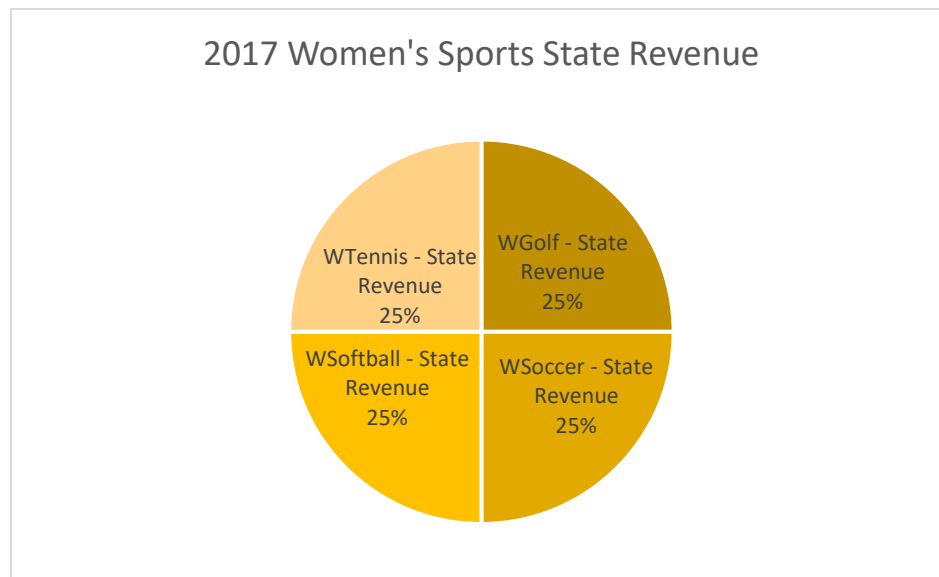
Women's Sports - Direct State or Other Government Support								
Institution	Year	WGolf - State Revenue	WSoccer - State Revenue	WSoftball - State Revenue	WTennis - State Revenue	WT&F - State Revenue	WOther - State Revenue	WTOTAL - State Revenue
Portland State University	2015	\$ 87,392	\$ 116,128	\$ 116,179	\$ 115,010	\$ 205,484		\$ 640,193
Portland State University	2016	\$ 90,017	\$ 119,616	\$ 119,669	\$ 118,463	\$ 211,655		\$ 659,420
Portland State University	2017	\$ 175,373	\$ 175,373	\$ 175,373	\$ 175,373			\$ 701,492
Portland State University	2018						\$ 701,491	\$ 701,491
Portland State University	2019						\$ 701,491	\$ 701,491
Portland State University	2020						\$ 613,804	\$ 613,804
Average (Mean)		\$ 117,594	\$ 137,039	\$ 137,074	\$ 136,282	\$ 208,570	\$ 672,262	\$ 669,649
Average (Median)		\$ 90,017	\$ 119,616	\$ 119,669	\$ 118,463	\$ 208,570	\$ 701,491	\$ 680,456



In 2016, golf, soccer, softball, tennis and track and field all generated revenue. Track and field generated the most at \$211,655 or 32% of the total revenue. Golf brought in the lowest at \$90,017 or 14%.



In 2017, track and field did not generate any revenue, resulting in the remaining four sports bringing in 25% apiece.



PORTLAND STATE UNIVERSITY – REVENUE: DIRECT INSTITUTIONAL SUPPORT

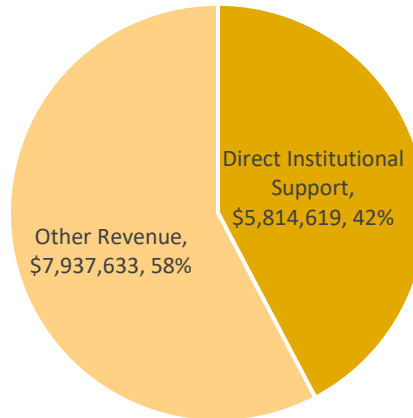
Portland State provided Collegiate Consulting with NCAA Financial Reports from 2015 to 2020. The information within this section was taken directly from these reports.

The direct institutional support to Portland State athletics has increased every year since at least 2015. The lowest year was in 2015 at \$5.5 million, and the highest year was in 2020 at \$6.6 million. When looking at the total operating revenue, the athletic department generated the most operating revenue in 2019 at nearly \$15 million.

Portland State - Direct Institutional Support			
Institution	Year	Direct Institutional Support	Total Operating Revenues (Formula)
Portland State University	2015	\$ 5,466,694	\$ 13,117,086
Portland State University	2016	\$ 5,814,619	\$ 13,752,252
Portland State University	2017	\$ 6,011,023	\$ 13,684,434
Portland State University	2018	\$ 6,233,877	\$ 14,125,441
Portland State University	2019	\$ 6,600,511	\$ 14,987,694
Portland State University	2020	\$ 6,618,654	\$ 14,293,827
Average (Mean)		\$ 6,124,230	\$ 13,993,456
Average (Median)		\$ 6,122,450	\$ 13,938,847
Highest Year		2020	2019

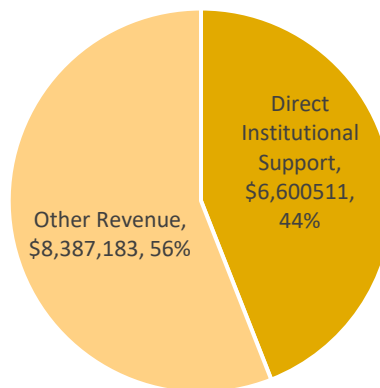
In 2015 and 2016, direct institutional support made up 42% of the athletic department's total operating revenue. When you take direct institutional support out of the 2016 revenue, the athletic department generates \$7.9 million.

2016 - Direct Institutional Support v. Other Revenue

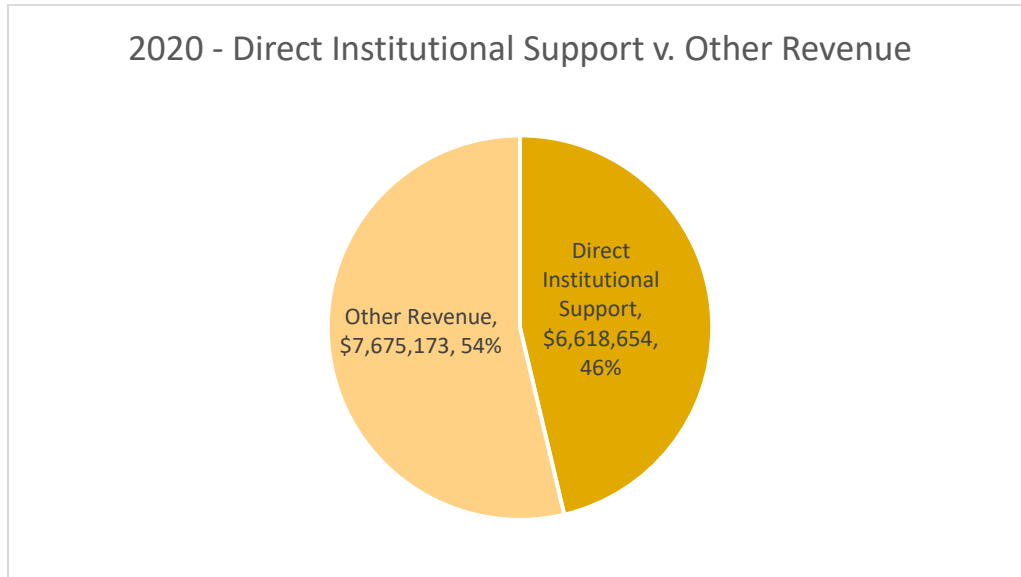


In 2017, 2018 and 2019, direct institutional support increased to 44% of total operating revenue. In 2019, aside from direct institutional support, the athletic department generated \$8.4 million, which is \$449,550 more than it did in 2016. This was also the year that generated the most “other revenue” or revenue that was not direct institutional support.

2019 - Direct Institutional Support v. Other Revenue



In 2020, direct institutional support increased to 46%. This is the highest percentage in the last six years.



PORTLAND STATE UNIVERSITY – REVENUE: DIRECT INSTITUTIONAL SUPPORT V. TOTAL INSTITUTIONAL SPENDING

Throughout the interview process, Collegiate Consulting heard several assertions that the university supports athletics to an exorbitant fiscal degree and the athletic program is not self-sustainable. The following analysis shows the direct institutional support (numbers pulled from PSU's NCAA reports) compared to the overall institutional budget (pulled from the Knight Commission on Intercollegiate Athletics). Portland State did not provide the total institutional budget.

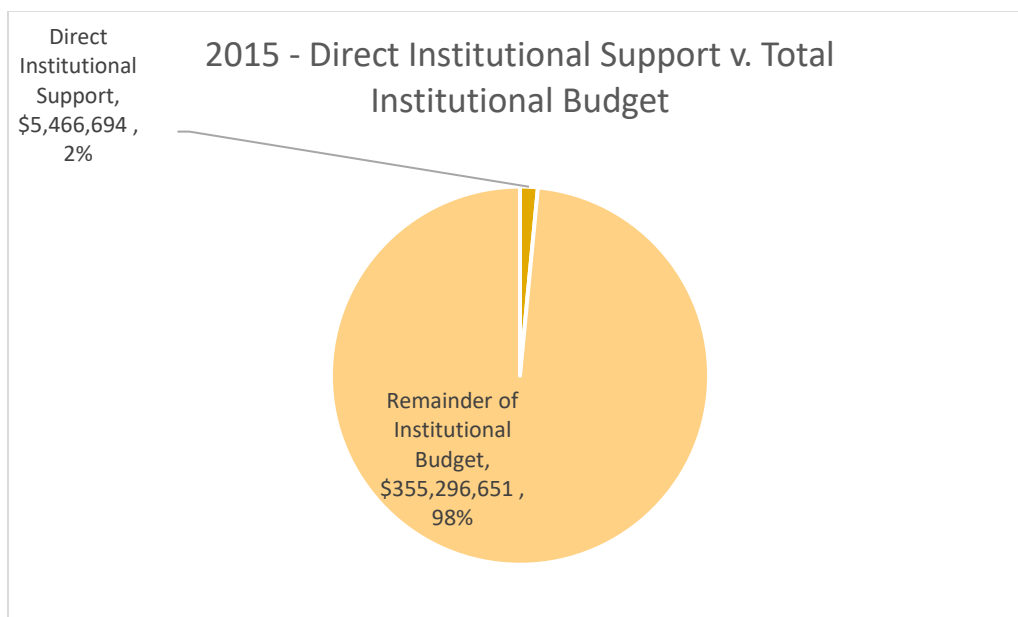
It is important to note the purpose of this write-up is not to show that there are additional institutional funds for athletics, but rather to illustrate the share athletics receives.

Portland State - Direct Institutional Support v. Total Institutional Budget				
Institution	Year	Direct Institutional Support	Total Institutional Budget*	% of Institutional Budget to Athletics
Portland State University	2015	\$ 5,466,694	\$ 360,763,345	1.52%
Portland State University	2016	\$ 5,814,619	\$ 436,654,813	1.33%
Portland State University	2017	\$ 6,011,023	\$ 417,783,776	1.44%
Portland State University	2018	\$ 6,233,877	\$ 434,657,350	1.43%
Portland State University	2019	\$ 6,600,511	\$ 438,221,588	1.51%
Portland State University	2020	\$ 6,618,654	NA	NA
Average (Mean)		\$ 6,124,230	\$ 417,616,174	1.45%
Average (Median)		\$ 6,122,450	\$ 434,657,350	1.44%
Highest Year		2020	2019	2015

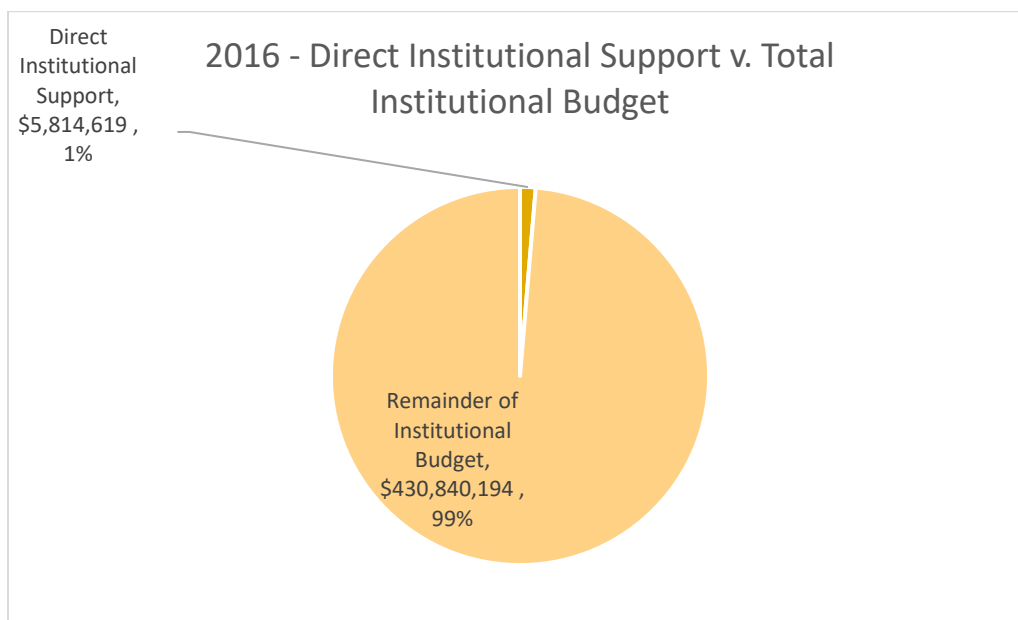
*Data from the Knight Commission on Intercollegiate Athletics

On average, the athletic department receives 1.45% of the overall institutional budget. This 1.45% results in an average of \$6.1 million of financial support going to the athletic department.

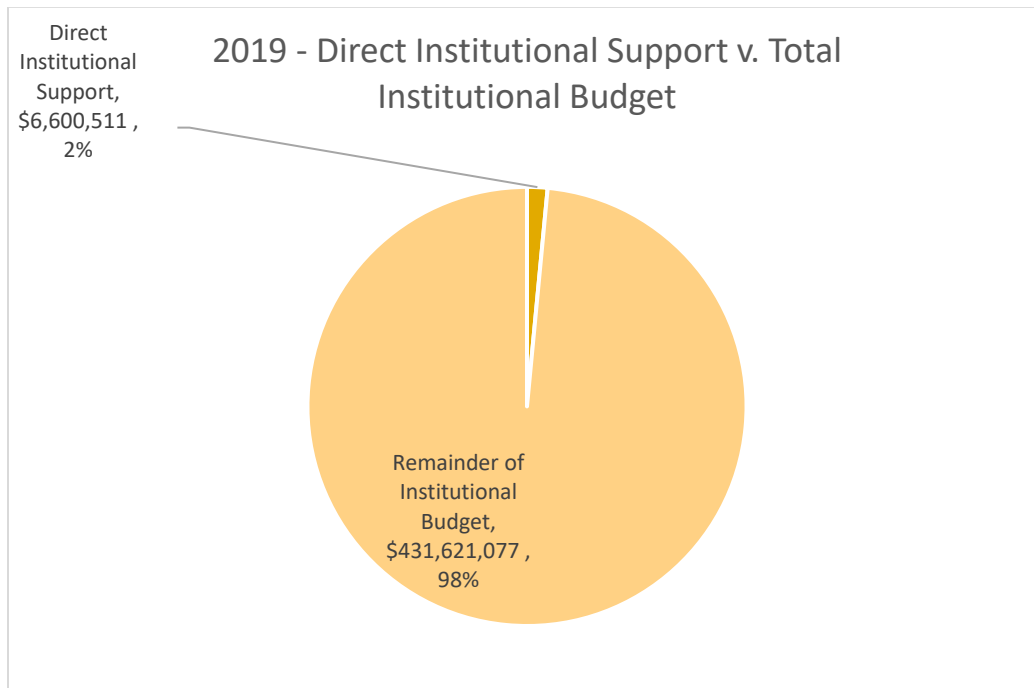
In 2015, both direct institutional support and the total institutional budget were the lowest they have been in the last six years. Even though this number was the lowest, the percentage that athletics received was the highest it has been during the time analyzed.



The following year, athletics received the lowest percentage at just 1.33%.



Institutional support climbed back up to 1.51% in 2019, just 0.01% lower than its previous high. This was also the year that the total institutional budget reached its peak. The Knight Commission on Intercollegiate Athletics does not have any institutional budget data available for 2020.



PORTLAND STATE UNIVERSITY – REVENUE: STUDENT FEES

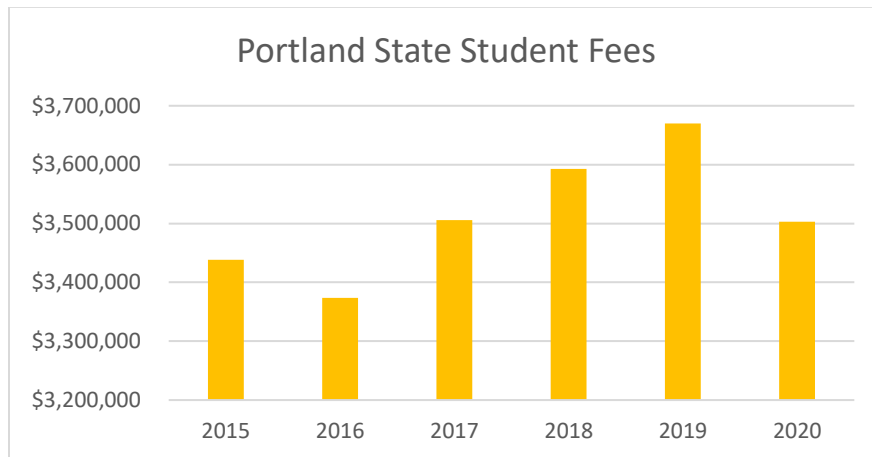
Portland State provided Collegiate Consulting with six years of NCAA reports dating back to FY2015. These reports include the dollar amount allocated from the student fees line item to athletics. This section shows the amount of student fees that went into supporting athletics and the corresponding percentage of total operating revenue.

Portland State - Student Fees				
Institution	Year	Student Fees	Total Operating Revenues	Percentage of Total Operating Revenues
Portland State University	2015	\$ 3,438,094	\$ 13,117,086	26.21%
Portland State University	2016	\$ 3,373,539	\$ 13,752,252	24.53%
Portland State University	2017	\$ 3,505,559	\$ 13,684,434	25.62%
Portland State University	2018	\$ 3,592,757	\$ 14,125,441	25.43%
Portland State University	2019	\$ 3,669,903	\$ 14,987,694	24.49%
Portland State University	2020	\$ 3,503,213	\$ 14,293,827	24.51%
Average (Mean)		\$ 3,513,844	\$ 13,993,456	25.13%
Average (Median)		\$ 3,504,386	\$ 13,938,847	24.98%
Highest Year		2019	2019	2015

When looking strictly at the dollar amount of student fees, Portland State saw the lowest student fees in 2016 at just below \$3.4 million. In terms of the highest amount of student fees, Portland State reached its peak in 2019 at \$3.67 million.

FY2019 saw the highest amount of student fees and the largest total operating revenues. The total operating revenue was only \$12,306 short of \$15 million. FY2019 also saw the lowest percentage of total operating revenue being pulled from student fees (24.49%). FY2020 saw the next-lowest percentage at 24.51%.

Total operating revenue was lowest in FY2015; this is also when the percentage of student fees reached its peak, at 26.21%.

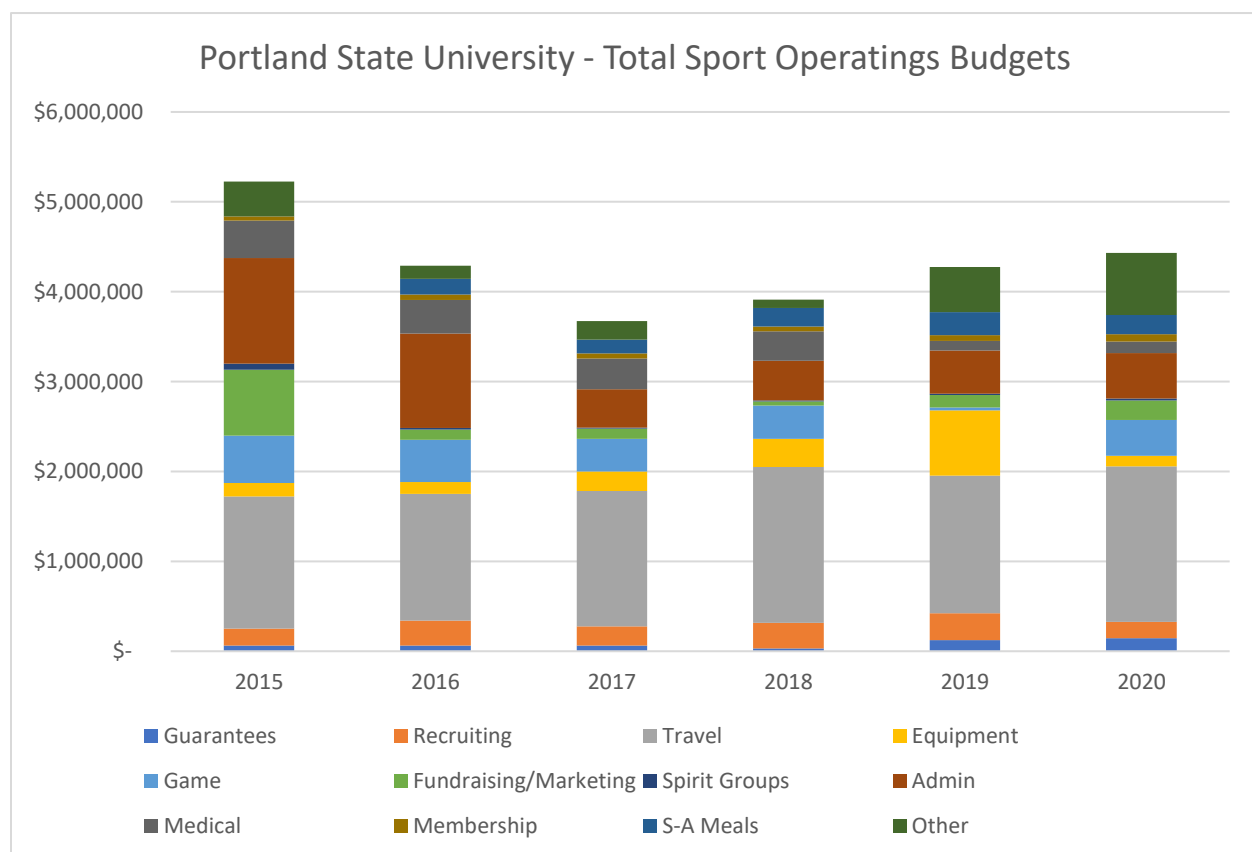


PORTLAND STATE UNIVERSITY – EXPENSE: TOTAL SPORTS OPERATING BUDGETS

Portland State provided Collegiate Consulting with six years of NCAA Financial Reports, which is where the data in this analysis is pulled from. The 11 line items included in this analysis make up the total sport operating budget for Portland State University. Although this analysis does not break down spending by sport, it demonstrates the amount PSU has spent on sports operations over the last six years.

When looking at the total sports operating budgets, the mean average over the last six years is \$4.33 million across all sports. The median average is slightly lower at \$3.93 million. 2015 had the highest operational spending at \$5.23 million, while 2017 had the lowest at \$3.67 million.

Portland State University - Total Sport Operations Budgets														
Institution	Year	Guarantees	Recruiting	Travel	Equipment	Game	Fundraising/Marketing	Spirit Groups	Admin	Medical	Membership	S-A Meals	Other	Total
Portland State University	2015	\$ 61,577	\$ 188,703	\$ 1,470,380	\$ 151,338	\$ 525,792	\$ 733,907	\$ 69,385	\$ 1,173,545	\$ 417,814	\$ 43,839	\$ 176,859	\$ 388,927	\$ 5,225,207
Portland State University	2016	\$ 64,317	\$ 277,440	\$ 1,407,859	\$ 132,129	\$ 470,951	\$ 113,428	\$ 16,539	\$ 1,051,720	\$ 374,130	\$ 59,017	\$ 176,859	\$ 146,190	\$ 4,290,579
Portland State University	2017	\$ 63,864	\$ 212,661	\$ 1,507,388	\$ 216,689	\$ 361,002	\$ 114,646	\$ 11,891	\$ 428,242	\$ 341,918	\$ 55,954	\$ 153,106	\$ 204,734	\$ 3,672,095
Portland State University	2018	\$ 29,802	\$ 287,075	\$ 1,734,330	\$ 312,188	\$ 369,281	\$ 46,036	\$ 11,642	\$ 442,112	\$ 327,374	\$ 52,995	\$ 207,293	\$ 92,087	\$ 3,912,215
Portland State University	2019	\$ 123,786	\$ 298,606	\$ 1,530,711	\$ 727,101	\$ 32,294	\$ 138,199	\$ 13,939	\$ 482,378	\$ 104,754	\$ 64,759	\$ 255,184	\$ 502,048	\$ 4,273,759
Portland State University	2020	\$ 146,732	\$ 178,351	\$ 1,733,219	\$ 117,719	\$ 398,004	\$ 215,506	\$ 21,359	\$ 504,694	\$ 130,130	\$ 82,442	\$ 212,018	\$ 691,463	\$ 4,431,637
Average (Mean)		\$ 81,680	\$ 240,473	\$ 1,563,981	\$ 276,194	\$ 359,554	\$ 226,954	\$ 24,126	\$ 680,449	\$ 282,687	\$ 59,834	\$ 200,892	\$ 337,575	\$ 4,334,397
Average (Median)		\$ 64,091	\$ 245,051	\$ 1,519,050	\$ 184,014	\$ 383,643	\$ 126,423	\$ 15,239	\$ 493,536	\$ 334,646	\$ 57,486	\$ 207,293	\$ 296,831	\$ 3,927,299



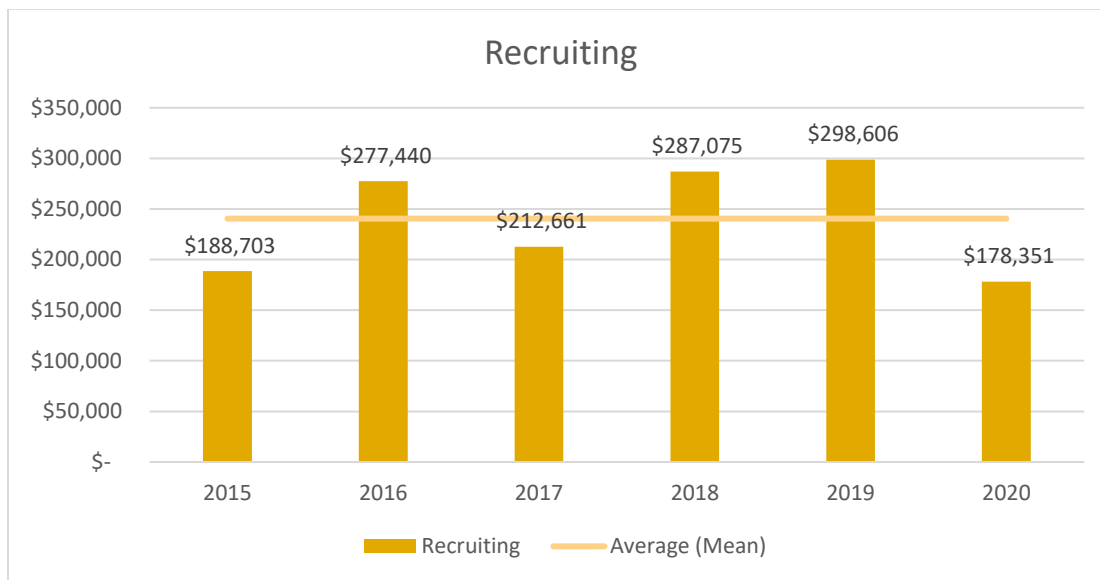
Game Guarantees

Over the course of six years, Portland State has spent a mean average of \$81,680. The median average is much lower at \$64,091. Over the last two years, PSU has spent significantly more on game guarantees. From 2018 to 2019, PSU spent nearly \$100,000 more. Prior to 2018, PSU spent in the \$60,000s. On average, guarantees only make up about 2% of total expenses.



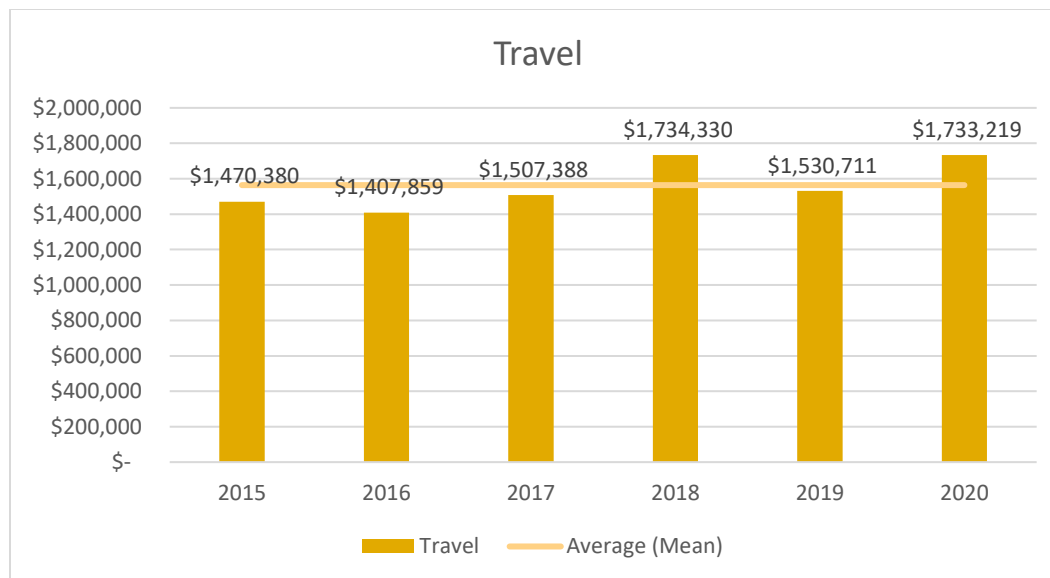
Recruiting

On average, PSU spends \$240,473 on recruiting, which is about 6% of its total operating budget. Portland State spent a high of \$298,606 on recruiting in 2019. 2020 saw a significant decrease due to the COVID-19 pandemic, which caused PSU to only spend \$178,351.



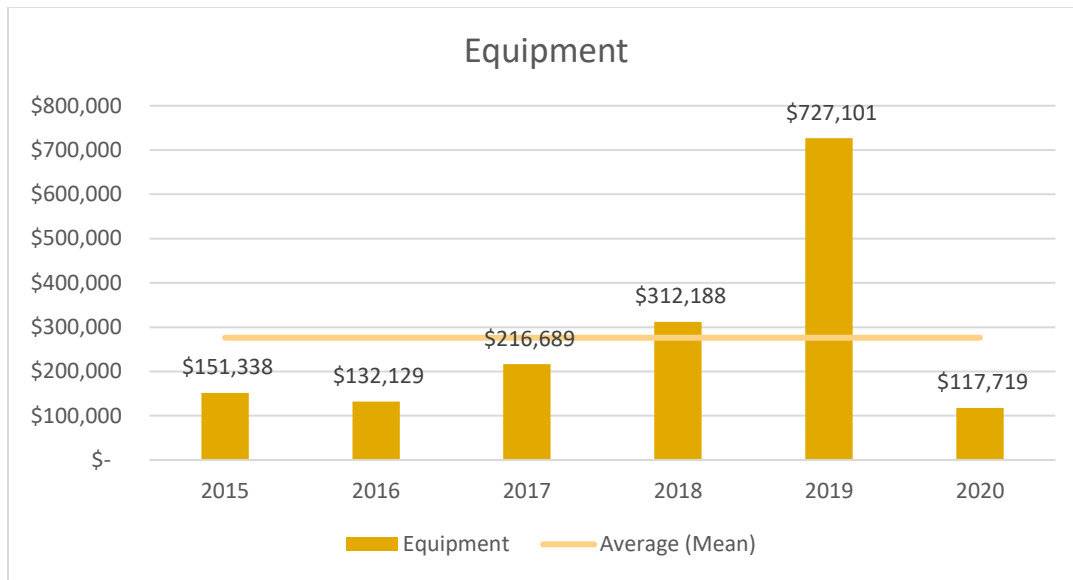
Travel

On average, Portland State spends \$1.56 million on athletic travel. This makes up 36% of its total operating budget, which is the largest percentage for any line item. In 2018, Portland State spent the most on travel at \$1.73 million, while 2016 had the lowest travel spending at \$1.41 million.



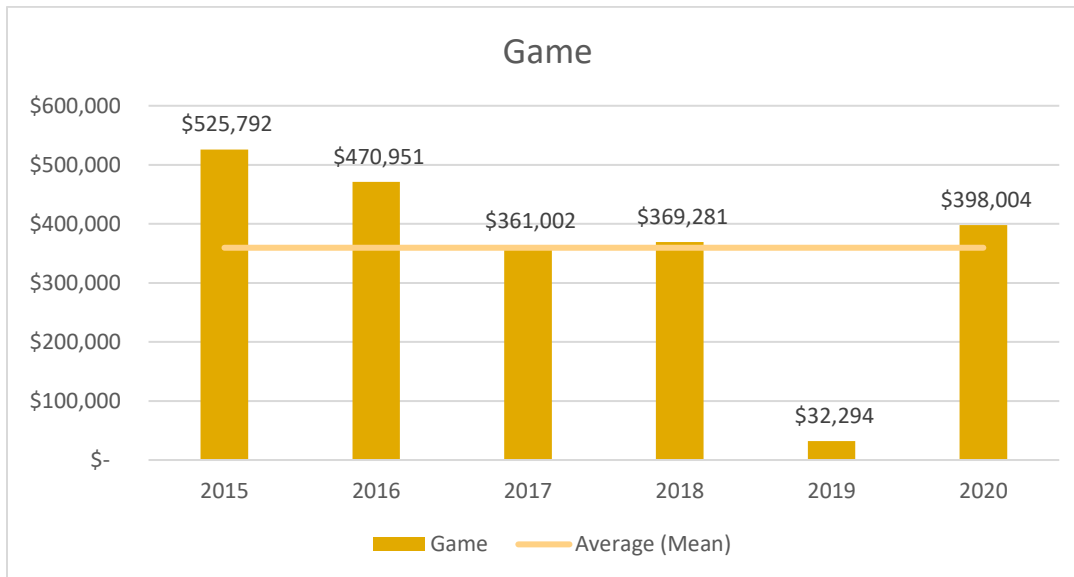
Equipment

The mean average spending on equipment is \$276,194, which is heavily influenced by the significant bump in spending in 2019. Portland State spent \$727,101 on equipment in 2019, which is about \$500,000 more than the next-highest year. The median average of \$184,014 is more reflective of the average six-year spending by PSU. Equipment typically takes up 6% of the average total operating budget.



Game

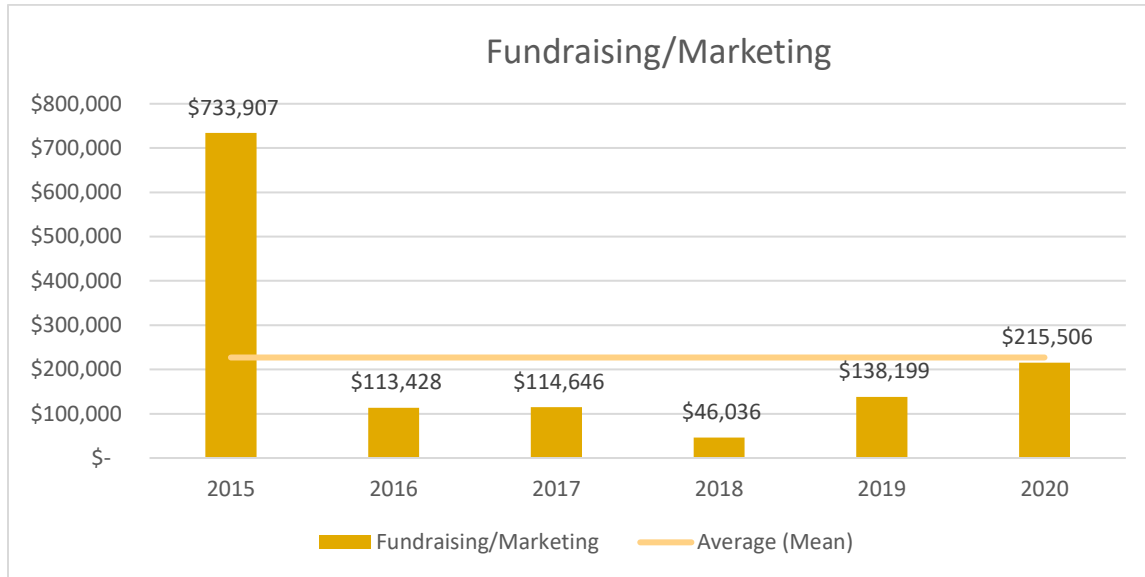
On average, Portland State spends \$359,554 on game expenses. This substantial range is set by 2015 expenses at \$525,792 and 2019 expenses at \$32,294. Game expenses typically take up 8% of the average total operating budget.



Fundraising/Marketing

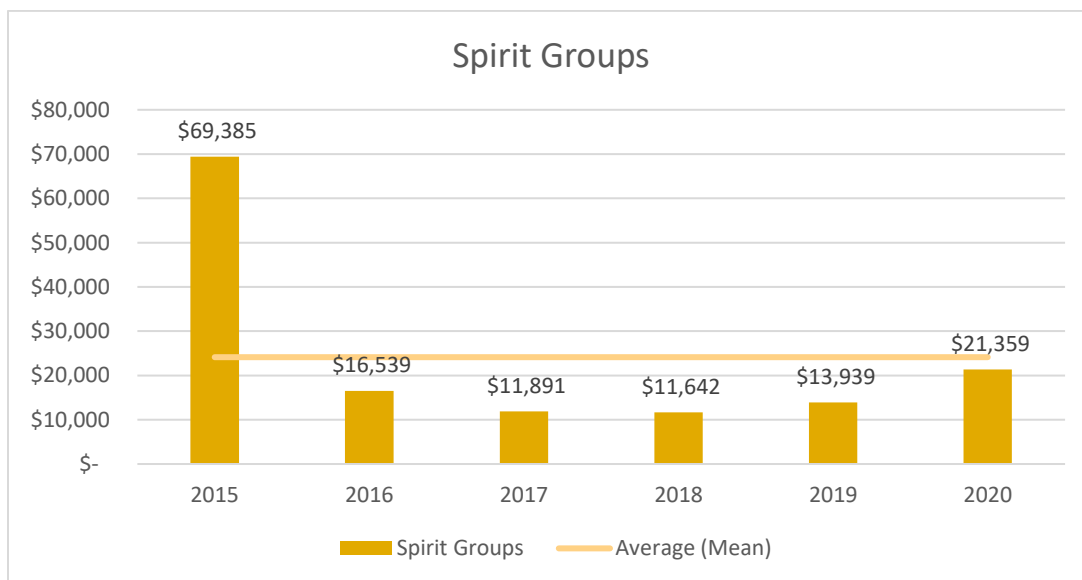
Over the last six years, Portland State has spent a mean average of \$226,954 on fundraising and marketing. The mean average is heavily influenced by 2015's \$733,907. The median average of \$126,423 is more

reflective of the conference average. On average, fundraising and marketing only take up about 5% of the total sports operating budget.



Spirit Groups

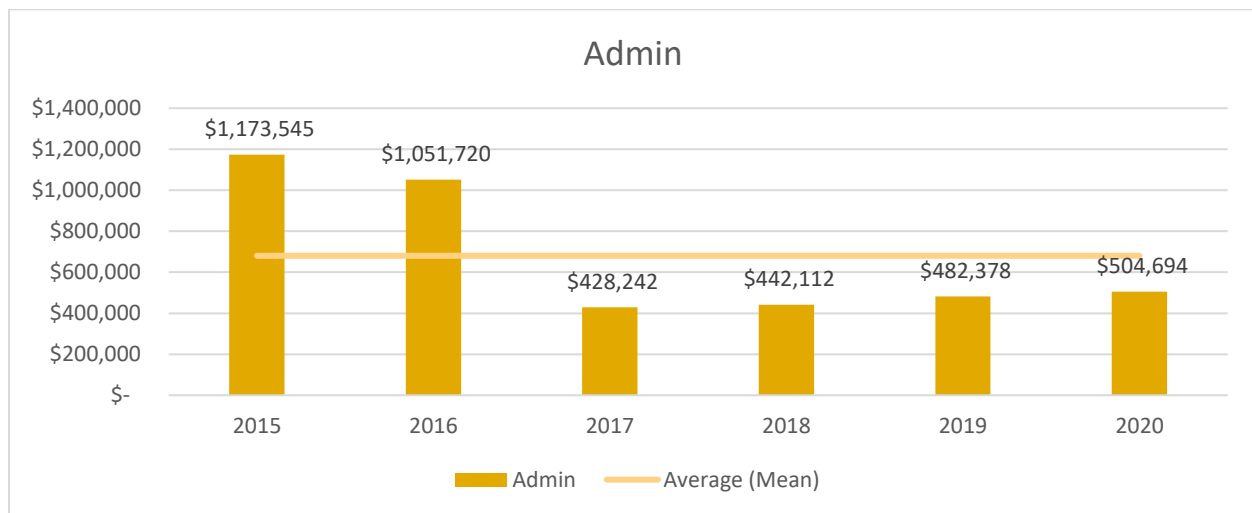
The six-year mean average spending on spirit groups is \$24,126. 2015 was significantly higher than the following years at \$69,385. Since then, spirit group spending has not exceeded \$25,000. Spirit groups only make up about 1% of the total sports operating budget.



Administrative

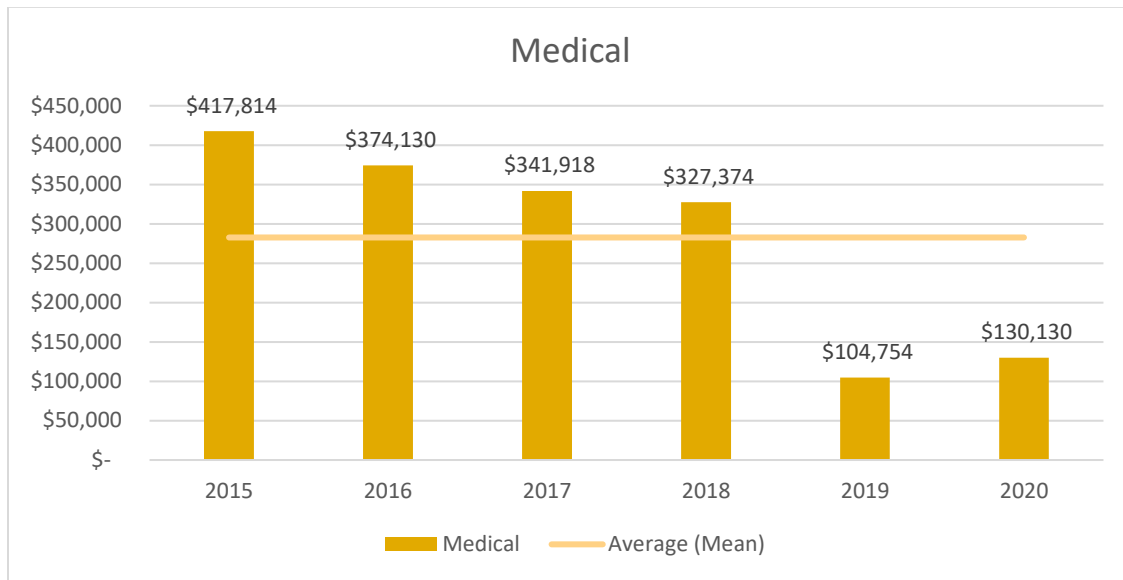
The mean average administrative spending is \$680,449, which is heavily influenced by the \$1.17 million and \$1.05 million spent in 2015 and 2016. This line item includes admin/overhead feed charged by the institution to athletics, facilities maintenance, security and other administrative expenses. The construction of the Viking Pavilion could be the reason as to why 2015 and 2016 are so much larger than the following years.

The median average of \$493,536 is more reflective of the spending in the previous four years. Administrative spending makes up 16% of total sports operating expenses. This is the second-largest percentage per line item.



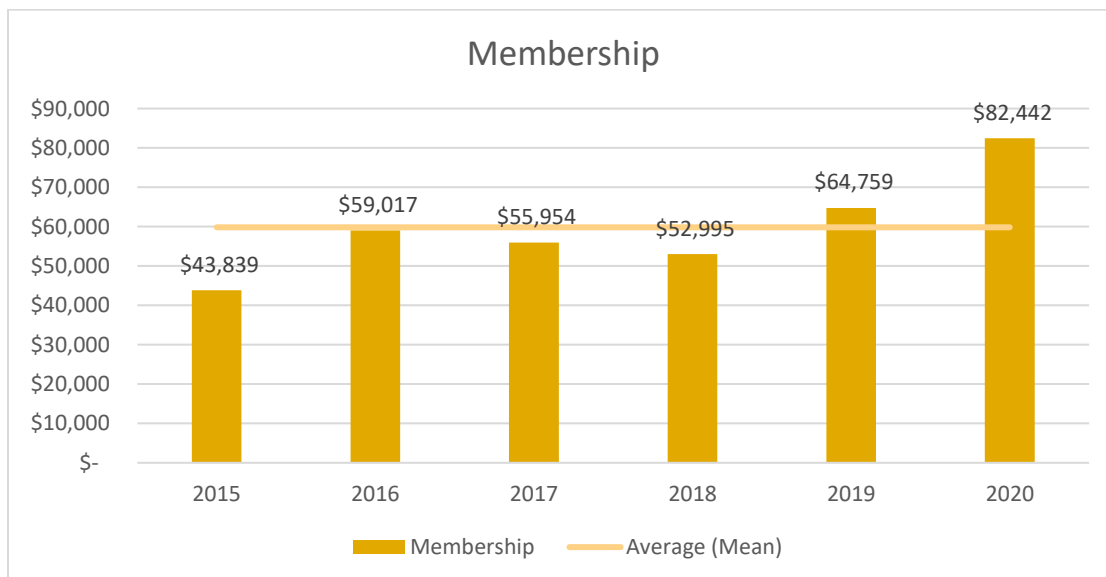
Medical

The mean and median average Portland State medical spending are \$282,687 and \$334,646, respectively. Medical expenses reached their peak in 2015 at \$417,814 and dropped to a low of \$104,754 in 2019. Medical expenses typically take up about 7% of total sports operating budget.



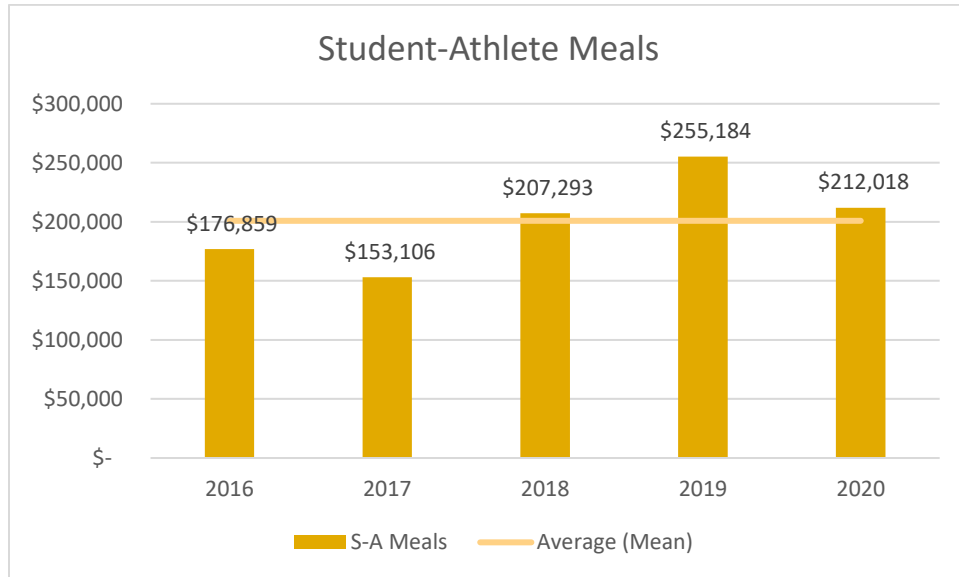
Membership

Membership expenses have stayed relatively consistent over the years, with a mean average of \$59,834. The lowest year came in 2015 while the highest came in 2020. Membership expenses make up a marginal 1% of the total operations budget.



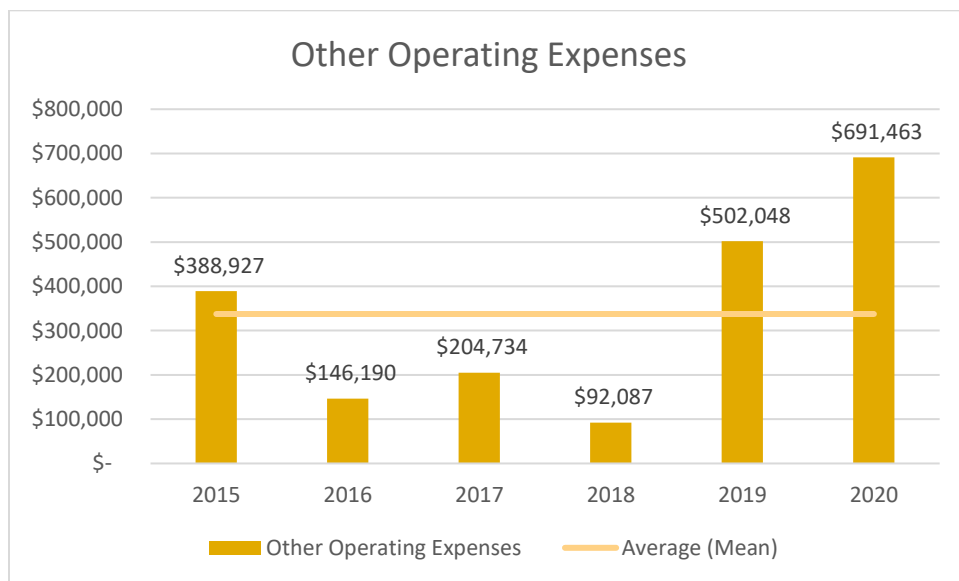
Student-Athlete Meals

Over the last five years, PSU has spent a mean average of \$200,892 on student-athlete meals. This typically makes up about 5% of total operations spending.



Other

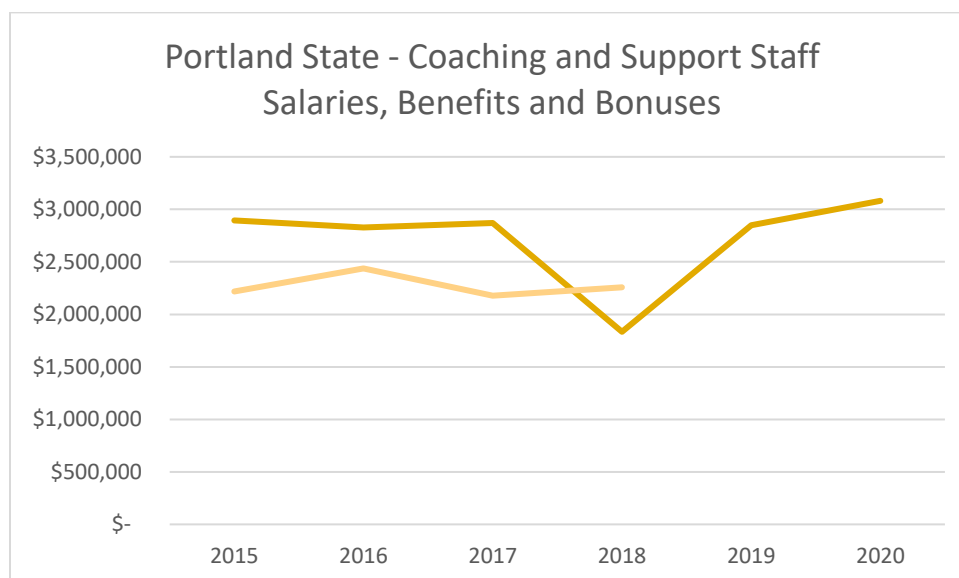
In terms of other expenses, Portland State spends a mean average of \$337,575 per year. The range within this line item varies greatly, with the high of \$691,463 and a low of \$92,087.



PORTLAND STATE UNIVERSITY – EXPENSE: COACHING AND ADMIN COMPENSATION, BENEFITS AND BONUSES

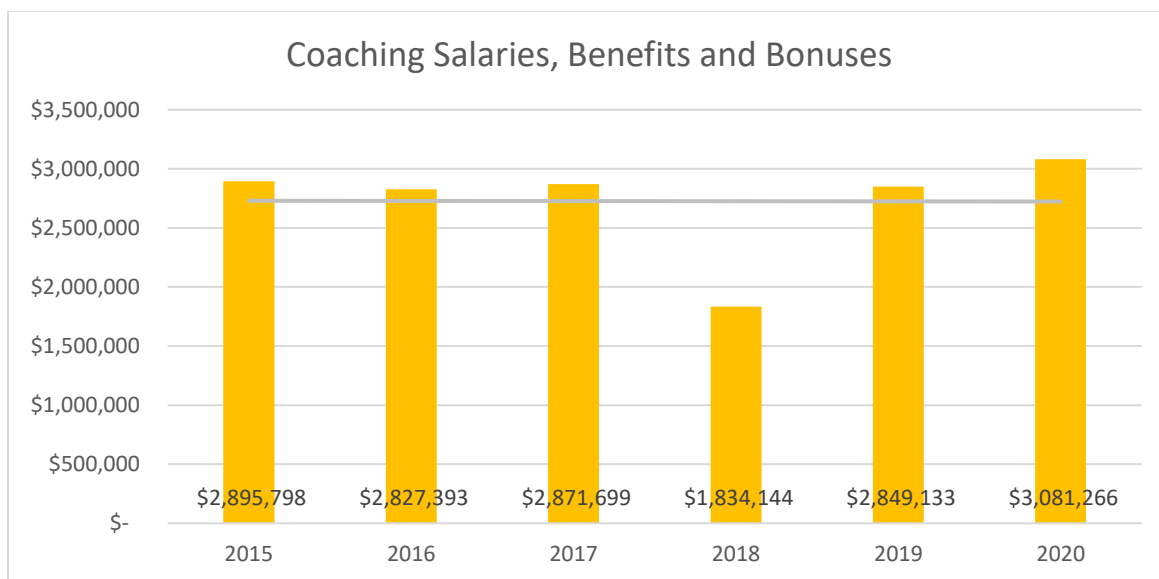
Portland State provided Collegiate Consulting with access to six years of NCAA Financial Reports. The information from this section was pulled from these reports.

Portland State - Salaries, Benefits and Bonuses			
Institution	Year	Coaching Salaries, Benefits and Bonuses	Support Staff/Admin Compensation, Benefits and Bonuses
Portland State University	2015	\$ 2,895,798	\$ 2,217,395
Portland State University	2016	\$ 2,827,393	\$ 2,437,396
Portland State University	2017	\$ 2,871,699	\$ 2,177,956
Portland State University	2018	\$ 1,834,144	\$ 2,258,993
Portland State University	2019	\$ 2,849,133	
Portland State University	2020	\$ 3,081,266	\$ 2,268,183
Average (Mean)		\$ 2,726,572	\$ 2,271,985
Average (Median)		\$ 2,860,416	\$ 2,258,993



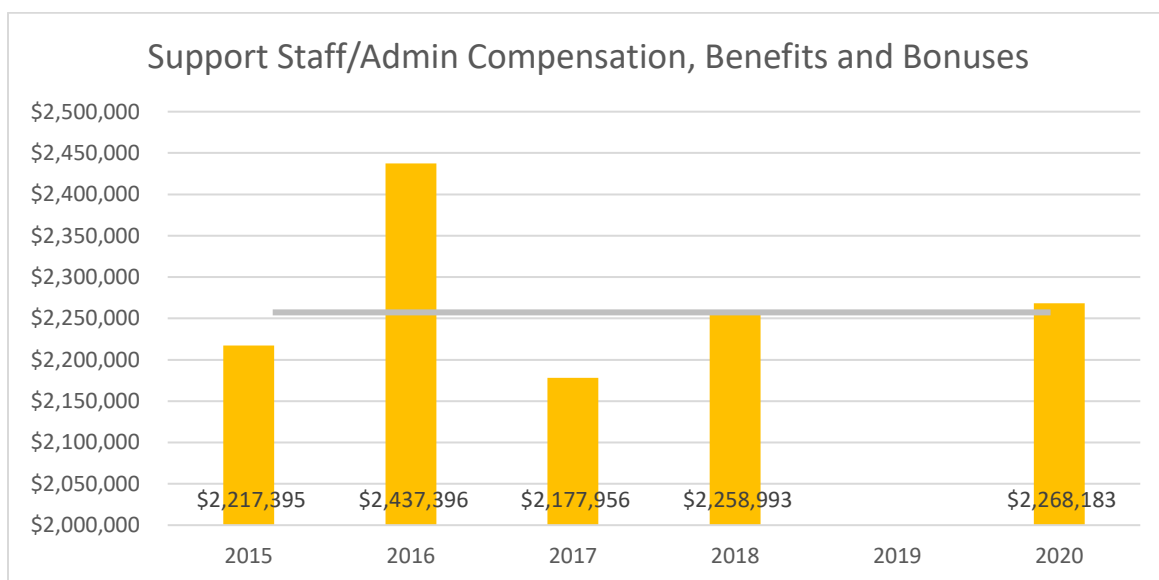
Coaching Salaries, Benefits and Bonuses

Over the last six years, Portland State has spent a mean average of \$2.73 million on coaching salaries, benefits and bonuses. This number reached its peak in 2020, which was the first time it exceeded \$3 million. Coaching salaries, benefits and bonuses were lowest in 2018 at \$1.83 million; this was the first time they fell below \$2 million.



Administration Compensation, Benefits and Bonuses

The mean and median averages for admin compensation are \$2.27 million and \$2.26 million, respectively. This item has stayed consistent over the last six years, except for when PSU did not report any compensation in 2019. The range is set by 2016, with a high of \$2.44 million and 2017 with a low of \$2.18 million.



PORTLAND STATE UNIVERSITY – HONORS COLLEGE AND ATHLETIC COMPARISON

Throughout the interview process with institutional and athletic stakeholders, the concept of “return on investment” came up numerous times in many contexts. The following section compares athletics to the University Honors College (UHC) on several academic and demographic metrics. This is to show what athletics is giving or not giving to the institution when compared to other programs. The following data was provided through athletics and institutional contacts.

It is important to note that the athletic data within the financial aid chart came from PSU’s 2020 NCAA report, while the rest was provided in separate institutional documents. It is also important to note that the students referred to in this section are full-time, undergraduate students between the ages of 18 and 22.

Student Aid

When looking at the financial aid provided to UHC students, there are four types: Fee remissions, grants, scholarships and stipends. Fee remissions are provided to the most UHC students, while grants provide the highest dollar amount.

In terms of total aid, UHC students receive \$4.38 million. This amounts to an average of about \$8,393 for 522 students. According to institutional data, 77% of all Fall 2020 UHC students received aid during the 2021 financial aid year.

Annual Financial Awards to Fall 2020 University Honors College Students			
Aid Type - All Sources	Students	Total Amount	Avg/student
Fee Remissions	352	\$1,396,560	\$ 3,116
Grants	316	\$2,052,132	\$ 6,494
Scholarship	176	\$832,738	\$ 4,731
Stipend	32	\$99,715	\$ 3,116
Total Amount**	522	\$4,381,146	\$ 8,393

** 77% of all Fall 2020 UHC students received aid during the 2021 financial aid year.

According to PSU’s 2020 NCAA Report, the athletic program provided \$5.3 million in athletic aid to 235 students. Although the total amount of athletic aid is higher and the total students receiving aid is lower, only 59% of all

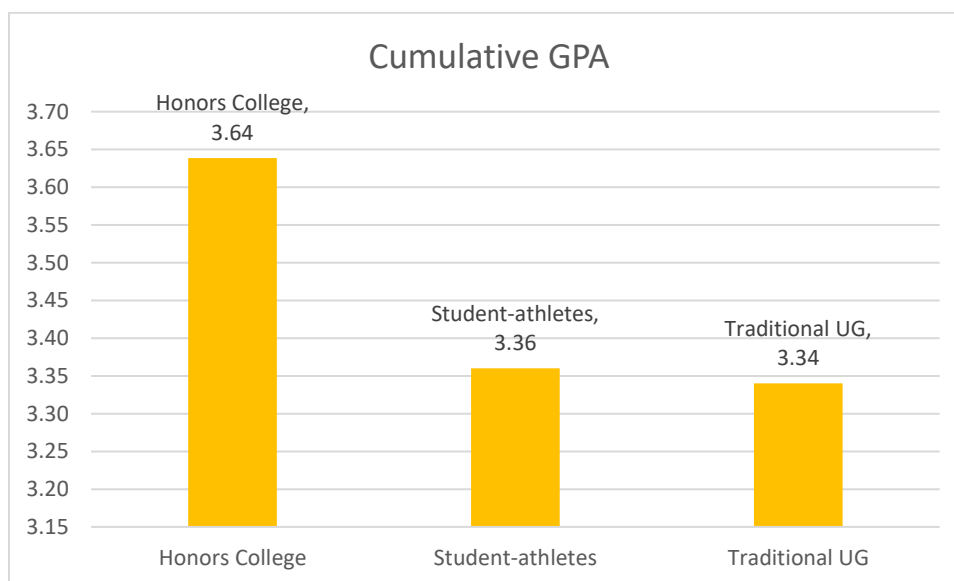
student-athletes are receiving financial aid compared to 77% of University Honors College students.

2020 Athletic Student Aid			
Aid Type - All Sources	Students	Total Amount	Avg/student
Athletic Student Aid	235	\$ 5,303,464	\$ 22,567.93

** 59% of student-athletes received financial aid

Cumulative GPA as of Winter 2021

The average cumulative GPA for an UHC student is 3.64, which is 0.28 points higher than student-athletes and a full 0.3 points higher than the traditional undergraduate student. The traditional (full-time, between the ages of 18-22) undergraduate student has a 3.34 GPA, which is 0.02 behind the average student-athlete.

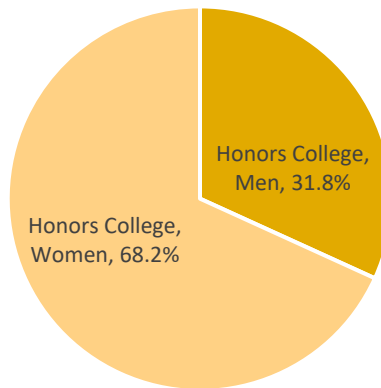


Legal Sex

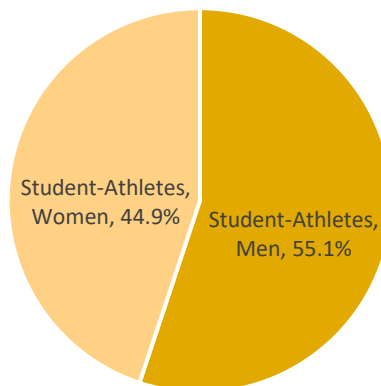
When looking at the percentage of men and women within athletics and the UHC, the numbers are drastically different. The UHC is made up of 68% women, which is 23% higher than the women within athletics. Within athletics, the male demographic is highly influenced by the football team.

Student-Athlete and University Honors College Comparison - Legal Sex				
Legal Sex	Honors College		Student-Athletes	
Men	245	31.8%	152	55.1%
Women	526	68.2%	124	44.9%
All	771	100%	276	100%

Honors College - Legal Sex



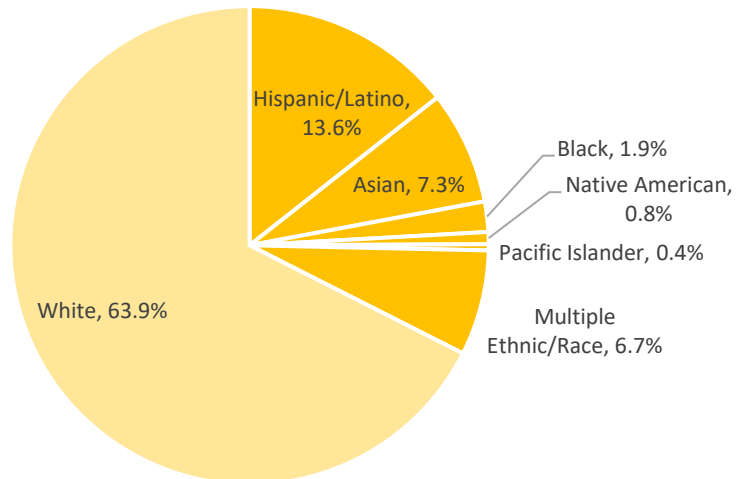
Student-Athletes - Legal Sex



Ethnicity

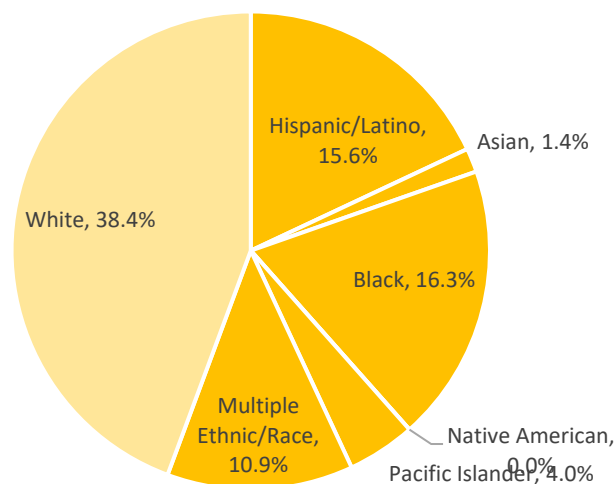
According to institutional data, white students make up the largest group within the UHC at 63.9%, while the Hispanic/Latino population makes up 13.6% of the UHC population. The Pacific Islander population is the smallest at 0.4%, which is only slightly smaller than the Native American population. Unlike the University Honors College, white students only make up 38.4% of the student-athlete population.

Honors College - Demographics

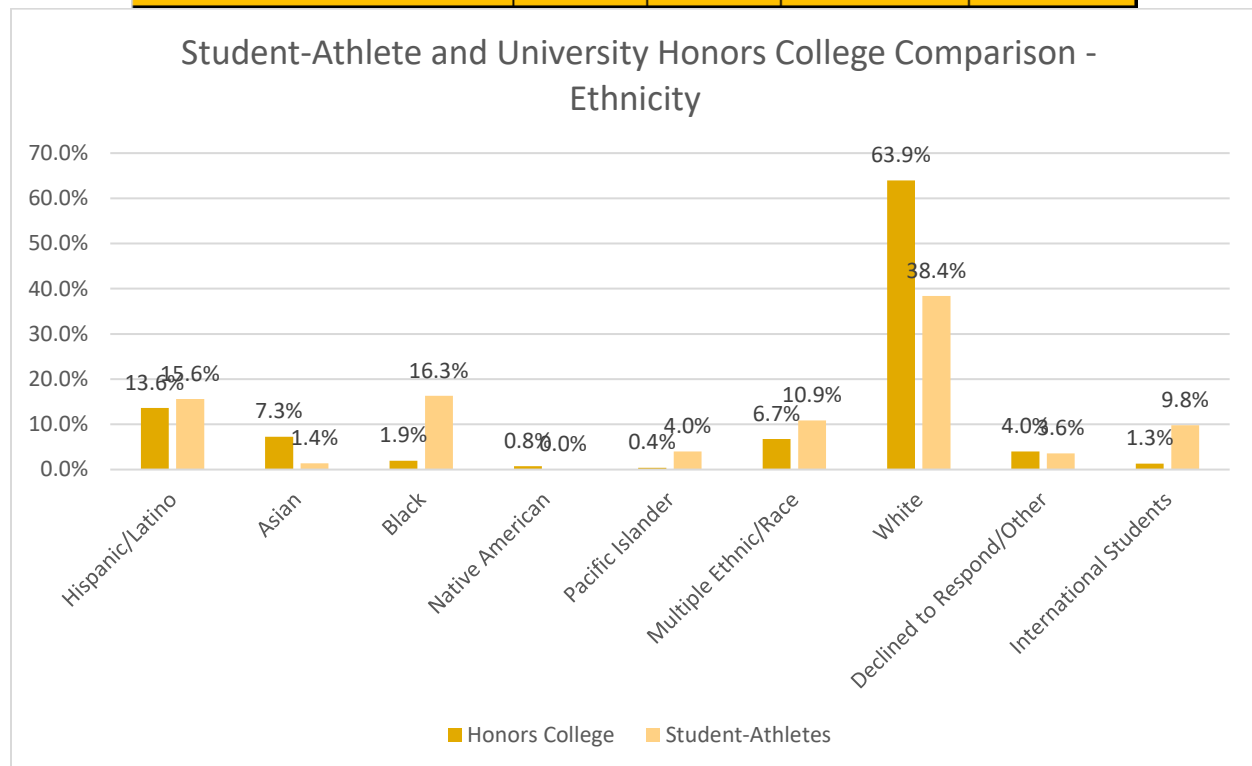


When looking at the student-athlete population, white students make up only 38.4% of the athletic program. The majority of the BIPOC consists of 16.3% Black students, followed closely by the Hispanic/Latino population at 15.6%.

Student-Athletes - Demographics



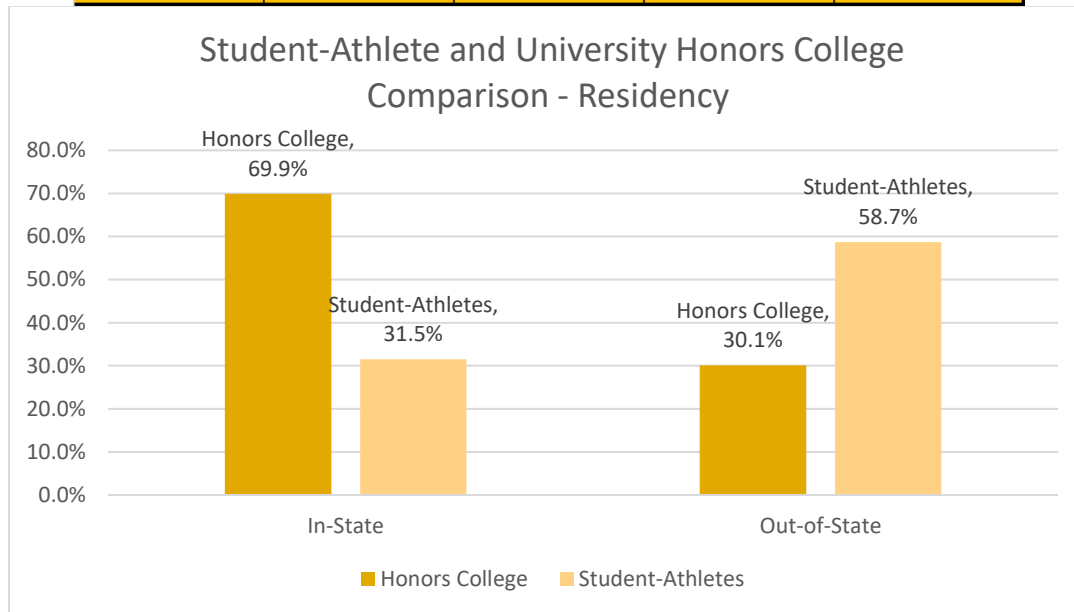
Student-Athlete and University Honors College Comparison - Ethnicity				
Ethnicity	Honors College		Student-Athletes	
Hispanic/Latino	105	13.6%	43	15.6%
Asian	56	7.3%	4	1.4%
Black	15	1.9%	45	16.3%
Native American	6	0.8%	0	0.0%
Pacific Islander	3	0.4%	11	4.0%
Multiple Ethnic/Race	52	6.7%	30	10.9%
White	493	63.9%	106	38.4%
Declined to Respond/Other	31	4.0%	10	3.6%
International Students	10	1.3%	27	9.8%
All	771	100%	276	100.0%



Residency

Unlike the University Honors College, 58.7% of PSU athletes are out-of-state students. Not included in this population is the 27 or 9.8% of athletes who are international students. The UHC has 69.9% in-state students.

Student-Athlete and University Honors College Comparison - Residency				
Residency	Honors College		Student-Athletes	
In-State	539	69.9%	87	31.5%
Out-of-State	232	30.1%	162	58.7%
International	-	-	27	9.8%
Total	771	100.0%	276	100.0%



PORTLAND STATE UNIVERSITY – STUDENT-ATHLETE V. FULL-TIME UNDERGRADUATE STUDENT COMPARISON

Portland State provided Collegiate Consulting with student-athlete and full-time undergraduate demographic numbers. The percentage calculations were completed by Collegiate Consulting.

PSU's current full-time undergraduate population is made up of 11,630 students. Of these students, 49% are white. When comparing this to the student-athlete population, only 38% of student-athletes are white. The majority of student-athletes identify as "non-white."

When looking at residency, nearly 80% of full-time undergraduates are from Oregon, compared to only 32% of student-athletes hailing from The Beaver State. The student-athlete population also has 6% more international students than full-time undergraduates.

In terms of academics, student-athletes outperform full-time undergraduate students. Student-athletes' average GPA is 0.1 point higher and their six-year graduation rate is 37% higher than the average full-time undergraduate student at Portland State.

Portland State - Student-Athlete Comparison											
Portland State	Students	White Students	Non-White Students	DNR	In-State	USA	International	First Gen	Retention	6-year Graduation	GPA
Full-time Undergraduate	11,630	49%	47%	4%	79%	17%	4%	37%	73%	48%	3.27
Student-Athletes	276	38%	58%	4%	32%	59%	10%	20%	NA	85%	3.37

PORTLAND STATE UNIVERSITY – SUPPORT SERVICES

Collegiate Consulting gathered information on support services within the Portland State Athletic Department. The information in this section is pulled from the 25-plus interviews with Portland State athletic administration.

Business Office

The Portland State Athletics Business Office consists of the following:

- Business Manager
- Insurance Coordinator
- Athletics Fiscal Officer (PT)

After several interviews, it was clear the PSU Athletics Business Office is understaffed. In reality, two people are employed within the business office, and one person manages the audits, EADA information, budget and revenue and overage.

Although more staff is a necessity, there is not enough time to train someone new because of how busy employees are. The PSU athletic department is so understaffed that they don't have time to conduct an analysis of time spent, evaluation of operations and areas to improve. One of our recommendations is that the institutional business office assist in the interim.

External Affairs

The Portland State Athletics External Affairs Office consists of the following:

- Associate Athletics Director/External Operations
- Director of Game Production and Fan Experience
- Manager of Sales and Service
- Development & Fan Experience Coordinator

Fundraising

Athletics was the last major part of the institution to have its primary fundraiser housed under the Foundation. This was a step forward, but according to many within the department, it would be better to have several primary fundraisers. This would allow for the mending of relationships between estranged donors and the engagement of more people with other community leaders in Portland.

Ticketing

Portland State sells tickets for four varsity sports: Men's and women's basketball, football and women's volleyball. The Manager of Sales and Service is focused on growing the fan base by providing access to these ticketed sports. Based on our conversations, the accessibility and ease of renewing season tickets varies, as some have reported no trouble at all, while others have had to reach out or lay their claim for potential accommodations. PSU has recently outsourced its ticket sales rights to the Aspire Group, and we are confident this will significantly improve ticket sales and customer service.

Media Relations

The Portland State Athletics Media Relations Office consists of the following:

- Associate Athletics Director/Media and Communications
- Assistant Media Relations Director
- Media Relations Assistant

Similarly, the Media Relations team is lean. The entire department has worn many hats, especially during this past year, when all teams were playing at the same time.

As far as communication strategies, it is clear there is not enough communication from the athletic department. Student focus group comments and questionnaire responses indicated a surprising number of students were unaware Portland State was Division I or even had a varsity athletic program.

When there is communication, it is disorganized and there are items coming from several different places.

Compliance and Student Services

The Portland State Athletics Compliance and Student Services department consists of the following:

- Associate Athletics Director for Compliance & Student Services/SWA
- Associate Athletics Director - Academics
- Assistant Athletics Director/Academic Support Services
- Compliance Coordinator
- Academic Advisor/Director of Student-Athlete Development
- Academic Advisor

The Compliance Department at PSU was once described as "a 1.5-man shop" during our interview process and is easily one of the most understaffed

departments. Essentially, only two people are responsible for keeping all athletes eligible, while also juggling a multitude of other responsibilities. During feedback gathered through interviews, it became clear the department is understaffed. Additionally, as noted in recommendations, the Registrar's Office needs to be the primary point of contact for student-athlete certification, which was also noted in the *NCAA Compliance Audit* in 2016-17.

As far as Student Services, this department is also understaffed. Many student-athletes have noted that their academic advisors in athletics and those within their majors do not communicate as frequently as they would like. When asked what advice veteran athletes would give to freshman, they noted they should use their major/school advisor more often.

Sports Medicine

The Portland State Sports Medicine Team consists of the following:

- Director of Sports Medicine
- Assistant Director of Sports Medicine
- Two Assistant Athletics Trainers
- Two Graduate Assistants

Throughout the interview process, the sports medicine and strength and conditioning team was a top-listed concern for student-athletes and coaches. Graduate Assistants are doing the job of what should be certified athletic trainers. Several teams do not have an athletic trainer present at practice or available to travel with the team. In addition, obtaining access to preventative treatment can be very difficult, as the team is so understaffed that they are reacting to injuries rather than proactively preventing them.

Operations and Facilities

The Portland State Operations and Facilities team consists of the following:

- Director of Operations and Facilities
- Assistant Director of Operations and Equipment
- Office Specialist

Strength and Conditioning

The Strength and Conditioning department includes the Director of Strength and Conditioning. Along with athletic training, this was the biggest concern for student-athletes and coaches. With only one strength and conditioning coach for the entire department, it is extremely difficult for athletes to get the attention and sport-specific knowledge they need.

Football has its own strength and conditioning coach, which has created some frustration when this coach is assigned to other teams.

PORTLAND STATE UNIVERSITY – SWOT ANALYSIS

Strengths

- Student-athletes are excellent students with superior GPAs
- The Viking Pavilion
- Long-term staff is dedicated to Portland State athletics
- Groups of stakeholders are committed and involved in Portland State athletics
- Located in Portland, a city that provides strong support to its professional athletic teams

Weaknesses

- Poor internal communication from athletic department to academic side, including faculty and non-student-athletes
- Unorganized external communication to alumni and donors
- Unengaged student body
- Widespread misunderstanding of athletic department and funding
- Several athletic teams, including football, play off-campus
- Lean athletics staff with lower-than-average salaries
- Poor relationship with the city of Portland
- Groups of stakeholders are displeased and uninvolved in Portland State athletics
- Lack of strategic vision within the department

Opportunities

- Alumni Association is being moved under the PSU Foundation, which creates potential for improved external communication
- Once the COVID-19 pandemic comes to an end, people could be more willing to attend athletic events
- Athletics leadership is going through a change
- Lack of involvement from some students stems from lack of information, not interest
- More than 100,000 alumni still located within the Portland area
- Developing a communication plan, as well as a strategic plan, can provide a mission and vision for the department
- There is potential to increase involvement across campus

Threats

- A leadership change can cause uncertainty
- Transition period is yet-to-be determined
- Non-traditional student body has priorities other than athletics, making involvement difficult

- Recent volatile incidents in Portland can deter potential students

PORTLAND STATE UNIVERSITY – RECOMMENDATIONS

Throughout the last several months, Collegiate Consulting gathered and analyzed a significant amount of data on Portland State, the Big Sky and several Division II and Division III options. In addition, Collegiate Consulting interviewed more than 150 Portland State stakeholders. Throughout this process, Collegiate Consulting curated a list of recommendations for Portland State Athletics.

Strategic Plan

Nearly everyone interviewed referenced a lack of vision and clear plan for athletics. Requests for the most current athletic strategic plan, marketing plan, ticket sales, etc., indicated those documents did not exist. Multiple internal interviewees, as well as previous administrative and athletic administrators, stated they were unsure if an athletic strategic plan had ever been developed. This is a critical first step and identical to our project, including both internal and external stakeholders.

External Revenue

As part of our review and study, Collegiate Consulting developed a six-year pro forma with a focus on significantly increasing external revenue. Revenue goals have been developed specifically for football (\$2 million per annum) and men's basketball (\$1 million). PSU has outsourced ticket sales (Aspire) and corporate sponsorships (Peak), and the first critical step is hiring the correct general manager for both properties and hitting external revenue goals in both categories. Advancement has more ambitious goals and the foundation will need to continue to diligently repair existing relationships and develop new relationships.

▪ Stewardship and Donor Relations

- Repair and prioritize relationships with high-end donors
- Cultivate a community around PSU athletics by consistently hosting events and inviting alumni and donors to games
- Expand and improve communication and stewardship with all donors

Divisional Alignment

Collegiate Consulting does not recommend reclassification to Division II/GNAC or Division III/NWC. Regarding Division II, the reasons are two-fold: First, the GNAC, which is the best fit from a geographic standpoint,

only has three football-playing institutions (as a side note, the RMAC does have 10 football-playing members, but with 11 member-institutions in the state of Colorado, we are not confident of an invitation to join the RMAC).

Second, although PSU's budget would be dramatically reduced to \$8.5 million, direct institutional support would be reduced by less than \$950,000 in FY2026 compared to FY2023. Also, as noted in the *Division II – Revenue Pro Forma*, external revenue would account for 7% of the budget, with student athletic fees, institutional support and lottery monies comprising 93% of the budget.

A full analysis was conducted for Division III. As a public institution with an undergraduate enrollment of 20,000 compared to the Northwest Conference, which is composed of nine private institutions with an average undergraduate enrollment of less than 2,000, there is little-to-no chance PSU would be invited to join the NWC.

Football Stadium

Although, we agree with the unanimous assessment of all internal and external stakeholders that Hillsboro is not an ideal situation, Collegiate Consulting does not recommend a campaign to build a downtown stadium. Providence Park, with the conditions placed upon PSU for usage, is not an option; and, as we learned from the Lincoln High School stadium project, cost overages in excess of the \$10 million agreed upon by the district for the construction of a 1,500-seat facility would be 100% PSU's responsibility. Architect renderings of increasing capacity to a 10,000-seat facility projected those costs at \$50 million, due to environmental-impact issues of expanded construction.

Annual Reviews

It will be important to develop **substantive** annual reviews with clearly defined goals across multiple categories and expectations for each department and program.

Director of Athletics

As PSU undergoes the search for its next Director of Athletics, a critical component will be finding an AD who is externally focused with a strong advancement background. As noted in the stakeholder interviews, there has been a disconnect between athletics and PSU's high-end donors, as well as within the institution and athletics. It will be important for the next AD to be

a strong communicator and visible presence both on- and off-campus. In the coming wave of NIL legislation and the Supreme Court decision regarding pay-for-play, the next PSU Director of Athletics must be able to adapt to new processes and protocols. An ideal candidate will be someone who can dig and fit into the role and prove flexible. The search process needs to be thorough and comprehensive and include a broad search committee of both internal and external athletic stakeholders.

Compliance

The registrar's office will take over primary duty of student-athlete certification with support from the athletics compliance office and faculty athletics representative.

Competitiveness

Consistent success with the men's basketball and football programs was repeatedly mentioned as a critical component to increase student support and generate much-needed external revenue. [As noted in the Competitive section](#) for both programs, neither program has witnessed sustained or consistent success at Division I/Big Sky. The success of these programs needs to be a strategic priority of the athletic department and institution.

Sport Fundraising

Athletics will create policy that head coaches cannot fundraise to increase their salary. In addition, a policy will be developed as to which meetings must include either the AD or an advancement officer with regard to sport/head coaches fundraising efforts.

Employee Welfare

As part of the strategic plan, PSU needs to undertake initiatives to recognize athletic staff. Interviews with nearly all administrative and coaching staff repeatedly discussed lack of communication and a disconnect with athletic leadership. Items such as reinstitution of the monthly athletic luncheon (part of Mark Rountree's era), the need for a consistent meeting schedule with departments and coaching staff, offering professional development opportunities, and acknowledgement/communication of outstanding success or activities are baseline items that need to be (re)implemented into the intercollegiate athletics program.

Campus/Institutional Relationship

- Annual presentation to Faculty Senate by FAR to highlight and recap student-athlete academic success
- Develop monthly reports on student-athlete success on and off the field to distribute to campus leadership and respective schools and colleges
- Invite and recognize faculty and staff to athletic events and games
- Attendance by senior staff and/or head coaches at campus-wide events
- Create opportunities for students to use academics to get involved in athletics (research opportunities, creative opportunities, etc.)
- Encourage student-athletes to attend non-athletic events
- Engagement by SGA and SAAC

External Stakeholders

After much discussion with external stakeholders, engagement and communication is key to their level of involvement in PSU athletics. Having a clear and strong vision will help external stakeholders and alumni feel more encouraged about the current position of PSU athletics.

In addition, having visible student-athletes and coaches can assist in developing these relationships and making them stronger.

Portland State Athletics has a group of external stakeholders who are very passionate about the program and do a lot within the athletics community. It is important to highlight these stakeholders and recognize the value of their involvement.

Communication

- Work with the foundation/alumni association to coordinate and organize communication to stakeholders
- Represent athletics in campus communication
- Improve transparency and communication with regard to budgetary information
- Ensure athletic schedules are widely available/accessible online and on campus

Staffing

PSU's staffing levels currently resemble a Division II model rather than a mid-major Division I model. This has impacted the entire department and student-athletes.

- Deputy Athletics Director
 - o Throughout our interviews with Portland State stakeholders, it was evident that senior leadership is understaffed, and athletics is in need of a person second-in-command who can manage day-to-day operations, especially with the recommendation that the new AD is focused on external revenue generation.
- Asst. AD – Annual Fund
 - o There is an immediate need for a second fundraiser within the Foundation with focus on the annual fund.
- Compliance/NIL Coordinator
 - o Throughout interviews, it became clear that the compliance office is significantly understaffed. With the NIL rule changes, this department is going to have an added layer of complexity.
- Asst. Athletic Trainer
 - o Portland State’s athletic training department relies heavily on graduate assistants. The lack of certified trainers has led to difficulty in obtaining treatment and often more injuries.
- Asst. Director – Strength and Conditioning
 - o While Portland State currently has two strength and conditioning coaches, one is football specific. The addition of another strength and conditioning coach could improve athlete performance and overall health.

Student-Athlete Welfare

- Increase the awareness of SA academic achievement
- Put more faces to names of SAs
- Spread details of SA-garnered funds from the NCAA
- Improve on-campus security especially around Viking Pavilion
- Work with institutional counseling/mental health services to provide expanded services to student-athletes
- Offer education and support in developing NIL opportunities for student-athletes

Other

- Consider rebranding study for Viking name and mascot
- Develop official policy and statement in support of transgender, gender non-conforming and non-binary student-athletes

- Expand the Viking's Cup or competition amongst student-athletes to include game attendance, GPA, participating in SAAC events and attendance at campus-wide/ASPSU events
- Offer unique promotional events for attendance at athletic events

SECTION IV: PORTLAND STATE INTERVIEWS

SECTION IV: Portland State Interviews



PORTLAND STATE UNIVERSITY INTERVIEWS – SYNOPSIS

Collegiate Consulting began Portland State's Intercollegiate Athletics Review by conducting several interviews and focus groups. This process helped provide an understanding of the current situation and historical context of Portland State athletics. It also provided a guide for research and benchmarking analysis.

Throughout this two-month interview process, Collegiate Consulting interviewed about 70 stakeholders including athletics staff, institutional staff, administration, donors, former staff and donors. In addition, several student and student-athlete focus groups were conducted, resulting in more than 25 interviewees. Several themes, including communication, engagement, vision and collaboration, were brought up in almost every interview.

The theme of engagement, or lack thereof, was exemplified through the interview-scheduling process. Collegiate Consulting and Portland State identified several candidates for one-on-one or small group interviews. These stakeholders held a range of positions including but not limited to athletic admin, coaches, donors and institutional admin. These one-on-one or small group interviews were meant to provide a comfortable sharing environment and learn more about a specific topic or program.

The theme of engagement, or lack thereof, was exemplified when scheduling some of the one-on-ones, but mostly the focus group. Typically, Collegiate Consulting hosts double-digit focus groups that include anywhere from eight to 12 interviewees. Throughout the scheduling process, it became increasingly difficult to get this large of a group together to discuss PSU athletics.

Of the Collegiate Consulting team members who were on the interview calls, several noted that the focus groups sessions with at least six interviewees often provided some of the most valuable feedback and insight to the true opinions, knowledge base and climate at PSU. The lack of true focus groups has limited the breadth and depth of knowledge that Collegiate Consulting was able to gather throughout this process.

PORTLAND STATE UNIVERSITY INTERVIEWS – DIRECTOR OF ATHLETICS

Collegiate Consulting interviewed Portland State’s Director of Athletics, Valerie Cleary. This interview was conducted as a one-on-one, 90-minute interview.

Overall Experience

Valerie Cleary was hired as Portland State’s Director of Athletics on Dec. 6, 2016. Since that time, she has worked under three different presidents. With the changing dynamics came various levels of support for athletics. Cleary currently sits on the Executive Council and is the first Athletic Director at PSU to do so. This experience has created a good working relationship between Cleary and the president, Dr. Percy.

Viking Pavilion

When Cleary was first hired, the institution was in the middle of building Viking Pavilion. She was brought on when there was still “a hole in the ground” and things needed to complete the project. During this time, the current fundraiser for the Pavilion came to Cleary and said that they were about \$20 million short – which needed to be accounted for in three months.

Cleary, along with the rest of the department, got the Pavilion funded. In addition to contributed resources, there was about \$2 or \$3 million allocated from student fees. The Viking Pavilion has helped improve the culture within campus athletics and was one of the “hot moments” of campus sports. These moments, similar to the 2016 football season and the men’s basketball team leading perennial powerhouse Duke University at halftime, created some momentum for the department and generated revenue through ticket sales or other streams.

During the construction and pro-forma process of the Pavilion, it was clear the projections of its concert and events capacity, as well as its overall revenue, were overestimates. The Pavilion does not have specific capabilities for lighting, space and various elements needed to host concerts.

Cleary also noted that the Pavilion gave the impression athletics has a lot of money, which can create difficulties in relationships outside of PSU sporting use.

General Student Population

When asked about the relationship the general student body has with athletics, Cleary echoed the sentiments of others, noting that it was “ambivalent.” The relationship is not a hostile one, but generally speaking people do not care about athletics. Although about one-third of student-athletes live on campus, that does not generate a feeling of connectedness. Athletics is not currently in the university’s identity.

This feeling is exemplified in the relationship with the student fee committee. Cleary mentioned the formula used to determine the percentage of the student fee that goes to athletics. This formula can be difficult because it considers student attendance at games and a quarter of PSU sports ticket revenue. In addition, the people who are managing the game entrance are then responsible for counting all students upon entrance, which can be difficult. Although there is a margin of error within the formula, there is still a lot of opportunity for truthful accounting to fall through the cracks.

Donors and Fundraising

Cleary was the first to note the difficulties of her relationships with donors. When it comes to the core group of donors, Cleary claimed she was the one who often took the brunt of frustration and several people do not agree with her leadership style. In addition, the relationship was difficult from the beginning due to her being directly appointed and selected after an extensive search (and approved by the Board of Directors thereafter). In terms of fundraising, athletic fundraising is now housed under the Portland State Foundation. If one were to treat athletics as a college/school, it would be the last one to have its biggest fundraiser housed in the Foundation. Previously, athletic fundraising was under a separate, smaller collective, and it was doing its own “mom-and-pop fundraising.” Now, more opportunities are open to a larger group of alumni.

PORTLAND STATE UNIVERSITY INTERVIEWS – ATHLETIC ADMINISTRATIVE

Collegiate Consulting interviewed several members on Portland State's senior leadership staff. These interviews were conducted in a one-on-one setting. The following section reflects the feedback gathered.

Staffing

One staff member started the interview with how they wanted to be a big fish in a small pond, which is why they came to Portland State, but asserted that Portland State is an extremely small pond. Similar to how the Director of Athletics mentioned the "hot moments" of athletics, this staff member noted there are several opportunities to capitalize on the momentum of athletics, but the department does not have the staffing resources to do so. On the external side, staffers said it is extremely difficult to make headway with donors or other outside stakeholders with a limited staff and a Director of Athletics who does not have an "external mind."

As far as the internal side, staffing is equally lean. Within compliance, strength and conditioning, athletic training, facilities and communication, the Collegiate Consulting team heard about the difficulties of a lean staff. Members of the senior staff mentioned they have desired new or additional people, but it can be difficult to train "green" or not-as-experienced staff members. One person noted, "We just keep running, because to stop and re-evaluate things would take too much time."

Within athletic training, there are a lot of graduate assistants. These graduate assistants do their best but can require a lot of training and then leave within two years. There is some turnover in other departments as well. One staff member said it was because PSU does not have the budget to keep people, and all positions are underpaid significantly when compared to the conference average.

Within other departments, some of the first or second assistants are not full-time, and senior members of the staff would like to see these people become full-time staff members. Doing so would help capitalize on "athletic momentum" on all fronts, external and internal.

The athletic department has been asked to do "so much with so little." This stretches the staff thin and, at minimum, they would like to be staffed at the level where they can meet expectations.

Across-Campus Relationship

Throughout these interviews, there were a lot of conversations about the relationship athletics has across campus with the academic side. One interviewee noted the general feeling in Portland is there isn't an appreciation for things that are "mainstream." Athletics is typically mainstream and may even represent an outdated, antiquated sense of collegiate worth to the modern-day PSU academia. This interviewee noted that in the past, they have seen petitions to remove athletics.

In addition, there are a lot of misconceptions about student-athletes. One senior staff member noted some athletes do not want to tell their professors/instructor they are student-athletes because of the jaded preconceived notions toward athletics.

The "people across street," meaning people on the scholastic side, are not knowledgeable or interested in college athletics. They also do not understand how athletics operates, especially how funds are allocated. When something good happens, they become very interested and are big fans, but otherwise they are not involved.

Athletic Vision/Fundraising

Some interviewees talked at length about the vision, or lack thereof, of the athletic department, especially on the external front. There are opportunities for fundraising in Portland, but the affinity for PSU and athletics is not there.

To get people involved and behind athletics, there needs to be a clear, concise, and more importantly, consistent message. That vision needs to have support from the university and institutional leadership to be successful. In addition, the high turnover within the athletic department makes it difficult for people to "go to bat" for people in athletics.

In terms of fundraising, people have mixed feelings on the Portland State University Foundation. One person noted that the dynamics of the workflow and how relationships are managed are not good. There is not a lot of organization within the Foundation, and they are reaching out to people several times for different things. In addition, athletics does not have an adequate number of fundraisers. A few interviewees gave the following example: The school of business has three fundraisers, but athletics just has one. The athletic department must have "boots on the ground" in order to fundraise.

There are also other perceived difficulties when it comes to the Foundation. Because all donations go through the Foundation, the Foundation is taking about 5% off the top of all donations. Although this is a standard practice for many institutions, there are a lot of people within the athletic department who are frustrated by this. In addition, sometimes the Foundation does not

deposit checks without having a letter of intent stating where it will be spent.

One interviewee noted it is imperative to double-down on the Foundation because athletics needs the money. Also, the leadership are not in-step, which makes donors feel like they are stuck in the middle between the Foundation and athletics.

Contrary to this, another interviewee noted that athletics and the Foundation do a good job of communicating. Within every important conversation with the Foundation, this interviewee noted the question "how can the Foundation support athletics?" is posed to all donors. This is because the Foundation sees the importance of athletics and wants to support them.

It is clear there are differences in opinions when it comes to athletics and the Foundation. Based on the conversations, these differences often stem from the lack of communication between the two departments. Regardless of how the relationship currently is, communication must improve.

Student-Athlete Experience

The extension to all these conversations is how they impact the student-athlete experience.

One person noted how the student-athlete experience is tied to the major gift pipeline. Major donations are extremely important, but often, they are one of the most glaring things within a mid-major institution. When students, non-student-athletes and student-athletes alike are at the institution, it is important to help them develop a bond to the institution. Some former student-athletes did not have a great experience at Portland State. Although many things have changed throughout the institution, it is hard to combat the fact that some former students did not want to be at Portland State to begin with.

Members of the institution noted they feel as though the current student-athletes have a good experience. Some of the senior members of the staff also travel with the teams and see this firsthand. With such a small staff, the student-athletes receive an individualized amount of how much the coaches and administration care about them.

If there is one thing Portland State is good at, it is paying attention to the students. The students are the pulse of the athletic department, and it is important to ensure a positive experience. The department is working toward improving this experience through revising the student-athlete survey and improving mental health services.

PORTLAND STATE UNIVERSITY INTERVIEWS – HEAD COACHES

Throughout this interview process, Collegiate Consulting had one-on-one or small group meetings with Portland State head coaches. During these interviews, we spoke directly to all of the head coaches except for one, who had a family emergency at the time of our interview. This coach instead provided notes on things to discuss.

Student-Athlete Experience

One of the most important conversations Collegiate Consulting can have with coaches is about the student-athlete experience and what their perception of that is.

Overall, from almost every coach we talked to, we heard that the student-athlete experience at PSU is generally good. One coach notes that Portland State itself has a lot to do with having the students having a positive experience, but individual relationships between coaches and players does as well. This coach also strives to do fun activities on the road, which is something they have to fundraise for.

A theme in the student-athlete experience conversation is about the level of community and student support. Athletes always enjoy playing in front of and for an excited audience. Being an urban and non-traditional campus is a challenge, but it is important to cultivate that community.

One coach noted that Director of Athletics Valerie Cleary is extremely involved in and passionate about the student-athlete experience. This coach also mentioned Dana Cappelucci, who is a sport administrator. Regardless of how busy she is, her door is open to student-athletes if they want to talk about anything from their classes to an upcoming game.

When asked about why student-athletes come to Portland State and want to stay and continue to volunteer after their time as athletes, one coach mentioned is it simply the relationships. Athletes build lasting relationships that they value and want to hold on to, which is an extremely important part of the student-athlete experience.

Facilities

The facility conversation was different for each coach and program. For most programs, the on-campus facilities are minimal, and often not big enough for the team.

One coach, whose team does not use Viking Pavilion, noted that it has been a great showpiece to use for recruiting and stakeholders. Although this coach's team does not do any workouts on campus, that is a positive.

In terms of the on-campus weight room, this is something one coach is extremely proud of, stating the weight room is "our pride and joy." The coach goes down there at least once every two months to ensure that it is up-to-date and that everything looks good. This is a great place to take recruits and to show them what facilities are used on campus. In terms of this team's locker room, it got some money right before the COVID-19 shutdown to shine it up. The locker room is a livable space where these athletes can come and relax. This coach noted that it is not where he would like it to be, but still a positive.

Another coach noted that although they do not play on campus, they would really like to. Locker rooms are not big enough for the number of athletes on the team, but this is not a high priority for that particular program.

Although this coach would never consider COVID-19 a positive, this team was able to get access to more on-campus facilities throughout the last year, which has heavily improved the team's statistics. This specific facility had to be fundraised for by the coach.

Several coaches who compete and practice off-site noted that scheduling is often difficult with the facilities, as is getting a time that will work with students' classes. The off-site facilities also require up to 30 minutes of driving time, which then needs to be built into the athlete's schedule.

Recruiting

Throughout this interview process, we heard mixed thoughts on recruiting student-athletes to Portland State.

Some coaches noted that the current situation within the city and its civil unrest has made it extremely difficult to recruit. The coach noted that only one current recruit has been on campus. It has been difficult to take people on visits due to the amount of homeless people on campus. This coach would like to see more money put into campus safety such as: locks on dumpsters and more parking garage security that costs student-athletes \$130 a month to park in. This coach feels as though these measures could help recruiting.

Another coach stated differently, since they have not done any on-campus visits in about two years this has not impacted recruiting at all. This coach noted that recruits do not know what is going on downtown and what is going on downtown hasn't impacted them because of COVID-19. This coach joked that COVID-19 was almost a positive because they did not have to show the locker room.

Another coach said their selling point is the city of Portland. The positives of being in the city are that student-athletes can make connections through jobs and internships much easier than being in a small town. Regardless of these opportunities, this coach did mention some parents have been concerned about their athletes going to school in Portland. Due to this experience, this team has utilized the transfer portal this season, which has helped get older kids who might not be wary of a large city.

Other coaches talked more about the "traditional" or pre-COVID recruiting environment. These coaches are typically recruiting the same kids as other Big Sky institutions since many students can get West Coast scholarships.

One coach cited the low monthly stipend provided by Portland State as a deterrent, noting that \$800 a month is too low to live off-campus and the on-campus dorms are not an incentive to attend PSU. This coach actively finds jobs for his athletes.

Another coach noted the difficulties in recruiting came from financial aid and budgetary reasons rather than the city. The difficulty in recruiting comes from not knowing the scholarship budget for the upcoming year. Collegiate Consulting chatted with this coach in May, and they were still unsure if they would be able to bring on another player. This coach also noted that the recruiting budget was very low, which made it difficult to get the brand out.

Strength and Conditioning

Almost every coach we talked to had nothing but high praise for the Director of Strength and Conditioning, Scott Fabian. One coach went as far as to say that if "Coach Fabian ever decides to leave, then the athletic department won't know what to do." Along with mentioning how great Fabian is, another coach mentioned he is severely understaffed.

They noted another strength and conditioning coach was hired, but this person was a football-specific strength and conditioning coach, which did not do much to assist with Coach Fabian being understaffed. In addition, due to the football-specific designation, it makes it difficult to give this coach other teams because their knowledge does not expand to other sports.

Athletic Training/Sports Medicine

In almost every conversation Collegiate Consulting had with coaches, they expressed their frustration with the athletic training room. Every coach noted it was understaffed and does not operate in the most optimal way.

The significant amount of Graduate Assistants in the training rooms is causing frustrations. Sometimes, the graduate assistants are younger than the student-athletes, which creates difficulties. With the trainer being so young and not certified, they are often not as knowledgeable as a full-time trainer. One coach noted that one of the staff members who has been there the longest is a graduate assistant.

One coach noted athletes need and want to go to the training room but end up not going because of the experience. Also, an athlete had a recurring injury, which could not be fixed or understood until this person sought outside treatment. This should have been fixed years ago but was not due to hesitancy over going to outside treatment and lack of knowledge of the training staff.

Another coach mentioned that the difficulties extend to the doctors and insurance. Working with the doctors/hospital is a “sprained ankle” and the insurance is difficult. There is a consistent message about the doctors not knowing how athletics work or knowing how to treat athletes. Things like workload, schedules and seasons all impact student-athletes and this is not something these doctors seem to understand.

One team is on its fourth athletic trainer in five years, and the first four weekends of its season, it did not have a trainer traveling with them. The student-athletes feel like they are getting the short end of the stick, which makes things difficult for the team.

Having a knowledgeable and properly staffed training room is vital for any athletic department.

Across-Campus Involvement

When asked about cross-campus involvement with athletics, the majority of coaches said there is very little excitement or involvement with athletics. Some coaches who have experienced a winning season or postseason appearance have seen some uptake in student involvement and attendance.

When it comes to professors, only a few coaches have had experiences with professors who are not as understanding with athletics schedules, but overall

most have been really good. One coach noted that the academic advisors are great and often help when/if there are any problems.

In terms of coaches being involved across campus, different programs have stronger relationships with different departments. Some are very involved with housing, some with financial aid, and some with other aspects. COVID-19 has made the last year difficult and disconnected.

A few coaches noted under former Director of Athletics Mark Roundtree, there would be frequent breakfasts with the advising team, financial aid team, housing and other teams. The coaches felt that this was really beneficial in curating important relationships across campus and hope this is something that can happen again.

Marquee Games

One coach seeks to accumulate more competition with “big name” college competitors. He believes this affects all sports and brings attention to an otherwise overlooked athletic department. This kind of spotlight tends to showcase the programs, not only nationally but also locally – this is especially important with the local media focusing on area schools like Oregon and Oregon State.

Marketing and Promotion

This year brought difficulties for almost all aspects of the athletic department, but specifically in communications. With all of the sports going on at the same time, it became difficult to manage promotion of all teams.

Once coach noted that this department is not staffed well enough to handle a revenue sport like basketball, so it definitely does not have time to promote smaller sports. However, if there were more staff to help promote the revenue sports like basketball it would also benefit the smaller sports.

Several other coaches noted that the communications department has been great. It has done its best with what it has and has helped support all teams the best it can.

A coach of a “revenue sport” said they are extremely fortunate because they are able to do a lot of promotional stuff, which is really exciting for athletes. This is not something all athletes get to do, so they are very happy when they get to.

Financial Support/Wish Lists

At the top of several coaches' wish lists is the ability to have more paid staff or pay their current staff more. A lot of teams rely heavily on volunteer assistant coaches.

Also high on wish lists is the ability to have more or higher-quality equipment. Some coaches noted that they are not able to afford game balls, which are drastically different than practice balls. Others noted that they are not able to provide their players with all of the proper equipment and have had to bring their own. One coach noted that if they had the proper equipment, they could get their athletes healthier and they could stay out of the training room.

PORTLAND STATE UNIVERSITY INTERVIEWS – FORMER COACHES

Collegiate Consulting interviewed three former Portland State coaches, as 30-minute, one-on-one interviews. The following write-up reflects the experience of these coaches.

Institutional Commitment to Athletics

All three coaches mentioned similar statements when it came to the commitment to athletics. People on the institutional side make it feel like they did not want athletics to exist. One coach noted the lack of commitment to athletics, particularly football, was coming from the president down. With three presidents in four years, it became difficult to set a plan in place and address athletics living in limbo. Once the president or institution makes a full commitment to athletics and football, this former coach feels some of the current problems will solve themselves. Nothing will be able to grow without 100% support.

Another former coach added that too many people say, “it is just Portland State.” This statement gives no sense of urgency to the importance of athletics and solving problems that face both the institution and athletic program. Regardless of the city of Portland and where the football team is located, there needs to be a sense of urgency.

Viking Pavilion

When talking about Viking Pavilion, former coaches noted that it is a fantastic facility and one of the best in the Big Sky. They also mentioned the original plans had changed with the office and locker rooms. There should have been more done to make the facility “home friendly” by having larger/more offices and locker rooms. Regardless of this, it is still a great asset for the institution.

Leaving Portland State

One coach noted a strong desire to stay at Portland State, but felt there was little care and no effort on behalf of PSU to keep them there. This coach had scheduled a call with the Director of Athletics Valerie Cleary to talk about potentially staying at Portland State. The Director of Athletics was a no-show for this call and never rescheduled.

Donors

One coach spoke at length about relationships they had with athletic donors. This coach worked hard to maintain these relationships, as donors were essential to their success at PSU. This former coach was told by the Director of Athletics if they needed or wanted anything, they would have to fundraise

for it. Due to these circumstances, this coach was one of the few people within the department who actively maintained relationships through lunches, phone calls or other opportunities.

Regardless of the current situation or the challenges Portland State faces, the institution and athletic department have a lot of opportunity with being in a large city, being on the West Coast, having access to direct flights and more. With the right people and support in place, Portland State could be a contender in the Big Sky and a diamond in the rough.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – STUDENT-ATHLETE ADVISORY COMMITTEE

On May 18, 2021, 10 to 12 members of the Portland State University Student-Athlete Advisory Committee met with Collegiate Consulting to participate in a collective focus group. Students joined the Zoom call at unspecified intervals.

Campus Culture

Several students stated there is a cultural and physical divide on the PSU campus with the majority of athletic offices and facilities on one side of the campus and academic buildings on the other side. One female student-athlete said she thinks that while there is a definite divide, the student-athletes are less self-segregating than they used to be. Another SAAC member said that being a student-athlete is “isolating.”

Academic Effects

Two SAAC participants asserted that the faculty is not always accepting of student-athlete schedules, specifically that “labs are harder to schedule.” Another male student-athlete said that the School of Business was particularly obstinate; “you have to make up pop quizzes, which really frustrates professors because it takes away the element of surprise.”

Off-Campus Games/Practice

Women’s tennis, track, cross-country and football bear the brunt of extended travel for off-site practice and/or games and tournaments. One women’s basketball player said she couldn’t imagine having to go off-campus as much as those sports do. One participant noted that student-athletes have “no time to eat” before practices.

Practice Venues

With track, softball and football sharing the same practice field, many SAAC members complained that the turf gets too worn down. Too many residents treat practice venues like public parks. A softball player said, “Our softball coaches have to let people know that it is a practice.” A football player added that people often walk their dogs on the field without cleaning up.

Campus Safety

In previous years, one SAAC member said, non-student-athletes have showered and even slept in locker rooms. Two more student-athletes suggested that the administration should literally put-up gates so community members are prevented from accessing the lockers. With Portland’s increasing homeless population, break-ins are frequent, and one female student-athlete admitted she has worried for her and her teammates’ safety.

On-Campus Living

A football student-athlete was very passionate about the dorms not providing privacy. He said that the resident hall rules were too extensive, yet off-campus apartments are too expensive for what the PSU stipend allows student-athletes to afford. Also frustrating is that grocery stores are half a mile away from the dorms, so it is difficult to stock up on snacks for when the dining halls are closed (for example, when returning to campus after a team travel event or game). At one point during the call, one participant said he felt like housing was not properly explained to him during recruiting – all 10 of 10 participants on the call agreed.

Athletic Department Messaging

Two female student-athletes suggested the administration and athletic department need to join together to enhance on-campus message about the athletic programs: sports currently being played, time of events, transportation...etc. One SAAC member even suggested a memo informing the faculty that Portland State is indeed a Division I school. Even literal messaging is a problem, said one participant. There needs to be more signage in front of facilities.

Positive Remarks

- Several student-athletes were highly complementary of the Director of Athletics and noted that she is “very hands-on.”
- One female student-athlete thinks it is “very cool on campus,” and wished she could spend more time with non-student-athletes.
- The academic advising team received high praise for all its assistance.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – STUDENT-ATHLETES

In the second student-athlete focus group, Collegiate Consulting interviewed 11 student-athletes from various teams to get an understanding of what daily life is like as a Portland State athlete.

Campus State Divide

When talking about the campus divide at PSU, one student-athlete mentioned “that is just how PSU is set up.” It is a commuter school, not a traditional campus. This creates a divide within the students and a lack of understanding as to what is going on in athletics.

During this discussion, it was clear the student-athletes are aware there is a misunderstanding of athletics and student-athletes. One athlete mentioned the struggles of working on group projects with students who are not athletes. There is a misconception of how the schedule is set up and that students missing class is an incorrect perception.

Another athlete mentioned that professors and those across campus need to hear stories of success from and about student-athletes. Student-athletes, on average, have had a higher GPA than that of undergraduate students, including “traditional undergraduate students.” There have been disconnects with professors in terms of availability to interact during appointed office hours (due to practice, training or competitions).

When asked about things that have or will potentially help, several athletes jumped in. One noted that having professors who have had athletes in class before helps. Another mentioned talking to athletes who have had professors in the past can be useful in course selection. Another would like to see academic advisors become liaisons between professors, coaches and students.

Overall, additional communication to institutional faculty regarding athletics and student-athletes would be of great assistance to everyone. The student-athletes are very tuned in to the campus and the divide.

Campus Security

As noted in other student focus groups, campus security and the level of safety on campus has been somewhat of an issue. When asked about this, the responses were relatively short. One athlete mentioned not having much interaction with campus security. Another has not felt unsafe on campus but makes sure to walk with a group.

Another told a story of seeing someone pull a knife out on campus a few months ago. The student-athlete kept walking.

Athletic Training

When asked about athletic training, there was a lot of feedback. The overall consensus was that the athletic department needs to hire more athletic trainers. The athletes said that the graduate assistants do the best they can, but lack of consistency and inability to treat large teams are issues. One athlete who has been at Portland State for their entire career said there is not a lot of space in the training room, which is difficult for the student-athletes.

This group reported that trainers have a lot of athletes to take care of and not everyone gets enough time. One athlete noted that this set-up makes it very difficult for all athletes, especially introverts, to get treatment. With such a crowded training room, athletes often have to remind trainers or push for the things they need, which can be difficult for less-outgoing students.

For student-athletes who are out of season, access to training is difficult. This was amplified during COVID-19 when all sports were playing within the same season. One athlete noted that during the off season was when a lot of athletes are getting injured. Another added that the training room is reactive and not preventative when it comes to injuries.

Getting in to see doctors also proves arduous. One athlete mentioned waiting for more than two hours to see a chiropractor. This was a similar situation with counseling services.

Counseling Services

Over the last year, especially with COVID-19, access to mental health services has become even more important. This question was posed in a way that did not require student-athletes to share personal accounts of their experience with counseling services. Regardless, some athletes were gracious enough to share their experiences.

One athlete needed access to these services over the past year and said the experience was extremely difficult. It took a significant amount of time to get an initial appointment. After that appointment, they were told it would take two weeks for them to be able to schedule their second visit. If the student had not heard from counseling services in two weeks, instructions were to call counseling services, putting the burden back on the patient.

Another student-athlete echoed this sentiment and mentioned the same thing had happened to them and one of their teammates.

One athlete also noted that their team had worked with a sports psychologist. They felt like this was a good thing for a while, but eventually

the athlete felt like the coach was telling the psychologist what they wanted out of the sessions, rather than what the athletes wanted out of the session.

For student-athletes, maintaining good mental health is as significant as maintaining physical health through workouts, practices and athletic training.

Athletic Needs

When asked about suggestions or needs, athletes from different teams had several suggestions. One athlete noted that having more paid staff would be very important for their growing team. They also mentioned that having more female coaches for women's teams is really important to them.

Other athletes who have practice facilities off-campus mentioned the difficulties of traveling and not having places to practice on campus. When traveling more than 30 minutes to practice and then another 30 minutes back, this really limits class schedules for athletes. It also makes it difficult when rain or other weather comes up in the area, a common occurrence in Portland. Having a place on campus for all teams or providing transportation is very important.

One athlete mentioned that when the athletes really need something, the coaches go to bat for them. Although the student-athletes appreciate and feel that the coaches are in their corner, they also find it frustrating this is necessary.

Another athlete noted there is not enough marketing when it comes to athletics. This athlete would like to see a larger push from the department and institution to get people to watch and be involved in sports. This athlete finished with the notion that there is not enough tradition within athletics. They noted that it is hard to build a culture and that one must have consistency to do so.

One athlete, who had not spoken the entire meeting, mentioned that those who were making decisions regarding athletics – specifically the budget – did not understand all of the intricate parts that come with being an athlete and having an athletic program.

The specific example given by this athlete was the difference between a full-time athletic trainer and a graduate assistant trainer. The administrators see that both would be working full-time, so they reason that will suffice, but they do not understand how drastically different these can be to athletes.

The fact that this student spoke up on this matter and this matter alone shows that the communication across campus and understanding of athletics is prevalent to the point that athletes are convinced their experiences have been impacted by this.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – STUDENTS

Collegiate Consulting met with a focus group of five students. These students were heavily involved within the institution in many ways, mainly through the Associated Students of Portland State or student government. These students also range in age and are involved in a variety of programs. Some were pursuing their undergraduate degrees, while others were Ph.D. or MBA students. This write-up reflects the feedback of this academically diverse collection of students.

Draw of Portland State

This conversation started with talking about the draw of Portland State. For all students, Portland State appealed to them for various reasons: location, family, price of living compared to other institutions, accreditation and accessibility to transfer students. There was only one student who noted that athletics had something to do with the decision to attend Portland State.

Pros of Portland State

The conversation then shifted to things that have made their student experience at Portland State positive.

This group talked a lot about the student fee-funded areas and the student government experience. The students at Portland State have a relatively heightened sense of autonomy because the student fee committee delegates where student fees are allocated. Having a say in how the fees are split is a very important issue to this group and students at-large. They noted that there is a specific process to be a fee-funded area and that athletics is the reason the fee-funded areas were created.

One student expressed pride in the student fee allocation system, as it is not something they have seen at other institutions.

Additional positives include the following: A lot of student media, student legal services, opportunities to create contacts within the city and the recreation center.

Areas Lacking at PSU

These students felt the institution was very decentralized, especially in terms of information. There is not one place to go and find out what is happening in and across campus. There are a lot of different groups and places that are sending information, and it can be overwhelming.

These students echoed the views on communication that we have heard from almost every group within and outside of the institution.

A potentially centered hub could serve as a contact point for information dissemination of all kinds: Athletics, health, emergencies, weather, construction, etc.

Views on Athletics

The conversation about decentralization shifted towards athletics. One student noted there is a lack of community around athletics. The example this student provided is that many institutions have their own Barstool Sports Twitter or Instagram accounts. This is something that is used to reach the public and create some kind of buzz around athletics. This student noted they were shocked finding out Portland State was a Division I institution.

The “traditional-age students” often see Portland State and Portland State athletics as a second choice. Several community members see it as more of a convenience rather than a choice. In addition, there are many faculty members who are also working professionals in other fields. This contributes to the idea of PSU being second.

Because athletics is not integrated within academia, it feels like the money going to athletics *only* serves the students participating in athletics – rather than providing a common experience that benefits the university entirely. Non-athletes see where the money goes, but they are not getting a return.

This group of students want to see PSU athletics be more focused on engagement and developing a sense of community around athletics. Many participants wondered: With other student clubs or groups, there are measures of success and goals that the group is held to and develops; why is that not happening in athletics?

This desire to have athletics be open to the rest of the campus is heightened by the Viking Pavilion. These students noted there are a lot of great spaces in the building to study and hang out with friends, which can be something that helps close the gap.

All students agreed that athletics is a big target of student angst.

Football

Within the discussion on PSU athletics arose discussion on football. Noted by all in this group: football is a capital-intensive sport. But regardless of capital, you have to have facilities to attract football fans and athletes; without that, it becomes very difficult to have a program. They also noted that it is hard to compare PSU football to other Oregon institutions because it does not deliver the same results.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – INSTITUTIONAL

Collegiate Consulting conducted 10 interviews/focus groups with 40 people within the institution and institutional administration. The recap provides highlights, themes and important items brought up across all of the interviews.

Divide Between Institution and Athletics

Throughout the interview process, one of the first questions asked was how athletics impacts daily life of those on the institutional side. The overwhelming answer was that athletics does not have much of an impact. This theme was echoed by those in athletics, as they do not have much interaction with those on the institutional side. Although we heard this sentiment expressed in several ways, the message always came through that the “other side of campus” often stays within its own silo.

One of the areas where this is a concern is the registrar’s office. The NCAA, as a point of checks and balances for student-athlete certification, recommends the registrar’s office act as a key component of certification and have a dedicated athletic contact. Our interviews with the institution and compliance officer indicates this is not the case. An NCAA audit conducted more than five years ago highlighted concerns with student-athlete certification and lack of support from the registrar’s office, and it is a concern that remains today.

One interviewee mentioned this was not unique to athletics. Individual colleges and schools can often act in the same manner.

No matter how the separation is viewed, it is clear that the majority of people we talked to on the institutional side did not have daily interaction with athletics. This separation has created a deep-seeded misunderstanding – and sometimes dislike – of athletics. Without interaction across campus, it becomes difficult to integrate athletics into the student and institutional experience at Portland State. This divide is also exacerbated by the lack of messaging and communication by athletics.

Lack of Vision

One interviewee said that Portland State athletics is struggling because it is trying to be “all things to all people.” This interviewee went on to say that the institution at-large was also having a similar problem.

Through the interview process, we heard from several people who were not necessarily frustrated by or disliked athletics as a whole, but were frustrated and disliked that athletics did not know what it was.

One interviewee noted that Portland State athletics did not have a “metric of success” or a core element that the program is trying to reach, which was sometimes the reason that people were frustrated or concerned. Although the athletic department does have a mission statement, it is not widely known or understood. Having a widespread vision or value statement would be beneficial to the messaging of athletics.

Messaging of Athletics

Throughout several of our interviews/focus groups, there were several misconceptions about the basics of Portland State athletics. A few interviewees were unfamiliar with where athletic games were played, the difference between intercollegiate athletics and club sports and even the sports offered by PSU athletics. Without a baseline understanding of athletics at PSU, it becomes increasingly difficult to understand the complexities of revenue, expenses and regulations unique to being a NCAA Division I FCS institution.

As a follow up to this discussion, we asked several interviewees about their interest – or their peers’ interest – in receiving information from the athletic department through something like a newsletter. One interviewee noted that the interest would probably be 50/50, as some would be interested in the information provided while others would not.

Regardless of the level of interest in athletics, those who are interested are not receiving this information from athletics. If there are frustrations with athletics, it appears some are stemming from the lack of communication and information being shared by athletics. One interviewee noted interest in learning about the athletic department, but no interest in doing extensive research to find information. It would be beneficial if the athletic department could provide this information directly to institutional staff.

Institutional staff are discussing their thoughts and opinions on PSU athletics at Portland State and having recent and relevant information could help facilitate those conversations and provide better understanding of all the department is.

A number of interviewees were under the impression that all student-athletes received full athletic scholarships and did not know that direct institutional support of athletics accounts for 1.7% of the institution’s \$438

million budget, a figure which comes from a study conducted by *The Knight Commission*.

Student-Athlete Contributions

Along similar lines, there is not enough dialogue about the contributions that student-athletes make to the Portland State campus and the community of Portland at large. When asked about this specific kind of messaging, some interviewees were aware of the academic contributions of student-athletes; others were not.

When discussing the contributions of student-athletes, several interviewees had never heard that student-athletes have a higher average GPA, retention rate and graduation rate than undergraduate students who are not athletes.

One interviewee noted that if they were going to be interested in anything about athletics, it would be this type of information. Having this information readily availability to institutional staff members can help show that athletics is contributing to PSU through bringing high-quality students to the institution.

The faculty focus group was the most aware group when it came to student-athlete contribution to academics. Many of the interviewees in this group noted that student-athletes are engaged in their coursework, and they rarely feel like they are making exceptions for student-athletes.

One faculty member noted that their daughter is a student-athlete at another institution and this has helped them understand all of the balancing that student-athletes are doing in their daily life. It was clear that this faculty member's personal relationship with a student-athlete helped garner a better understanding of all that goes into a student-athlete's schedule.

Game Attendance

Throughout interviews, attendance at athletic events came up frequently. Overall, there was not an overwhelming amount of institutional staff who attended athletic events regularly. Throughout this discussion, we heard several stories about things that have been done in the past to increase attendance.

One interviewee mentioned hearing stories about the football or basketball program highlighting a school/college and its faculty during halftime. This was something that would bring some institutional staff to games.

Another faculty member mentioned that the women's basketball team has done appreciation days. This is when either the coach or the players were able to invite someone to come to the game or be an "assistant coach for the day." Another mentioned they had occasionally gotten tickets to games and would sometimes bring their family to watch the game.

An interviewee mentioned that their school had gotten a table at an athletic fundraiser. They remember hearing that they were the only school that was represented at this event.

Across the board, it was clear to all of our interviewees that PSU athletics is struggling with engagement and attendance at games. When asked about the value of continuing similar programs to the ones listed above, the interviewees noted that continuing or improving the programs could not hurt. One interviewee who strongly disliked athletics in general noted that if a student-athlete invited them to a game, they would make it a point to go for the student.

Football

Football was a prominent force throughout almost all of our interviews/focus groups with all stakeholders, but especially institutional stakeholders. One interviewee noted that when people talk about PSU athletics, or getting rid of PSU athletics, they are really talking specifically about football.

One of the most robust conversations surrounding football happened in the faculty focus group. Throughout this dialogue, the faculty had ranging opinions on the sport and, even if some were similar, the reasoning behind their opinions was often different.

When it came to faculty who disliked football, there were several reasons as to why. Some simply do not like the sport or the potential long-term health impacts that could come with it. Others expressed financial reasons such as lack of return on investment or taking funds from other sports or academic programs.

Throughout this conversation of the cons of football, other members of the group addressed the positives or a more pro-football stance. One interviewee noted that if you get rid of football or athletics in general, it doesn't mean that the money is going to other parts of the institution; it might just completely go away.

Those who support football expressed that cutting the sport could potentially cause issues with Title IX and would result in a large loss of game guarantee revenue that often supports a significant portion of other sports.

Regardless of what opinion the faculty members had on football, several pointed out both the positives and negatives of the sport. Those who were just generally not fans were often the ones to note the potential benefits and vice-versa. In addition, it was clear that despite their different stances on football, more readily available information on student-athletes, budgets or other elements would be beneficial.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – MULTICULTURAL CENTER

Collegiate Consulting talked with seven members from the multicultural center, global diversity and inclusion, student support services, the cultural resource center and the veteran resource center.

Role of Athletics in Professional Life

The first question that was posed to this group was the size of the role athletics plays in their daily professional lives. Participants in this group, like other focus groups interviewed by Collegiate Consulting, mentioned that athletics is extremely siloed, and often operates within itself and only within itself. One interviewee went on to note that several other aspects of the institution often operate in the same way and that there are “a lot of silos.”

One interviewee mentioned that the multicultural center has made many attempts to partner with athletics, but it is often difficult. There have been a few instances when athletics has been present at some events, but it has not been consistent. This is especially the case with the Viking Pavilion; when it was first built, there was a lot of potential for athletics and the institution to cross paths, but the athletic department and its teams have proven to be very controlled.

Several interviewees mentioned the identity and population of Portland State. These interviewees came from other institutions where athletics was much larger and the student base was more “traditional”; they felt that such a campus demographic lends itself to the support of athletics.

One example given: when an interviewee first got to PSU, the cheerleaders were handing out free tickets to games. At this individual’s prior institution, this was unheard of. Students would have to wait in line for hours to get their student tickets. Another gave an example that athletics is not as integrated at PSU as it is at other institutions. Athletes at other institutions are more largely and widely seen. Athletics at these colleges are interwoven with the institution as part of its marketing and promotion; this interviewee has not seen that at PSU.

Changing of Mascot

One thing brought up by this group that was not widely talked about were the significant problems with the mascot. The Vikings are a group of people and having a group of people as the mascot can be and often is extremely offensive. Within the last year, several teams have dropped mascots/names that have been affiliated with a group of people. Most notably, the Washington Football Team changed its name from the Washington Redskins.

This group felt that the mascot being a Viking and related to a group of people was very offensive and not something that was truly part of Portland State. One interviewee mentioned, "Our identity has been rooted in Portland as a city, not our mascot."

This comment brought up the conversation of the mascot and athletics identity. In several other interviews and focus groups, people have introduced themselves as "Beavers" or "Ducks", which are the mascots of Oregon State and Oregon. A mascot that represents a group of people does not lend itself to this type of identification, and this group felt that could be the reason why Portland State does not have that type of support.

In regard to changing the mascot, one interviewee noted that a "Viking-adjacent mascot" would be a great way to go. Also, changing the mascot could get a lot of attention from the student body, and would be a way to get them involved in athletics.

Although this was not discussed in the interview process, Wright State is known as the Raiders and, up until 1996, its mascot was a Viking. After a push from the student body to change the mascot, it was changed to a wolf, but still known as the Raiders.

Funding of Athletics

The consensus of the group was that athletics takes up a significant amount of the university budget and that it is disproportionately funded. One interviewee noted that they understand there is a formula for student fee allocation but does not know what that formula consists of. This continues the theme that there is a large group of people who do not know where athletics gets funds and where those funds go.

Several people feel that athletics is something that the institution cannot afford. One interviewee noted that "community members are not served by athletics."

When comparing the funds that go to athletics with the funds that go to these centers, it is another reason for increased frustration. These groups and centers go after and request funds every year. They do not have accountants and this process takes a significant portion of their time, which creates increased frustration on the distribution of funds – especially since these groups are service people of color and diverse groups.

Viking Pavilion

One interviewee talked about the process of building and funding the Viking Pavilion. They were in the room when the university president at the time came to the committee and wanted to use part of the reserves to build the

Pavilion. The agreement at that point was that there would be lounges for the students and areas for some of the centers would be housed there. As time went on, the plan for these spaces became more generic. The interviewee noted that it feels as though people have forgotten this history.

Since some of the reserves went to the Pavilion, the centers had to absorb their own annual increases or anything that resulted in an increase. Then, the resources to these centers were cut.

Prior to the building of the Viking Pavilion, there were spaces for events to be held, it was somewhat easy to get them scheduled and the price was fair. Now with the Pavilion, the rate sheet is extremely high for these groups. One of the first events that was held in the Pavilion did not go well. Staff did not turn on the air conditioning and were extremely disrespectful to the community there.

Changes in Athletics

As the focus group came to a close, there were also some questions about the changing environment in college athletics. There was interest in understanding where Portland State would land on NIL legislation, athletes being paid and who would contribute to those processes.

In addition, there was conversation about the gender binary within college athletics and how limiting that can be, especially in a diverse, progressive city like Portland. There was a question as to why Portland State athletics has not addressed spaces for transgender or non-binary athletes. Regardless of the lack of familiarity with athletics, this focus group was extremely insightful on the changes necessary within the athletic department and at Portland State as a whole.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – ACADEMIC DEANS

At the request of Portland State, Collegiate Consulting included academic deans in the interview process. Collegiate Consulting interviewed five deans and associate deans across two interviews. The following write-up reflects the views of these interviewees.

Lack of Integration and Communication

To start both interviews, we talked about the campus divide between athletics and the institution. Regardless of the language used, all interviewees noted that the relationship between athletics and the institution is not a cohesive one: There is a divide, and the two sides are not integrated with each other. This disconnect begins immediately when faculty and students get on campus, as there is little introduction to athletics.

One interviewee noted that just because athletics and the institution operate independently, it does not mean there is a divide; rather it clearly shows they are not integrated. One dean mentioned that the divide is so apparent that if they did not hold an administrator role, they would not know the name of the Director of Athletics.

One interviewee noted that the divide is ideological. Staff on the academic/institutional side believe that student-athletes are students first; however, there have been stories going around the department that coaches believe otherwise and that athletics comes first.

Another interviewee noted that some people within the institution do not understand the value of athletics. They have not seen a value proposition for athletics, which makes it difficult to understand why there is so much money going to athletics and why it is running at a deficit. There is not enough conversation about why or how money is going to athletics, and what the institution gets out of athletics – on and off the field.

When asked about the communication of finances, one interviewee said even if the department did share the breakdown, it would only create deeper frustrations. Most of the faculty do not think the money spent on sports is important. This was echoed by a sentiment that the institution always found money to replace coaches but never to replace the faculty within their respective schools.

One group noted this campus divide was assisted by the lack of visibility by the Faculty Athletics Representative. The FAR was not sharing information on athletics or on behalf of the athletic department. Specifically, this group would like to see more on the academic success of student-athletes. This

has led to only a handful of faculty members being involved with athletics. One interviewee noted that they specifically did not want to go to football games because they were underpaid, which might have been something that other faculty members felt.

Along with the lack of faculty attendance at games, there is also a lack of faculty attendance at other athletic events. One dean noted that the only reason they went to a Wine and Roses event was because a donor bought a table and gave it to their school. They were one of the few academic faculty in attendance.

Throughout this conversation, the Collegiate Consulting team talked to the deans about the value of the student-athlete experience and what it can do for students in college and beyond. It was clear that the longer the discussion went on about the value athletics brings to students, the appreciation for them grew ever so slightly.

Faculty Engagement

Both groups mentioned a specific year where deans were required to attend home football games. During this year, they would highlight a college or school during halftime. This was an attempt to create involvement in athletics, but there has been no engagement like this since.

When asked if they would enjoy something like a faculty appreciation game, one person said they would only attend the game if a student invited them, and then would attend only because they cared about the student.

Some deans have received free/discounted tickets to sporting events. When this happens, they typically give them to their family and use the games as something to do, rather than strictly attend just for the sport. Echoing this statement, one dean mentioned they – and probably their colleagues – would be more likely to attend women's competitions and take their daughters.

Throughout this conversation, it was clear that some of the deans felt as though it was impossible to get the Portland community, faculty and students involved as there are so many barriers.

Football

In both groups, football was a significant part of the discussion. Although some interviewees were football fans, they felt like football was “too much” for the institution and not something it should be focusing on. Other deans were not football fans at all and expressed similar disinterest.

There were several questions around the amount of revenue brought in by football. One person asked if the guarantee games were “really worth it.” Another mentioned that donors who give to football also give to the other parts of the institution. Several participants stated if there were enough revenue or donors to support football, then they could understand the support of football.

Student and Portland Experience

One group talked at length about the visibility of Portland State within the Portland market and within the sports market. With so many PSU alumni in the area, one would think there would be more support for the institution and its athletics programs. Even with that, one dean does not wear PSU gear and he sees his peers doing the same. This was echoed by another interviewee who said there was no desire for apparel.

Along those lines, another donor brought up the identity of the University of Oregon Ducks and Oregon State University Beavers. Part of those institutions’ experience is athletics, and they flourish because they have a large, traditional-age student population who lives on campus. With the large “non-traditional” student population at PSU, it makes engagement in athletics difficult.

Final Thoughts

To close the interview, a few deans provided additional thoughts on PSU athletics.

One interviewee mentioned they want to know exactly what the institution is looking to gain out of athletics. Regardless of what this goal is, the institution cannot afford to run athletics at a deficit, and it should decide if it is willing to support the appropriate level of athletics.

Another mentioned they would like to see PSU focus on sports other than football. Portland is a large soccer town, and this could be something it goes all-in on. There have been other institutions that have dropped football, or that do not have football, that have made a name for themselves in one specific sport. Many of the deans would like to see PSU make a name for itself in one sport.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – FRESHMEN STUDENTS

On June 2, 2021, a group of eight Portland State freshman participated in a focus group conducted by Collegiate Consulting. Because these students were all freshmen, they have a unique perspective on Portland State because, due to COVID-19, they have never participated in on-campus learning. These students had a wide array of majors, including Psychology, Sociology, Pre-Clinic, Mechanical Engineering and Computer Science. Two participants had not yet decided their majors.

Distance Learning

This is a unique opportunity to get a candid reaction of students who have only been learning from Portland State professors via technology. When the participants of the focus group were asked if any of PSU's practices could have been improved during COVID-19, the overwhelming response was that individual teachers were ignoring emails. The group also unanimously urged for better communication.

Campus Culture

It's key to note with this particular group that none of them have even been on campus yet. The discussion here began as a question as to how many of the group were (or would have been) commuter students, based on where they intended their freshman housing to be: Six of the eight students raised their hands. When asked about the sense of community within Portland State, two participants emphasized that "there is no sense of community because there is no campus identity." Along the same lines, one student expressed that "people want to get in and get out with their education."

Athletics

When the subject of athletics was broached, the majority of the focus group reported that there was no interest, and no campaign or incentive could change that. Although, when questioned about the contraction of athletics, none of the eight participants wanted to forgo sports – not entirely, not partially, not one specific sport. One student said she liked that her university had a Division I football program even though she has never attended a game, nor does she plan to.

School Spirit

One male student said bluntly, "there is no school spirit," while others argued that they would not know because they haven't been on campus. Most of the participants were optimistic that they would have a positive experience on campus and be able to attend at least one athletic event during their college experiences. Four students expressed desire to "make

up for a lost year” they were forced to spend away from campus due to COVID-19.

Community Support

Three students brought up the fact that the local community does not support PSU as far as paraphernalia. Portland State merchandise is not seen around town and is hard to acquire even in the school bookstores/union. When asked if reduced-priced merchandise for PSU would be an incentive for game attendance, one student was adamant that it would (even a keychain or rubber bracelet) and another student claimed it would be “a sell-out move.”

The majority of this focus group expressed a desire to be included and to be considered, even though they are Portland State students from afar.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – DONOR 1

At the beginning of this study, Portland State athletics provided Collegiate Consulting with a list of 45 donors/alumni who would be candidates for our focus group sessions. Unfortunately, due to scheduling difficulties, there were minimal participants in our focus groups. Of these 45 candidates, 11 did not respond and five declined. In addition, we had several people not show up for meetings they were invited to.

This write-up reflects the feedback of four of these unidentified donors/stakeholders.

Community Within Athletics

These stakeholders all had very different experiences when initially getting involved with Portland State athletics. Some were former professors or faculty members, and some graduated from PSU or knew someone who graduated from PSU.

Regardless of how they initially got involved with athletics, they all shared a similar story to how passionate they are about PSU athletics and the community that surrounds it. We have heard from several stakeholders that once you get into the “inner circle” of Portland State athletics, it becomes a very close group. This community is something these stakeholders are very proud of and enjoy. They go to games to support the athletes, but also to see friends within this PSU athletics community.

One stakeholder noted that they originally got involved with PSU football. Once they had started to develop a strong connection with the football team, they became more widely involved with athletics and then PSU as a whole. This shows that PSU athletics can be a fantastic way to connect with people and, if utilized properly, can be a great marketing tool.

These stakeholders have noted that this is one of the things that makes Portland State athletics so special, but because this community is so small, visibility and expansion becomes difficult.

Messaging and Visibility

One of the things that was talked about more in this focus group than any other was access to Portland State Athletics apparel and gear. Even within the city of Portland, it is much easier to find Oregon and Oregon State gear than Portland State gear.

One of these stakeholders noted that even when they attend Portland State games, they come ready to purchase this gear for themselves or their family, but there is either not a large selection or it is very expensive.

These stakeholders mentioned that having easier access to a wider variety of gear could help generate either more revenue or buzz for the athletic department. Some could look at it as advertising as well.

Student Involvement

When asked about what one of the most important parts of athletics is, the focus group talked about student involvement. One member noted that the student sections at basketball are minimal, which has disappointed a lot of these stakeholders.

One stakeholder mentioned that with the Viking Pavilion being such a beautiful building, it should be easier to get students in the door. It is important to get students in the student section because it creates a better environment for everyone. The student-athletes get to play in front of a fuller crowd. The non-athletes get to enjoy the games with their peers in an exciting, energetic environment. Other fans and season ticket holders get to also experience this exciting atmosphere.

One stakeholder mentioned that with students not being there to cheer, it makes them feel like they are the only ones there. Even when there are other people present, the rest of the crowd does not have the same energy.

When talking about the student involvement at football games, one stakeholder noted that when the football team had a winning season, there were a lot more students attending games. These stakeholders were keenly aware of the challenges that PSU faces with being at Hillsboro, as well as having a more non-traditional student base. Regardless of these challenges, the stakeholders still feel that student involvement is key to the future success of PSU athletics.

Football

When the conversation of football came up with this group, there were strong advocates for the sport and all that it brings to an institution. Like the rest of athletics, the football team provides scholarships to first-generation students and diverse students. In addition, it is a great way to get new people involved in athletics and PSU as an institution.

One stakeholder mentioned that their family attends home football games and some away football games. When attending these away games, they began noticing the inconvenience/difficulty of traveling to away games and not knowing where things were. Through this experience, they had developed an email list of parents and other fans that would help ease this hassle.

Another mentioned a time when a local school coordinated with PSU athletics to get students and families access to games. One donor provided funds specifically for buses to get these students and their parents out there. This was something provided to these families for free and it was something that a lot of people enjoyed.

As the COVID-19 numbers decrease, more and more people will be looking to do more activities and have more social experiences. With football season right around the corner, it would be a perfect time for the athletic department to continue to provide more opportunities like this - especially considering it's a time when people are looking for things to do.

This group was clear about wanting the athletes to play in Portland. When athletes are able to play in a city like Portland, it can aid in recruiting, connection to the city and the city's connection to athletics. When talking about the uncertainty of being at Hillsboro and the frustration with the move, one stakeholder noted that it is extremely difficult to build a program when you lose your home stadium. Losing your home field or frustrations with your home field can make the experience difficult for all involved.

Perception of Athletics

One stakeholder mentioned that the dislike or frustration with athletics is an inherent thing at Portland State. This person, who was once heavily involved with the institution, noted that many people who go into academia do not completely understand or see value in athletics.

One thing that helped this person's experience was that their child was an athlete at another institution. Having this understanding of what an athlete's schedule is - weights, class, practice, homework, and even jobs and internships - furthered this stakeholder's appreciation and advocacy for athletics.

During this stakeholder's time at the institution, they would be part of meetings that discussed the future of athletics, and would be the person who was talking about the importance of athletics and what it can bring. This personal example shows the importance of having people on the institutional side who are excited and passionate about athletics.

Another stakeholder noted that during their time at the institution, they became so impressed with the dedication of the student-athletes in the classroom. They noted that the purpose that all of them seemed to have was impressive. This was the reason they began attending athletics events and have been heavily involved since.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – DONOR 2

At the beginning of this study, Portland State athletics provided Collegiate Consulting with a list of 45 donors/alumni who would be candidates for our focus group sessions. Unfortunately, due to scheduling difficulties, there were minimal participants in our focus groups. Of these 45 candidates, 11 did not respond and five declined. In addition, we had several people not show up for meetings they were invited to.

This write-up reflects the feedback of three of these unidentified donors/stakeholders.

Division I Transition

To start this discussion, one of the elements discussed was the Division I transition. A member of this group who was heavily involved at the time noted one of the main reasons Portland State decided to go Division I was because the number of Division II institutions in the area was dwindling. The opening for Division I was a once-in-a-lifetime situation because the Big Sky also had two openings at the time.

One of the other stakeholders was a student-athlete shortly after the transition. They noted that to be part of a Division I program and build a legacy was a dream and a once-in-a-lifetime experience.

Messaging, Marketing and Corporate Sponsorships

Like many other focus groups, there was a lot of conversation about the messaging and promotion of Portland State athletics. One former student-athlete noted that during their time at Portland State, one of their classes was right by a large athletics poster that had a picture of them on it.

At first, they felt it was extremely embarrassing, but shortly after, they realized no one was actually paying attention to the poster. This was an example that represented the majority feelings toward athletics.

Another stakeholder mentioned the lack of media coverage for Portland State athletics. In this media market, it feels like a team has to win in order to get any kind of media coverage. Once that happens, then there is some coverage, but it fluctuates along with the perceived success of the teams.

Another noted the importance of having someone dedicated to corporate sponsorships. One of the best years for corporate sponsorships was when there was someone who was solely dedicated to obtaining and maintaining them. Another interviewee chimed in and noted that college athletics and donor relationships are more than sending a flyer or a note and then receiving a check. It is about curating and maintaining relationships because

once that relationship is gone or broken, it becomes even more difficult to get back.

Athletics and Beyond

There was one stakeholder in this group who was not involved in athletics during their time at Portland State. This stakeholder got involved after their time at PSU because of a personal family connection to the football team. This person's husband was a football player at another institution and this institution had cut football; involvement in PSU football filled this void.

This donor noted that athletics gives folks the opportunity to get a college degree, and sometimes, these athletes are the first in their family to attend college. The value in athletics for this donor goes beyond tailgates and winning games; it is also important to support these student-athletes and their pursuit of higher education. When discussing the future of football, this donor noted that if Portland State were to drop to Division II, it would not be able to offer as many athletes scholarships.

A former student-athlete noted the positives of receiving an athletic scholarship. They were able to attend college and graduate without any debt. This allowed this person to take the job they wanted and did not have to worry as much about the salary. They could also continue to do this work for a long time and continue to make a difference. This person noted that this is a luxury they will forever be grateful for.

Student-Athlete Visibility

One member of this focus group talked about the visibility of the student-athletes compared to those at other institutions, specifically the University of Portland. As a Catholic institution, it has been able to connect to the Catholic high schools in the area. The interviewee noted that the University of Portland women's basketball team once went to a middle school basketball practice. This was a great way to get young people to connect with the institution.

Another stakeholder mentioned that conducting sports camps is another great way to connect with the community. Currently, Portland State does not host any sports camps where it would generate revenue and connect with the community. In addition, camps could be a great way to get alumni back on campus with their kids or younger family.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – DONOR 3

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This write-up reflects the feedback of three of these unidentified donors/stakeholders.

Campus Involvement

After introductions, one of the first things discussed was the involvement. One stakeholder noted that people are very negative toward athletics. When they first come in as freshmen, it feels like this is when they are the most excited. As time goes on, it diminishes and only a few people stick to being involved.

This is something that stakeholders want to see more of. When compared to the other Division I institutions in Oregon, PSU has one of the largest enrollments and is in the biggest city. Even with these things, it still has very few alumni involved with athletics. In addition to the lack of campus involvement, there is also minimal coverage in the local media, which brought us to a conversation about messaging.

Marketing and Messaging

This conversation centered around creating and maintaining relationships with the local press. One stakeholder wants to see someone within the athletic department have the designated job of creating relationships with the media. If there is someone in the department doing this, they want that information to be public knowledge.

Another stakeholder noted that giving “human interest stories” to the press would be a fantastic way to get people involved in athletics. These stories create connections, and they also show that Portland State does offer something for everyone. A lot of people feel PSU has an older student population, but this can show that they do have “traditional students” as well.

One stakeholder within this group was a marketing strategist and had a lot of great feedback about this topic. They noted that PSU has not made a strategy to allow athletics to promote itself. Athletics is often the most

outward-facing part of the institution. The sports highlights or athletic performance can create knowledge of the institution and enhance its brand.

This stakeholder noted that the social media channels for PSU athletics are fantastic, but that is one of the only highlights. They noted there is not enough “earned media.” According to Google, the definition of earned media is “when customers, the press and the public share your content, speak about your brand via word of mouth, and otherwise discuss your brand.”

When reading about Oregon and Oregon State in local media, a lot of the time these are just the same articles posted by athletics or by the conference.

This is something PSU is not doing enough of, because when it is easier to get stories, the media is more likely to run them. Portland State needs to be more proactive in this way.

Another stakeholder feels like the athletic marketing is very poor. This person does not feel like the department is short staffed, but rather the problem is that there are not enough people who have marketing within their job description.

One example brought up was that when softball won the Big Sky and went to the NCAA, there was a send-off party. There were very few people who actually knew about this gathering and this person felt like the only reason they knew was because they were in the “inner circle”. Being part of this inner circle has made them more aware of things going on at PSU than most of the general public, and they feel like this inner circle needs to expand.

Football

When it came to supporting football, this group was full of football fans and season ticket holders. The only difference of opinion was when it came to being out at Hillsboro.

One stakeholder noted that Hillsboro is great for tailgating, since there is a lot more room and the parking situation is better. However, the location in general is significantly far from Portland and from where some stakeholders live.

The game day experience beyond tailgating is not enough. One stakeholder said the venue is cheesy and cheap; it is very clear it is not a college stadium. This is somewhat disappointing to this stakeholder since they are not able to take their work colleagues to a game because it just doesn’t have the right atmosphere. Regardless, this stakeholder understands why Hillsboro was the right solution.

On the other end of the spectrum, another stakeholder within the group was very displeased about not being downtown. They noted that the stadium downtown is a taxpayer-funded stadium and should be a place PSU can use. In addition, they noted the alternative of building something on campus or joining in on the Lincoln High School project. This stakeholder felt as though even though these solutions would be expensive, they would be the best. When the team is out at Hillsboro, PSU gives the impression that it does not truly care about football.

Traditions

The conversation about Hillsboro turned into a conversation about traditions surrounding the athletic department and football team. When the team played downtown, players would walk from campus to the stadium and all of the fans would stand in a line and clap for them. This was something that provided communication, as well as warmth and connection for fans and teammates.

One stakeholder mentioned that when players first started, they would be hesitant about making eye contact with the fans, but as this tradition continued, you could see them become increasingly engaged. The players would start to look for familiar faces and so would the fans.

When the team moved out to Hillsboro, this tradition was not something that continued until this stakeholder worked with Coach Barnum to get it going again. This is something that is still done today and something that people are excited about.

These types of traditions are important because they build connections between the athletes and fans that go beyond the sport. This engagement is something that the athletes noted they wanted more of, as do the donors/stakeholders.

Basketball and the Viking Pavilion

Contrasting with the experience at football games, this group noted that the Viking Pavilion is fantastic. One stakeholder described it as a great experience they enjoy. The Pavilion is Instagram-worthy and a place this stakeholder feels they could take colleagues and not be embarrassed about.

Another stakeholder noted disappointment with the attendance numbers at the Viking Pavilion, and wished that more people were taking advantage of the experience that a facility like that provides. They noted there is an effort to get people in the stands through student raffles and free food, but this is not sustainable.

As far as student attendance, one stakeholder focused on what they called the “perceived value of sport.” They feel like the value of sport at PSU for the students is the gameday experience, where students can be in an exciting and fun environment with their peers, supporting their peers. Having athletics-specific influencers, student section leaders or something similar to Auburn’s War Eagle Girls and Plainsmen would help with drumming up student support and attendance.

Another note was there is a perception it is difficult to find parking at basketball games. This has not been the case for this set of stakeholders.

Uniqueness of PSU Athletics

The community of PSU athletics is unmatched and something that you cannot find at a larger institution like Oregon or Oregon State. One stakeholder mentioned that they have received several hand deliveries, personal invitations to games and events, and have even traveled with the teams. A recent example given was the barbeque hosted by the women’s basketball coach with players, coaches and stakeholders.

This is something that is kept somewhat of a secret at PSU. When it is discussed with supporters of other, larger institutions, they are often shocked at the amount of access PSU stakeholders have. This is very special and important to these donors.

Another stakeholder came full circle and noted all of these cool stories and personal relationships should be part of a comprehensive, institutional marketing packet or plan. Sharing these stories and personal touches could be more impactful than just talking about wins and losses.

Final Notes

As this meeting was wrapping up, the conversation centered the commitment and financial participation of the institution itself. These stakeholders want to see the institution assist athletics in getting to a financially stable place.

They are excited that President Percy has attended games and seems to be supporting athletics. These stakeholders are hoping this continues through both emotional and financial support.

PORTLAND STATE UNIVERSITY FOCUS GROUPS – DONOR 4

At the beginning of this study, Portland State athletics provided Collegiate Consulting with a list of 45 donors/alumni who would be candidates for our focus group sessions. Unfortunately, due to scheduling difficulties, there were minimal participants in our focus groups. Of these 45 candidates, 11 did not respond and five declined. In addition, we had several people not show up for meetings they were invited to.

This write-up reflects the feedback of two of these unidentified donors/stakeholders.

Messaging

Like many other focus groups, this group started with a conversation about the messaging and promotion of athletics at Portland State. This dialogue started with some history of the different presidents of PSU and their levels of support for athletics. One stakeholder mentioned their experiences with wanting to bring up athletics at events like Wine and Roses but was told that was not the purview and should not be discussed.

This duo also discussed how in the early '90s, it felt like the institution was waiting for athletics to disappear. This indifference has not gone away and is still impacting the institution and athletic department.

Bringing the conversation to present day, this group acknowledged that President Percy has does a good job with promoting athletics and being involved with the teams. Although the support of President Percy is much improved, one stakeholder noted that the institution still has a long way to go in recognizing how valuable athletics is and where it can extend the institution's brand.

Viking Brand and Identity

One member of this group started telling a story about his friends who are "Ducks." This led the group into a conversation about the brand and identity for PSU athletics. In almost every group, we have heard people identify someone – themselves or others – as a Beaver or a Duck. We have only heard a few people identify themselves as Vikings.

The group talked about how unfortunate this is and how they would like the alumni association and foundation play up the Viking identity more when reaching out to stakeholders. In addition, one stakeholder mentioned they do not hear from people at PSU enough regarding new ways to potentially get involved.

This group also mentioned the idea of “earned media” in terms of sending PSU athletics articles or Big Sky articles to local media to assist in building the brand.

Developing the brand goes beyond athletics. The institution needs to continue to push the brand to established that it is a great research institution. One interviewee told the story of an encounter with someone who implied that PSU was not a strong academic institution.

The other interviewee noted the Oregon law stating that if you are a graduate from a community college, then a four-year institution has to provide you with a track. In Portland, there are six community colleges (significantly more than in Eugene and Corvallis), so PSU is often the only choice for these community college graduates. This potentially contributes to the idea that going to PSU is not something you choose, but rather something you just do.

Facilities

Again, this group talked about the experience within the athletic facilities. One member said that they enjoy tailgating out at Hillsboro and feels like it is appropriately sized. Hillsboro would be a viable option if everyone can continue to move forward and commit to making Hillsboro successful. If this can be done, then there could be potential of moving the team in the future.

The other member of this group echoed this statement that Hillsboro has to work. Although this stakeholder misses the experience downtown of having skyboxes, which facilitated tradition and community, they noted that they still buy season tickets.

They feel like the frustration with Hillsboro comes from hygiene factors. Google defines hygiene factors as things that “do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence.” Essentially, hygiene factors are what cause dissatisfaction. Moving from downtown (a corner office) to Hillsboro (a middle cubical) is something that is contributing to dissatisfaction.

When talking about the Viking Pavilion, these stakeholders were really thrilled with the experience there. One noted that they enjoyed the experience of the Viking Pavilion because the athletic department asked for “real money” to build something tangible.

When the Pavilion was finished, one stakeholder attended a business group lunch within the Pavilion and the people within this group were blown away by how great it was. They also mentioned when Montana came to the Pavilion, they saw all of the players with their phones out taking pictures. The Pavilion is a great place and is not capitalized on enough.

PORTLAND STATE UNIVERSITY INTERVIEWS – DONOR ONE-ON-ONES

At the beginning of this process, Portland State provided Collegiate Consulting with a list of 10 stakeholders for one-on-one interviews. These donors were identified for one-on-ones based on their status and involvement level with PSU.

This section reflects the feedback of the Portland State stakeholders who received one-on-one interviews.

Overall Feelings on PSU Athletics

After talking to these high-level stakeholders, it was clear there is an overall feeling of dissatisfaction and frustration with Portland State athletics. Although some stakeholders had positive things to say, the feedback Collegiate Consulting gathered was generally negative.

For most of these stakeholders, the frustration stems from lack of vision within the department, lack of relationships with the Director of Athletics and football home games being relocated to Hillsboro.

Nearly all of the donors have been involved with Portland State for an extended timeframe and are committed to the athletic program. There were numerous comments on success of program in the early '80s, especially football and basketball success a decade ago.

Portland State History

Many of these donors started getting involved back in the '70s, '80s or '90s. One donor had football season tickets back in the '70s and '80s, and said the team was very entertaining during this time. Another echoed this, stating they felt there was a lot of fan support during this time, especially for football. On the contrary, another donor mentioned that even during these times, there was not a lot of attendance or support for athletics.

Hillsboro Stadium

Overall, almost every donor had something to say about the situation at Hillsboro. One noted they loved Providence Park so much they will not buy season tickets while the football team is out at Hillsboro. Another donor refuses to attend games at all because of dislike for Hillsboro. The facility is not a stadium, and the football team cannot be successful without a true stadium.

Many mentioned their frustration with getting kicked out of Providence Park. The city let PSU down and did not defend the institution. Many donors are holding on to this situation and are still blaming the institution for not fighting hard enough and the city for not backing PSU. There is a perception that this decision could have been changed if either the institution or city fought harder.

Another donor mentioned being out at Hillsboro makes it significantly harder to recruit student-athletes. "It is embarrassing since it is a high school facility."

After expressing frustrations with the move from Providence Park and the experience at Hillsboro, some of the donors noted that there is probably no better solution than being out at Hillsboro. Some still do not feel that Hillsboro is a solution and would like to see a stadium built downtown.

Athletics Leadership: Stewardship and Relationship Building

Contrary to our donor focus groups our one-on-one discussions expressed frustration with athletic leadership. Along the same lines, several donors are frustrated with the stewardship and the relationships that have not been built within athletics. There has been minimal contact from the Director of Athletics and department to these donors, who are giving large sums of money. One donor mentioned the base of high-profile donors are "left over" from prior athletic leadership and there has not been much of an effort to maintain a relationship with this group.

One donor commented heavily on the relationship they had with the former Director of Athletics. The former AD would spend "90% of his time fundraising." This donor would have lunch with him every few weeks and would often travel along with him. This donor noted that this personal friendship with the former AD was not unique, as he would bring several key donors on trips and invite them to events and to sit on the bench during games.

Another donor mentioned having been on several donor plane trips to away competitions and never having any interaction with the current director of athletics.

In addition, the lack of visibility of the current director of athletics at events is very disappointing. As many people noted in the donor focus groups, Portland State athletics does have a community surrounding it. When leadership is not present or engaging with these fans or stakeholders, it is very frustrating and disappointing for these donors.

Beyond athletic events, one donor noted the director of athletics has never reached out to talk or have a meeting. This is drastically different to prior athletics leadership, which was proactive in their engagement.

A longtime season ticket holder said when it is time to renew their tickets, they always have to call the institution, and no one reached out to them. In addition, accessible parking is very important to this stakeholder; they once called about getting a reserved parking space for the season. When they got ahold of someone, they were told it couldn't be promised and it was clear the person they were talking to had no idea who the donor was. This was very frustrating. Several focus groups mentioned similar frustrations with regard to season ticket renewals and requests.

One donor noted the circle of Portland State donors contributes to the negative light the director of athletics is painted in. Due to this circle being close knit, negative stories and perceptions spread rapidly, which has compounded the frustration.

Lack of Vision

Another primary focus was that the institution and athletic department does not have a unified vision for what athletics is and what it could be.

A few donors noted a high level of support for PSU athletics in the '70s and '80s. Since then, there has been an overall frustration with athletics, which has led to an uncertain future. This is only magnified by the lack of vision.

One donor noted that about 18 months ago there was a meeting with the cabinet and the donors. Their perception from this meeting was "athletics is tolerated and had little support from institutional leadership."

Another echoed the statement, commenting the "administration seems to only discuss athletics when there are budget concerns, and making athletics a scapegoat."

All of these factors have led to the increasing frustrations with PSU athletics. Some donors have reduced the amount they give, or have completely stopped giving.

PORTLAND STATE UNIVERSITY INTERVIEWS – OUTSIDE INSTITUTION

Throughout the interview process, Collegiate Consulting interviewed several people who were part of the athletic department in the past but are no longer part of the institution or athletics at PSU. These interviews focused heavily on the history of the PSU athletic department and how that shaped the current environment.

Division I Transition

Portland State has been a member of the Big Sky Conference since 1996, which was when it made the transition to NCAA Division I. Originally, the Division I transition was anticipated to take six years, but it was eventually cut in half to just three.

During the time of the Division I transition, there was a lot of conversation about the support of athletics at PSU. In terms of non-financial support, faculty and students were pretty much indifferent towards athletics at the time and did not give it much thought, regardless of division.

Student support was reflected in the student athletic fees. The allocation of student fees is decided upon by the students at Portland State. During the transition, the portion of student fees that went to athletics did not change to support the move. This is something that is still impacting athletics and the institution today.

In terms of financial support, it was said that to assist with the Division I transition, there were 20 donors who had pledged \$20,000 for five years. It was only five donors. In addition, institutional leadership was anticipating a large increase in revenue to come with the transition, without the willingness to put institutional money toward athletics. Finances continued to be a struggle through the first stages of Division I.

Division I Feasibility Study

Prior to the transition, a feasibility study that was conducted to assist in the transition had a “flawed revenue model.” Football and men’s basketball ticket revenue was not realistic. Also, it was said that some people involved with the study thought Portland State could go to the FBS and the Western Athletic Conference.

This was justified by the current market size of FCS. The initial thought was that FCS would be a short stepping stone to get to the FBS. During this feasibility study process, Montana State was used as the revenue model. According to the data today, this would have been a difficult jump for

Portland State as Montana State is considered a high outlier within the conference.

Financial Issues

In 2003, the athletic financial issues continued. PSU athletics went to the students for an athletic fee increase. From personal accounts of this meeting, the people in athletics felt this meeting was very tense. Athletics was never able to get the full amount it needed.

Due to this, the president at the time was okay with athletics running at about a \$500,000 deficit. When athletics was running at a deficit, the institution would go in and subsidize this at the end of the fiscal year. Through this time, people in athletics spent enough time with students to eventually get a minimal increase in the student fees.

Success at Division I

Through conversations with people formerly involved in athletics, there was also discussion about some success as a new Division I institution. In 2003, Portland State made it to the FCS playoffs and to the NCAA men's basketball tournament.

People who have been involved in athletics in the past have seen success when creating connections within the institution. This was done through attending institutional and academic events, through highlighting student-athletes and through promoting athletics as one of the most outward-facing parts of the institution.

FACULTY ATHLETIC REPRESENTATIVE

Collegiate Consulting wanted to include a section on the Faculty Athletic Representative. Concerns were brought up by the Big Sky conference office in regards to the current FAR. First-hand accounts of the Registrar's Office reported a limited working relationship with intercollegiate athletics, especially for student-athlete certification, as well as the on-going disconnect with PSU faculty/staff and the athletic department. Quantitative feedback that included "the FAR is not an advocate for student-athletes" – signaled an important item for Collegiate Consulting to address.

The following information is a template for the duties and responsibilities of the FAR:

- The FAR, along with the Offices of Athletics Compliance, Student Life Academic Services, Admissions, Registrar and Financial Aid, certifies the academic eligibility of each student-athlete.
- The FAR serves as a member of the Eligibility Committee and attends weekly meetings.
- The FAR serves as a member of the University Intercollegiate Athletics Committee (IAC) and attends monthly meetings.
- The FAR serves as a member of the University Athletic Association Board of Directors and subcommittees as assigned.
- The FAR makes an annual report to the Faculty Senate and responds to inquiries from members of the Senate as well as other faculty.
- The FAR serves on Conference and NCAA committees as appointed and attends Conference and NCAA meetings and conferences as necessary.
- The FAR, along with the Compliance staff, Senior Woman Administrator, Director of Athletics and President, formulates the institution's position on proposed Conference and NCAA legislation, usually once a semester.
- The FAR participates on the panel that reviews appeals relative to student-athlete transfers.
- The FAR participates in the investigative process for any allegation of a major violation of NCAA or Conference regulations. As necessary, the FAR is involved in the investigative process for any alleged secondary violation of NCAA or Conference regulations.
- The FAR receives and reviews copies of all violation reports which are submitted on behalf of the institution, as well as the semi-annual Summary of Secondary Violations.

- The FAR serves as a signing authority for all waivers of NCAA legislation submitted on behalf of the institution.
- The FAR participates in and receives a copy of all audits of UAA units relevant to these responsibilities.
- The FAR serves a prominent role in the institution's completion of the NCAA Athletics Certification process.
- The FAR conducts meetings as necessary with University officials relative to intercollegiate athletics business. Such officials include but are not limited to the President, Provost and Director of Athletics.
- The FAR attends meetings of the Student-Athlete Advisory Committee, Athletics Department award ceremonies, team banquets, competitions and other athletically-related events.
- Other duties as assigned by the President.
- The Faculty Athletics Representative (FAR) is appointed by the President of the University from among tenured faculty and serves a three-year term with an option for reappointment.

An interview with the current FAR indicated that he performs all of these functions as outlined; but subsequent conversations, especially regarding certification, consistent with faculty senate feedback, indicated otherwise.

The role of the FAR is not to be a "cheerleader" for athletics but serve as an independent intermediary between the institution and intercollegiate athletics and assist, especially with certification, student-athlete transfers, financial aid appeals and NCAA violations. However, with the amount of feedback from both the conference office and institution, Collegiate Consulting would recommend a FAR evaluation at end of the 2021-22 academic year and determine whether or not to extend this individual for an additional three-year term.

SECTION V – CASE STUDIES

SECTION V: Case Studies



IMPACT OF DYNAMIC ATHLETIC SUCCESS ON ENROLLMENT, RETENTION & GRADUATION

Several academic scholars, marketing researchers, reporters and bloggers have made analytical efforts to pinpoint how athletic success can affect an institution's quality and quantity of applicants in subsequent years. Coined the "Flutie Effect," this American phenomenon refers to having a successful college sports team increase the exposure and prominence of a university. Boston College, after one of the most dramatic plays in collegiate football history, benefitted with a dramatic upswing in applications. In a 1984 game against the University of Miami, BC quarterback Doug Flutie threw a last-second "Hail Mary" pass 48 yards that was miraculously caught for a game-winning touchdown – a climactic capper on one of the most exciting college football games ever. In two years, applications shot up 30% at Boston College, with increased quality of applicants, putting the school on the map.

While research methods vary, several studies have been conducted to determine the Effect's validity, impact on quality of applicants, timing of recruitment benefits and ramifications on enrollment, retention and graduation rates – all using different variables and methodology. For example, analyses like Doug J. Chung's 2013 research paper, *The Dynamic Advertising Effect of Collegiate Athletics* showed how on-field heroics can benefit schools by increasing both the quantity and the quality of students they can expect to attract. "The primary form of mass media advertising by academic institutions in the United States is, arguably, through their athletic programs," says Harvard Business School Assistant Professor of marketing Chung.

His findings include:

- When a school rises from mediocre to great on the gridiron, applications increase by 17.7 percent.
- To attain similar effects, a school has to either lower tuition by 3.8 percent or increase the quality of its education by recruiting higher-quality faculty, who are paid 5.1 percent more than their average peers in the academic labor market.
- Students with lower-than-average SAT scores tended to have a stronger preference for schools known for athletic success, while students with higher SAT scores preferred institutions with greater academic quality. Also, students with lower academic prowess valued the success of intercollegiate athletics for longer periods of time than the high SAT achievers.

- Even students with high SAT scores are significantly affected by athletic success—one of the biggest surprises from the research, Chung says.
- Schools become more academically selective with athletic success.

Although a boost in applications is a good outcome, there are a variety of other reasons why schools invest in sports. A primary reason, says Chung, is to further the NCAA's commitment to diversity and morale. Schools also build sports programs because it can be financially beneficial to do so—intercollegiate sporting events generated an estimated \$2 billion in revenue and \$1 billion in profit in 2010. Winning programs prosper in diverse ways including ticket and product sales, alumni donations, and TV contracts. Chung is currently studying the effect of winning on revenues.

The rise in application interest, the subject of the current research, is probably the tertiary reason. "I am hesitant to say schools choose to invest in athletics just because of the spillover effect into academics," Chung says.

Why would sports success spark greater admissions interest, even among academically superior students? Although not part of the study, Chung guesses that a school's fame in athletics increases general awareness of those institutions—brand advertising, if you will. Another reason: sports-heavy American culture. Prospective students might find it appealing to be part of a college's social whirl around a winning program.

Chung's paper, like others by Michael Anderson, Robert McCormick, Maurice Tinsley, Franklin G. Mixon Jr. and Irwin Tucker, focused on Power Five schools and programs at the higher echelon of the athletic hierarchy. When focusing on smaller programs, there are more applicable publications to review for Portland State.

Validity

While many question the strength of and merit of the Effect, in 2021, Matt Brown, sports blogger at Extra Points, determined "the 'Flutie Effect' is a real thing." Brown examined scholarship data at a number of schools which experienced uncharacteristic athletic success. Devin and Jaren Pope analyzed metrics from more than 300 Division I schools in *The Impact of College Sports Success on the Quantity and Quality of Student Applications* published in the *Southern Economic Journal*. They found "[t]his additional advertising or 'Flutie Effect' translates into measurable increases in applications and enrollment for the school, further strengthening the correlation between university athletics and the overall advancement of the institution."

Timing of Benefits

Pope and Pope's study goes on to examine when a Flutie Effect moment will concretely affect enrollment. Their findings suggest that there is a clear delay from dynamic athletic success and increased enrollment/quality of applicants. Factors included the timing of the NCAA basketball tournament relative to application deadlines and required entrance testing. The study concluded that lack of immediate impact does not negate its existence.

Demographics of Enrollment Rise

A third discovery from Pope and Pope is the consistent demographics to apply at institutions with athletic success. They write, "we found that males, Black students and students who played sports in high school are more likely to be influenced by sports success than their peers." The key focus here is the implied effect for athletic *and* academic recruiting. In 2012 Stephen Perez researched eight California State University schools that participated in Division I athletics. This small study easily correlates to the Portland State model in size and scope. Especially of relevance to Portland State, Perez found that "success in football and men's basketball at the Division I level positively affects enrollment of local students to a university."

Specific Advantages of Football

A study by Van Holm and Zook published in the journal *Applied Economics* in 2016, considered schools that had either added or eliminated college football. Their research discovered that the contraction of football programs had negative effects on both the number of students applying to a university and the quality of those potential students. In the *Effects of University Athletics on the University: A Review and extension of Empirical Assessment* published in *Studies in Sports Economics* in 2004, Brian Goff found "[d]ropping football can have measurable, negative impacts on enrollments and other indirect variables (e.g. giving) even for universities that do not have top tier programs."

In another examination, Randall Smith studied in *The American Journal of Economics and Sociology*, in 2009, the cultural value athletics brings to a campus community. He asserts there is an overall positive influence a football program can bring to a college atmosphere, and not necessarily on the field. Football, especially, assists in establishing traditions and connections across institutional sub-groups. Smith identifies the enrollment benefits of the Flutie Effect, but after analyzing a group of more than 300 Division I FBS and SCS schools altogether, he suggests that the number of years participating in intercollegiate football has a positive impact.

Effects on Retention and Graduation

In another article in *The American Journal of Economics and Sociology*, Patrick Rische examined all DI athletic programs' graduation rates and then compared them to overall graduation rates. He discovered FCS student-athletes graduate at an overall rate of nearly 4.4% higher than the non-student-athletes (a 55.85% to 51.48% difference).

Rische also delved deeper into the demographics of higher graduation rates associated with athletic success. He notes the substantial increase for Black student-athletes: "The graduation rate for black male athletes is 15% higher for all black male undergraduates... the graduation rate for black female athletes is 30% higher than for all black female undergraduates."

Daniel C. Hickman and Andrew G. Meyer published *Does Athletic Success Influence Persistence at Higher Education Institutions? New Evidence Using Panel Data* in *Contemporary Economic Policy*, in 2017, specifically measuring student retention rates across-the board for DI schools. Their study found that "success in the two most prominent sports, football and men's basketball, leads to a significant increase in the freshman retention rate" and that there is "some evidence of a positive impact of basketball success on graduation rates."

Goff touched on the benefits of national exposure in general in his study. He highlighted the increased general giving as a result of athletic success, as well as increased desire to attend from higher-quality applicants. While Brown asserts "[s]chools should treat the Flutie Effect bonuses as found money, not bonuses to aspire to," Chung sustains that a school's fame in athletics increases general awareness of those institutions – brand advertising, if you will.

CASE STUDY – CAL STATE-NORTHRIDGE

Cal State-Northridge holds off on eliminating football, suffers regardless

When California State University-Northridge let go of football, it was after reaching for the golden ring of Big Sky Conference glory while beholden to a new California gender-equity law.

In 1998, California raised the minimum for women athletes to 50%, whereas, previously, Cal State-Northridge's female team members accounted for 39%. While schools like the powerhouse UCLA cut men's swimming and gymnastics to account for the equilibrium required, Cal State-Northridge eliminated four men's sports; two of them were the school's most successful sports: Baseball and volleyball.

With funds low, the administrators couldn't find a way to add more women's athletic programs, only cut men's teams. Cal State-Fullerton, Cal State-Long Beach and San Francisco State all chose to cut football instead of multiple men's sports. Even when the American West Conference folded, Cal State-Northridge sought not to remain independent, but to apply to the Big Sky Conference in hopes of receiving higher-caliber opponents to qualify for NCAA playoffs, more undoubtedly greater exposure. Alas, the Big Sky required that Northridge keep its football team at that time.

Eventually, Cal State-Northridge had to eliminate football in 2001 due to budgetary concerns and, as of FY2019, its athletic department operates with a revenue of less than \$950,000 – with men's and women's basketball at a deficit of \$3.48 million combined.

In Media

Cal State Northridge Drops 4 Men's Sports

By David Wharton and Steve Henson – Los Angeles Times (June 12, 1997)

In a drastic effort to comply with gender equity laws and a deficit-ridden sports budget, Cal State Northridge on Wednesday eliminated four men's athletic teams, including the baseball and volleyball programs that brought national attention to the suburban campus.

Although other schools have cut sports in an attempt to reach gender equity – UCLA eliminated both men's swimming and gymnastics in 1994 – Northridge this spring found itself in a particularly serious funding situation at the same time it became legally obligated to meet gender requirements.

The university has an \$800,000 athletic department budget deficit. Yet beginning in the fall of 1998, under terms of the settlement of a 1993 lawsuit brought by the California chapter of the National Organization for Women, all schools in the California State University system must raise their ratio of female athletes to about 50%.

Women account for 39% of varsity athletes at Cal State Northridge.

Prevented by the deficit from adding women's programs – water polo, rifle and lacrosse were under consideration – Northridge administrators decided to cut the four men's sports: baseball, volleyball, soccer and swimming. Of the five sports being considered for elimination, only the men's golf team – with eight members and 1 1/2 scholarships – was spared.

The cuts will save about \$520,000. The rest of the deficit will be made up by cutting operating expenses in other sports, many of which are already running on a shoestring.

But the gender equity issue isn't the only cause of the school's money woes. Most of the deficit is a result of the university's move last fall into the Big Sky Conference, which required it to spend more money on its football program and more for travel for all sports.

News of the pending cuts has caused an uproar in the San Fernando Valley since a May 28 Times story that first detailed the extent of the proposed changes. Most comments seemed to question how the university could eliminate sports so popular in the area.

"It's mind-boggling that you could eliminate baseball, volleyball and soccer in Southern California," said John Price, the volleyball coach of 12 years.

An architect of the gender equity accord was also sharply critical.

"This is certainly not what we had in mind," said Linda Joplin, a NOW official who led the 1993 lawsuit. "I think that Northridge is not living up to the spirit of the agreement."

Ronald Kopita, the Northridge administrator who along with university President Blenda J. Wilson was responsible for the cuts, said he agonized over the decision. Wilson was unavailable for comment.

"In my years in higher education, and I've been in it for 30 years, I would rank this as the most difficult thing I've had to deal with," said Kopita, vice president for student affairs.

"I feel terrible," said Paul Bubb, the Northridge athletic director. "The bottom line is there are laws I need to comply with and budget constraints I need to meet."

The golf team was spared because of the possibility that golf could become a required sport for membership in the Big Sky. If it is not added in the next year, golf will be eliminated and replaced with tennis.

"To be erased, it's like slapping us in the face," said Jason Gause, a third baseman on this year's baseball squad, which at one point ranked among the top 20 NCAA Division I teams in the nation. "Our program was so good. All the time and work is for nothing."

The scholarships of athletes on the eliminated teams will be honored for one year. Baseball Coach Mike Batesole has a guaranteed contract for two more years. The other coaches will receive severance packages, Bubb said.

Past and present Northridge coaches, athletes and high school recruits who had committed to attend Northridge were shocked and bitter about the announcement.

Their anger was fueled by the fact that baseball and volleyball had been two of the school's most popular and successful sports. The baseball team has made it to postseason play in four of its seven seasons at the Division I level. The men's volleyball team finished second in the nation in 1993, losing to UCLA in the championship game on national television.

"I'm 100% disgusted," said Coley Kyman, who played volleyball and football at Northridge from 1989-93.

On campus, students – most of whom had cursory knowledge of the situation – universally lamented the cuts. But there was a range of opinion about the fairness of cutting men's activities as a way to come into compliance, and about the result the changes might have on the character of the university.

Watching over the campus pool Wednesday, lifeguard and graduate student Arlene Mutter said the loss of men's sports was sad, but blaming gender equity laws "is the same kind of scapegoating that happens with sexism and racism and ageism, and all those other -isms. Men's and women's sports should be equal."

Like most students, however, the 27-year-old Mutter said officials should search harder for a way to boost women's sports rather than simply doing away with men's teams.

The creators of the gender equity law – commonly known as Title IX – expected that universities would gradually add women's teams over a number of years. But, in the course of its 25-year history, little about Title IX has gone as expected.

The legislation was written in 1972. It stated that "no person in the U.S. shall, on the basis of sex . . . be subjected to discrimination under any educational program or activity." The measure was challenged but after several court battles, Title IX's jurisdiction was restored in 1988.

Athletic directors began scrambling to comply at a time when tight budgets would not allow them to add women's teams. As a result, a recent NCAA study found, women's gains over the last five years have come at the expense of eliminating men's teams.

UCLA cut its successful men's gymnastics squad. Notre Dame cut wrestling. And the rush to comply accelerated after a 1991 court ruling allowed plaintiffs to recover attorneys' fees and damages from gender equity lawsuits.

In 1992, a Brown University student successfully sued her school for cutting its women's gymnastics team. Soon after, NOW filed its suit against the Cal State system.

NOW's Joplin had discovered that the percentage of female athletes at Cal State schools had declined from 36% to 30%. "They had made some progress in the early '80s but then, with budget cuts, it was obvious that they were going the opposite way," she said.

Cal State system officials quickly settled the case. While other universities could satisfy gender-equity laws by showing gradual expansion of women's sports, Cal State agreed to bring all of its campuses within 5% of proportionality by the 1998-99 school year.

San Francisco State was forced to balance its numbers by cutting football. Cal State Long Beach and Cal State Fullerton had already done so.

"If proper planning had taken place, none of this would have happened," said Betsy Alden, the athletic director at San Francisco State, who also serves as president of the National Assn. of Collegiate Women Athletic Administrators.

As the time neared for a decision on the sports programs, various efforts arose to save them. Over the weekend, Steven Soboroff, a senior advisor to Mayor Richard Riordan, approached school president Wilson with a plan to build a multiuse stadium funded by corporate sponsors.

Soboroff has since changed the focus of his efforts to expanding the Northridge softball facilities.

Another complaint came from Daniel M. Petrocelli, the attorney who represented Fred Goldman in the civil suit against O.J. Simpson. Petrocelli

sent a letter to university administrators on behalf of Hart High School third baseman – and Northridge recruit – Eric Horvat stating that Horvat had been unfairly denied the chance to pursue an athletic scholarship at another university.

“Keep in mind, my client signed a letter of intent as late as May 1997,” Petrocelli said. “You’re trying to tell me there was no hint or clue as of mid-May? I think that’s just outrageous.”

At Northridge, eliminating football would have been the quickest fix.

But that cannot be done because of a decision made last year.

In early 1996, when its American West Conference folded, CSUN had the option of remaining independent. But independent schools struggle to find quality opponents because so many teams are busy playing in their own conferences. And, with weaker schedules, independent schools find it harder to qualify for NCAA playoffs.

Northridge chose to join the Big Sky Conference, the only conference that would accept it. The Big Sky requires that Northridge keep its football team.

Times staff writers Jeff Fletcher and Eric Slater contributed to this story.

CASE STUDY – HOFSTRA UNIVERSITY

Long Island's largest private university, Hofstra, is located in Hempstead, N.Y. Hofstra originated in 1935 as an extension of New York University (NYU), under the name Nassau College-Hofstra Memorial of New York University at Hempstead, Long Island. It became an independent Hofstra College in 1939 and gained university status in 1963. Comprising 10 schools, including the Zucker School of Medicine at Hofstra/Northwell and Deane School of Law, the institution became a competitive academic stalwart program in New York.

Athletically, the football team competed in the NCAA Division I Football Championship Subdivision (FCS) and were members of the Colonial Athletic Association. The school's first football team was fielded in 1937. Hofstra participated in football from 1937 to 2009. On Dec. 3, 2009, the University announced it was terminating the football program. Funds previously used for the football program went into the creation of the medical school and enhancing a variety of programs, including public health, hard sciences and engineering.

According to Hofstra's website, the football program cost \$4.5 million a year, which included scholarships. Athletics, at the time and as a whole, cost the school \$18 million, excluding football.

Over its 72-year history, Hofstra football had a final record of 403 wins, 268 losses and 11 ties, and finished with 45 winning seasons and three seasons at .500. The team had five playoff berths, one conference title (Atlantic-10), and two playoff wins, but never won a championship.

In Media

Hofstra dropping football program

By Associated Press – Dec. 3, 2009

Hofstra University dropped football because of costs and fading interest and will use the \$4.5 million spent annually on the team on scholarships and other priorities.

The board of trustees voted unanimously Wednesday night to shut the program, which had been in existence since the school's founding in 1937.

"The cost of the football program, now and in the future, far exceeds the return possible," Hofstra president Stuart Rabinowitz said Thursday. He

added that despite Hofstra having sent several players to the NFL, the program does not attract enough national attention.

“Given that, along with the low level of interest, financial support and attendance among our students, our alumni and the community, the choice was painful, but clear.”

Rabinowitz noted that even on the Hofstra campus, there was little interest in the team. He said students were offered free tickets to games, but only an average of 500 students attended games at the 13,000-seat campus stadium.

The decision follows a two-year review of sports spending at Hofstra. Rabinowitz said there are no plans to cut any other sports at the Long Island school.

Last month, Northeastern University in Boston dropped football after 74 years. Northeastern, like Hofstra, plays in the Colonial Athletic Conference. Four of the final eight teams left in the Football Championship Subdivision playoffs are from the league.

Hofstra was 5-6 overall and 3-5 in the league this season. Northeastern went 3-8, 3-5 in the CAA.

“We know this is a difficult time for our football team members, their dedicated coaches and loyal fans, and we will do everything we can to help them navigate this transition as smoothly as possible,” Rabinowitz said.

He said the 84 players were told of the decision Thursday. All players were told they can keep their scholarships if they remain at the school. Those who transfer will be eligible to play immediately.

CASE STUDY – NORTHEASTERN UNIVERSITY

The Boston-based Northeastern University football team competed in the NCAA Division I Football Championship Subdivision (FCS) and were members of the Colonial Athletic Association. Northeastern participated in football from 1933 to 2009, compiling an all-time record of 289–366–17.

Citing sparse attendance, numerous losing seasons and the expense to renovate Parsons Field (in neighboring Brookline) to an acceptable standard, the university Board of Trustees voted on Nov. 20, 2009, to end the football program. According to at-the-time President Joseph E. Aoun, "Leadership requires that we make these choices. This decision allows us to focus on our existing athletic programs."

There were several clutch moments in the last five years of the Huskies' football program:

- Nov. 3, 2007, at a rain-soaked Cowell Stadium in Durham, N.H., Maurice Murray carried the Husky offense by rushing a school-record 55 times for 206 yards as Northeastern knocked off a nationally ranked New Hampshire team for the second straight season, 31-13. The Huskies scored on each of their first three drives to take control of the game. That gave Murray, who scored three touchdowns on the day, a chance to run the clock out as he rushed 29 times in the first half and 26 times in the second half. The Huskies controlled the ball for an incredible 48:13.
- Oct. 21, 2006, following Mat Johnson's game-winning field goal to defeat Delaware, 27-24, as time expired, the Huskies provided more thrills by upsetting No. 6 New Hampshire in overtime before 6,531 fans at Parsons. UNH took the game to OT with a last-second score and opened overtime with seven points. NU found itself 4th-and-5 from the 20 when John Sperrazza threaded a pass to Kendrick Ballantyne in the end zone for six points. Rather than play on, Rocky Hager calls for two, and the Huskies deliver, as Sperrazza completes a pass to Alex Broomfield in the end zone for the victory and the sold-out crowd rushes the field.
- Nov. 13, 2004, after trailing 21-17 with four minutes left in the game, the Huskies turned to Shawn Brady to take control. The senior quarterback led NU on a 63-yard scoring drive that ended when he handed the ball off to Anthony Riley, who then lateralled to Cory Parks, who then threw downfield to a wide-open Brady for a 40-yard

touchdown and a 24-21 lead. Hofstra then tied the game with a field goal to force overtime. After each team scored a touchdown in the first overtime, the Huskies held Hofstra to a field goal in the second overtime. That gave Brady the chance to deliver, and he did, with a 22-yard lob to Shane Hopkins for the game-winning touchdown, sending the Huskies home with a 37-34 victory.

In Media

Adding Football Saved One College. Dumping It Boosted Another

By Bill Pennington – New York Times

PAXTON, Mass. — On a sunny Saturday this fall at Anna Maria College in central Massachusetts, 100 football players charged onto a campus field in front of cheering students and alumni.

It was a traditional autumn scene, except, in Anna Maria's case, it was a fairly new one. Ten years ago, the college added a football program. Ever since, officials at Anna Maria have gleefully watched enrollment balloon, tuition revenue swell by almost \$2 million a year and campus morale spike as pregame tailgates flourish.

"We're not just a sleepy little school," said Mary Lou Retelle, Anna Maria's president. "There's life."

On the same afternoon, 60 miles away in Boston, what had been the football stadium for Northeastern University was idle and unoccupied. In 2009, months after Anna Maria began playing football, Northeastern stopped, eliminating its 74-year-old program. In the decade since, Northeastern has basked in its success, with applications nearly doubling, research funding almost tripling and the institution's ranking in U.S. News & World Report's best colleges list jumping to 40 from 96.

Football is hardly missed.

How could both experiences with the sport, at schools so close to one another but philosophically so far apart, be true?

This weekend, the national semifinals of the College Football Playoff, featuring Clemson, Ohio State, Louisiana State and Oklahoma, are at the center of this universe. But the story that most accurately reflects the state of the game can be found in Massachusetts, where the dichotomy of thought about football's place in higher education is evident.

The disparate experiences of Anna Maria and Northeastern reflect many of the arguments occurring on campuses over whether to drop or continue football.

America has a long, complicated relationship with college football, which can be hailed as a panacea for flagging revenues and gender imbalances at one college and shunned as an unwanted headache at another. By certain metrics, football is in decline. High school participation nationally has dropped 10 percent in the past decade. During that time, 23 colleges across all divisions have dropped football.

But in roughly the same period, 66 institutions have added football, including several in Division I. Seven more will begin programs by 2022. The number of schools playing college football, in fact, is at a high: 775, according to the National Football Foundation, with 39 percent of the new programs in Florida, Texas, Michigan and Georgia. Still, every region of the country, from the Pacific Northwest to the Carolinas to New England, is well represented.

"To students deciding whether to apply here, having football makes Anna Maria a real college," Retelle said earlier this year at a home game, which typically draws about 1,000 fans.

On the bustling Northeastern campus in Boston, football is a memory never revived.

"Honestly, I've never heard anyone asking to bring back football," said Joseph E. Aoun, the president of Northeastern since 2006. "No one."

Football as Savior

For Kevin Supan, a tackle at Anna Maria, football is the only reason he is in college at all.

"I would be back in my hometown mowing lawns right now, if not for Anna Maria football," Supan, a junior from Monroe, Conn., said.

Like many Anna Maria players, he had never heard of the college until he got an email from Dan Mulrooney, the head football coach. Supan eagerly drove the two hours to Anna Maria's campus, outside Worcester, with his father, Jim, a middle school custodian, and his mother, Joann, a school secretary.

"I was heartbroken that my high school football career had ended," Supan said. "But here was this place that could fix that."

The fact is young men like Supan who are leaving high school will pay to keep playing the game. Earning a college degree becomes a substantial

bonus. Not insignificantly, they also boost the institution's number of male applicants.

In 2008, Anna Maria's enrollment was 800 students. Although it began admitting male students in 1973, nearly 70 percent of the student body remained female. The first football recruiting class was 75 players for the inaugural season in 2009. The team did not win a game that season and has had 11 losing seasons in a row. Yet the number of male applicants rose immediately, even when football recruits were excluded. Enrollment is now roughly 950 students, and the campus is virtually 50 percent male.

From year to year, there are 100 to 110 football players on the roster who, after need-based financial aid from the college, pay an average of \$20,000 in tuition and board. The football program expenses, including coaching salaries, equipment and staff, is roughly \$425,000. The math of football's worth is simple: a net gain for Anna Maria of \$1.5 million to \$1.8 million. Since Anna Maria plays in Division III, the N.C.A.A.'s lowest, and largest, level of competition, athletic scholarships are prohibited.

Also, more than half of the team is Black and enhances Anna Maria's diversity, which makes it easier to recruit more students of color.

Supan, who is 6-foot-4 and 275 pounds, acknowledged that the team had an outsize role on campus.

"Obviously, you can't miss us," he said. "We're active; we want to be visible."

An important goal for the football program was to induce more students to live on the 190-acre campus and remain there on weekends to help foster a greater sense of community. It's working.

"Everybody stays on campus for Friday nights before games, which are pretty crazy," said Alice Yokabaskas, a freshman from Boothbay Harbor, Maine. "There's a buzz all weekend with alumni coming back and setting up tents to barbecue. Imagine if the team was undefeated or something?"

Football's documented association with brain trauma is not a regular topic at Anna Maria, but it has not been disregarded.

"I would expect as the decades go on that the landscape for football will change," Retelle said. "For now, we take every strict precaution to make sure our students remain healthy for the short term and the long term."

Standing outside the Anna Maria locker room last month, Supan, 20, said his only concern about the sport is that one day there will be no more football for him. "There's a lot of talk about head injuries, and I've seen neighboring towns where I grew up shut down youth football programs, which truly makes me sad," he said. "Some of us owe so much to football."

Supan is a fire science major, preparing for a career in fire and emergency services.

"My G.P.A. in high school was a 1-something and my G.P.A. right now is a 3-something," he said. "I'm going to be the first in my family to get a college degree. That's amazing to me, and that's because of football."

Dropping Football

On Nov. 22, 2009, Peter Roby, then Northeastern's athletic director, entered a room occupied by roughly 70 football players. Security officials stood watch. Roby, a former Harvard basketball coach, never needed the protection, but his announcement left many players crying and others cursing in his direction.

"There is not a script to follow for dropping football," Roby said last month, reflecting on the decision 10 years ago. "We're socialized to appreciate the fact that football is a big deal. It's usually the king of the campus.

"Afterward, plenty of people sent emails saying: 'How can you expect to be a great university if you don't offer football?'"

Other college presidents overwhelmed Aoun, the Northeastern president, with phone calls and emails. "Everyone wanted to know how we did it," said Aoun, who wrote about the experience for an education magazine, "The Presidency."

In some quarters, abandoning Northeastern's Division I football remains a sore spot, even a decade later.

"It felt like a betrayal; we had been reassured we would finish our careers there," Conor Gilmartin-Donohue, a junior tight end in 2009, said in an interview last month.

Gilmartin-Donohue transferred to North Texas, and after one final year of football, returned to earn his Northeastern degree (the university paid for any football player choosing to finish his studies). He has not been back since.

Roby, who retired last year, understood the bitterness. But he insisted he had acted in the best interests of Northeastern in an era when the supremacy of college football is being questioned.

He pointed to the University of Connecticut, which in recent years invested heavily in football to compete at the highest level in the N.C.A.A. The program has struggled to attract fans and is 11-45 in the also-ran American Athletic Conference since 2013.

"They can't draw anybody to games, they have no natural rivalries and they're not very good," Roby said. "Is that what people want?"

Northeastern football was 8-26 in its final three seasons. It had long been overshadowed by more prominent programs, such as Boston College's, and average home attendance had dropped to about 1,500.

To Roby, the athletic director for 11 years, and Aoun, the decision to drop the sport was not directly about winning and losing. The university was reviewing every academic, extracurricular and athletic program. Future investments would be conferred only to programs that the university believed could achieve and sustain excellence.

Football did not make the cut. The university projected it would have to spend as much as \$25 million to build a new football stadium to be competitive in recruiting. In the 10 years since, pioneering head trauma research has roiled the sport, although in 2009, the dangers of playing football were not a primary concern.

But the institutional review did become the genesis for a renaissance that focused on Northeastern's strengths — a cooperative education program integrates classroom study with professional experience — and allowed it to concentrate on new ones, the most visible representation being a 220,000-square-foot science and engineering research center that was completed two years ago.

Since 2009, applications to Northeastern have increased to more than 62,000 annually from 34,000. The average SAT score has risen to 1,457 from 1,288 and research funding has grown to \$178.6 million from \$63.9 million.

In athletics, the \$3.5 million saved annually from eliminating football has been used to beef up recruiting and coaching salaries, primarily in men's basketball and men's and women's ice hockey. The men's basketball team

has twice qualified for the N.C.A.A. tournament since 2015, and both hockey teams have surged, helping to bond the community.

"I love football, but the benefits outweigh the costs; hockey is what we rally around," Martin Kelly, a second-year student from Salt Lake City, said. "When I was applying to colleges, I knew Northeastern didn't play football, but it was still my top choice."

Even some former football players seem to have come to peace with the decision.

"Seeing the success of so many of the other sports programs makes dropping football O.K. with me," said Mark Salisbury, a standout safety from 1989 to 1993.

So which route is the best one for college football — all in or all out? Like everything else in America these days, it depends on your perspective.

The sunny fall afternoon at Anna Maria College that began with pregame pageantry and players sprinting across the gridiron resulted in another loss for the home team. The tailgate party nonetheless blared unabated. Fans encircling the field were in no hurry to leave.

Much later that night in Boston, bright lights illuminated Parsons Field, the old Northeastern football stadium now renovated to accommodate multiple sports. The men's soccer team held a three-goal lead over nationally ranked James Madison. A smiling, if meager, crowd of students in Northeastern sweatshirts roared in full throat.

REFERENCE ARTICLE – Does dropping football lead to academic or athletic success?

At least formal study says NO! Or at least, not necessarily.

By Matt Brown – Extra Points

I've been doing a lot of thinking about the changing financials of this sport, and how different institutions chose to reckon with those changes. Recently, we saw an FCS program, Jacksonville, decide to shut everything down. Two other DII schools in Minnesota followed suit a few days later.

The rationale those schools used for dropping football at least makes intellectual sense, but it's far too early to know if dropping football was truly the right decision. Recently, the New York Times took a closer look at Northeastern's decision to drop their football program back in 2009. To hear the school, and the Times, tell it, the decision has paid off in spades.

Via the Times:

"Since 2009, applications to Northeastern have increased to more than 62,000 annually from 34,000. The average SAT score has risen to 1,457 from 1,288 and research funding has grown to \$178.6 million from \$63.9 million. In athletics, the \$3.5 million saved annually from eliminating football has been used to beef up recruiting and coaching salaries, primarily in men's basketball and men's and women's ice hockey. The men's basketball team has twice qualified for the NCAA tournament since 2015, and both hockey teams have surged, helping to bond the community."

That all sounds pretty good, right? Northeastern football wasn't very good (they made the FCS playoffs exactly once, and finished 12-28 over their final five seasons) and attendance was terrible. Swapping that for athletic competence in other sports, and improved academic performance elsewhere, seems like a great trade, if that's actually how things happened.

At Idaho, the last FBS program to drop a level, the story looks decidedly more mixed. Earlier, I caught up with their beat writer, who told a story of a football team struggling to compete at the FCS level. Idaho men's basketball is still bad, and there's still plenty of bitterness among fans, alumni, and boosters. It certainly isn't an apples-to-apples comparison with Northeastern, but if nothing else, the data right now doesn't show a smashing success story.

Of course, Northeastern, Jacksonville and Idaho aren't the only programs that have either dropped a level, or out of football completely. Over the last few decades, several other schools have dropped out of the FBS or FCS level (or I-A/I-AA). If only there was, oh, some scholarly research to examine what happened with those athletic departments?

Guess what! There is!

I recently came across this paper from Michael Hutchinson and Kimi Jennings of the University of Memphis, and Daniel A. Rascher of the University of San Francisco, published in the Journal of Intercollegiate Sport in 2016, and updated in 2017. The three academics looked at the 21 schools that dropped D1 football between 1981 and 2010, and sought to determine what academic and athletic impact dropping football brought.

Specifically, the study asked:

- RQ1: Did the men's basketball program improve after discontinuing football?
- RQ2: Did U.S. News & World Report's Colleges and Universities ranking improve after discontinuing football?
- RQ3: Did SAT scores for incoming freshmen improve after discontinuing football?
- RQ4: Did the university increase enrollments after discontinuing football?

The paper found that, at least according to the Sagarin Rankings, men's basketball performance, on the aggregate, actually slightly declined after football was discontinued. No statistically significant connection was found between US News rankings, SAT scores, or university enrollments, and dropping football.

That may be useful information here for stakeholders mulling a similar decision. From the paper:

"Within our context—and among the population of universities having discontinued a Division I football program—the findings indicated that universities can expect little positive or negative impact to academic status and reputation, and a slight negative impact to athletic status. The primary theoretical contribution from this study related to the potential for changing the perception of how de-escalation of commitment is viewed by stakeholders."

For instance, within the context of intercollegiate athletics, prior research investigating the process of de-escalation revealed how stakeholders viewed

reducing commitment to Division I athletics as not only undesirable, but likely to produce negative consequences to the university and athletic department (see Hutchinson & Bouchet, 2014b). However, at certain universities, our findings revealed de-escalation of commitment—manifest in football program discontinuation—as unlikely to produce substantial positive or negative consequences. Thus, while organizational stakeholders may view de-escalation behavior as unfavorable, theoretically, the tangible impact on the university and athletic department should not necessarily be perceived as negative in nature.

I'm not an academic, and I admit, it's been several years since I took any statistics classes or devoted large swaths of my time reading these sorts of papers, so my thoughts here are not meant to besmirch the scholarship of this paper. But a few things jumped out at me here. First, here are the schools in the data set:

- University of Texas at Arlington
- Southeastern Louisiana University
- Wichita State University
- Lamar University
- California State University, Long Beach
- California State University, Fullerton
- University of the Pacific
- Boston University
- University of Evansville
- California State University, Northridge
- Canisius College
- Fairfield University
- St. John's University
- East Tennessee State University
- Siena College
- St. Mary's College of California
- St. Peter's University
- LaSalle University
- Iona College
- Northeastern University
- Hofstra University

I don't know if this means anything, but a number of those schools are playing football again. East Tennessee State is playing FCS football in the Southern League, Lamar and SE Louisiana play in the FCS Southland, and there's been at least noise in recent memory about Wichita State restarting a program.

I'm also not 100% sure all of those schools were competing at the same level of FCS football as some of their peers. This news story, for example, suggests Saint Mary's was only funding 16 full ride scholarships when they dropped their football program. Other 1-AA schools were funding over 60. That's much closer to fielding a DII team, even if they were officially competing at the DI level. Siena wasn't offering scholarships at all. Neither was Fairfield.

Another thing that stands out is that's still a pretty small data set. There are a lot of *very different* kinds of schools on this list too, from selective private schools to larger public schools, tiny Jesuit schools, and more. Each of those schools have different missions, stakeholders, endowments, financial situations, and definitions of success. I think that's going to make measuring outcomes pretty tricky, no matter what specific research questions you want to ask.

Are all of those schools, for example, actually trying to increase enrollment, or selectivity? And while I don't question the utility of including US News rankings, since we have research to suggest that both incoming students and college administrators value that data, it's worth pointing out that quite a bit goes into those rankings that have nothing to do with an athletic department. Among other variables, US News includes data like facility resources (salaries, proportion of faculty who are full time, etc), alumni giving, and per-student spending in determining rankings, among other metrics that would be difficult to tie into athletic spending (or cuts). Even if cutting football led to a dramatically more (or less) academically accomplished freshman class, a school's US News ranking might not budge much. Heck, US News doesn't even rank all of these institutions. I'm not sure what variables or other research questions I'd recommend instead. Finding data that goes back to the early 1980s for most of those institutions would be pretty difficult! I appreciate that scholars have at least tried to quantify some of this stuff, as imperfect as it might be.

Cutting football alone won't solve your problems

Dropping football might save you some money. It might free you from the need to make costly infrastructure investments, like stadiums or training facilities. But what you do with that money is up to you, and just like anything else in university administration, nothing is guaranteed. If your school is a tough place to win basketball games, chances are, dropping football isn't going to make it a much easier place to win basketball games. You might end up with a little more money to throw at your program, but if you don't make a good coaching hire, don't develop a

winning culture, don't develop players well, etc...you'll still stink. Many of the schools on that list have problems that an extra million bucks in the department budget isn't going to fix. And if you're a university president who is hoping that dropping football alone will help elevate your other athletic programs, you may be out of luck.

It also won't ruin or save your university. If your school wants to market themselves to a more academically accomplished student, that's going to involve a holistic strategic plan that extends beyond just the athletic department. It would appear it's worked out at Northeastern, but if it did, it certainly wasn't just because of football.

I have two follow up questions for future research

Maybe these have already been answered. But if not, I'd wonder,

- 1) What are the effects, both academically and athletically, on schools that start D1 football programs? Do they see boosts in enrollment or average SAT scores? Do those boosts only happen if they win? Are the boosts more pronounced at the FBS level, compared to FCS? Is there an impact on men's basketball, or the athletic department's overall performance? Or are the results statistically insignificant?
- 2) What is the impact on the diversity of the undergraduate population after dropping football? It's not uncommon, after all, for a D1 football roster to be more diverse (racially, economically, and in other ways) than the rest of the undergraduate student population, and eliminating roster spots or scholarships could make a school less diverse, at least on paper. Do schools dropping football try to offset this decline via recruiting or development in other places?

Should your school drop or add football? Well....it depends

I don't think this paper answers that conclusively, nor could it. Different schools differ dramatically and what a school should do with their football program depends on so many factors that include geography, institutional mission, finances, conference affiliation, and more.

It's useful to have some data to reset expectations for a booster, provost, board member or other interested party. The decision alone probably won't bring salvation or destruction. Whether you'll be successful, however you choose to define that, will probably depend on what everybody else does next.

Is the goal to improve athletic success elsewhere? Then you better hire great coaches, support staffers and administrators. Is the goal to improve enrollment? Sports might help, but that's also the purview of a university

strategic plan, marketing department, and other stakeholders. If you're trying to improve the SAT score of incoming freshmen, what is your argument in the marketplace for talented students? If you want to succeed anywhere, you need a plan.

If there's been a theme over the last several newsletters...it's probably been that I think schools should continue to ask themselves exactly how they plan to define that success. It is not always an easy question.

SECTION VI: SURVEYS

SECTION VI: Surveys



PORTLAND STATE UNIVERSITY – IMPORTANCE OF ATHLETICS: STUDENT SURVEY

Collegiate Consulting, along with assistance from Portland State administrators and faculty, developed a 24-question survey to be distributed to the undergraduate and graduate student body database. This survey includes several demographic questions followed by questions about opinions on athletics.

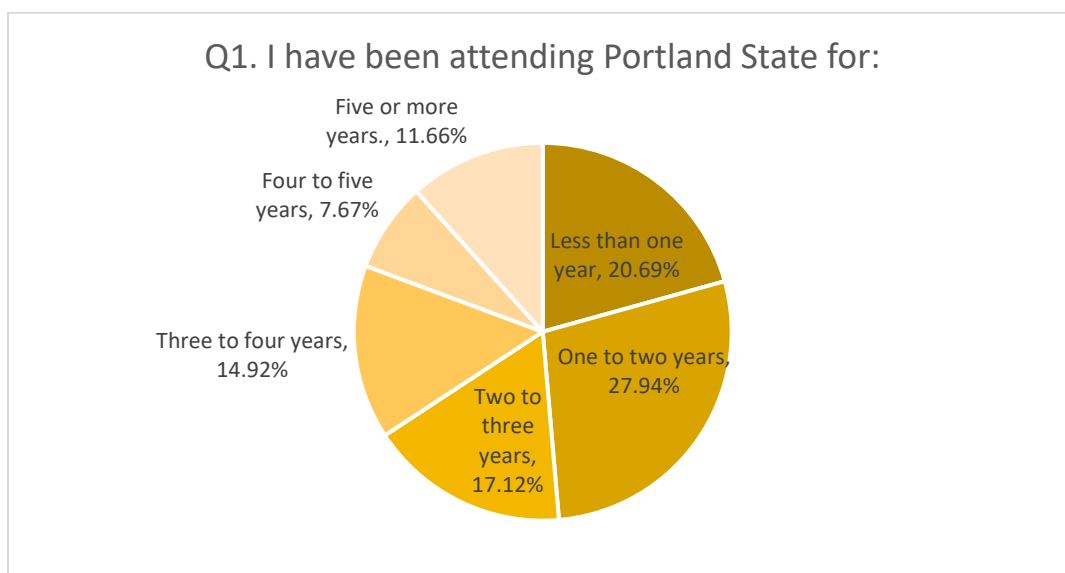
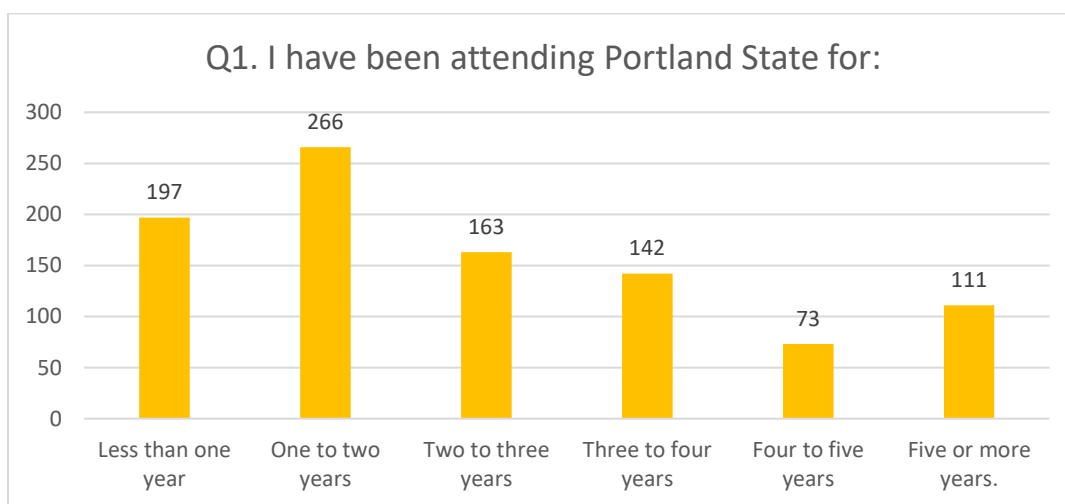
Based on initial conversations with the Athletic Futures Committee, the goal was 2,000 responses, or a 9.88% response rate. Collegiate Consulting worked with an associate research professor at Portland State to refine the survey and develop a distribution strategy. The recommended distribution method included sending an initial email to the student body, followed by three follow-up emails over the course of 10-14 days. The institution made the decision on the original outreach and one follow-up email.

This survey was distributed through four collectors. The first came from an email to the entire student body, generating 576 responses. The second was an email to the athletic database, generating 50 responses. The third was a tweet from the ASPSU account, generating 12 responses. The final was a follow-up email to the entire student body, generating 314 responses.

This survey received 952 responses and had a 88% completion rate. Overall, 4.7% of the student body completed the survey. The following section shows a breakdown of all questions and responses within the survey.

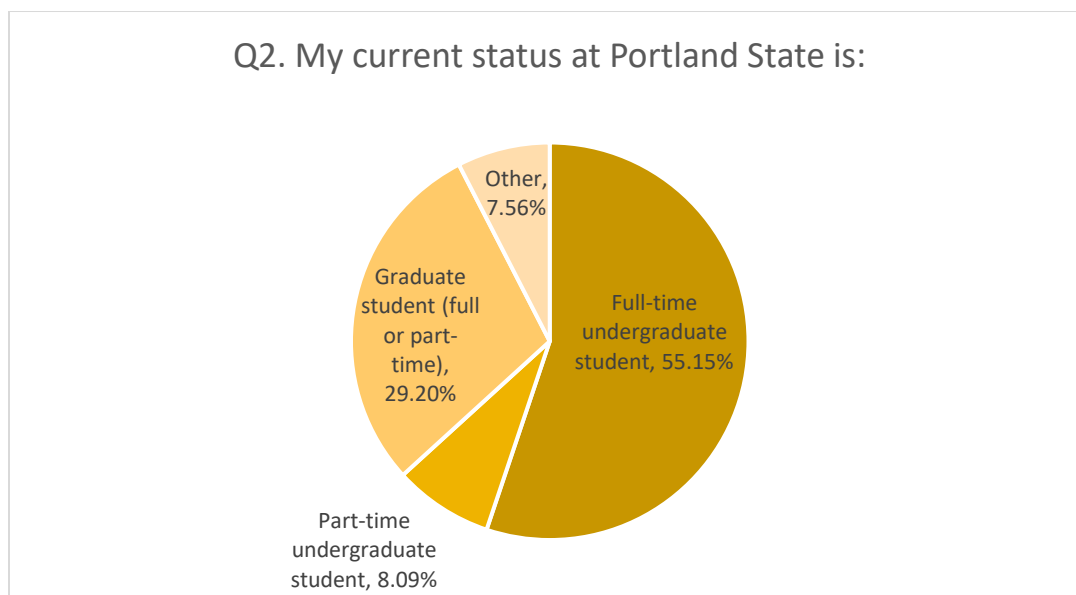
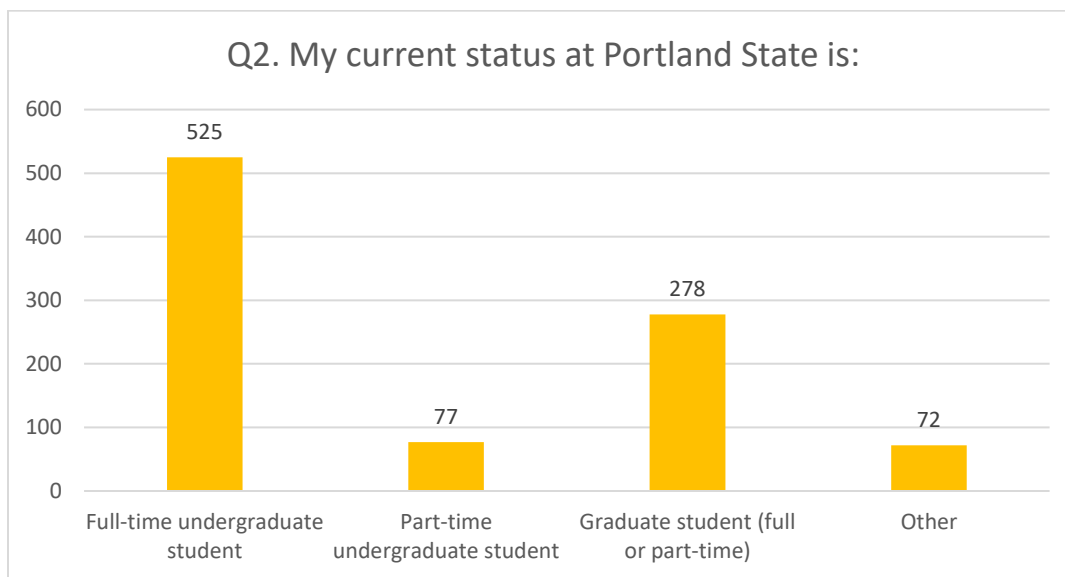
Question 1: I have been attending Portland State for:

Q1. I have been attending Portland State for:		
Answer Choices	Response Percent	Responses
Less than one year	20.69%	197
One to two years	27.94%	266
Two to three years	17.12%	163
Three to four years	14.92%	142
Four to five years	7.67%	73
Five or more years.	11.66%	111
Answered		952
Skipped		0



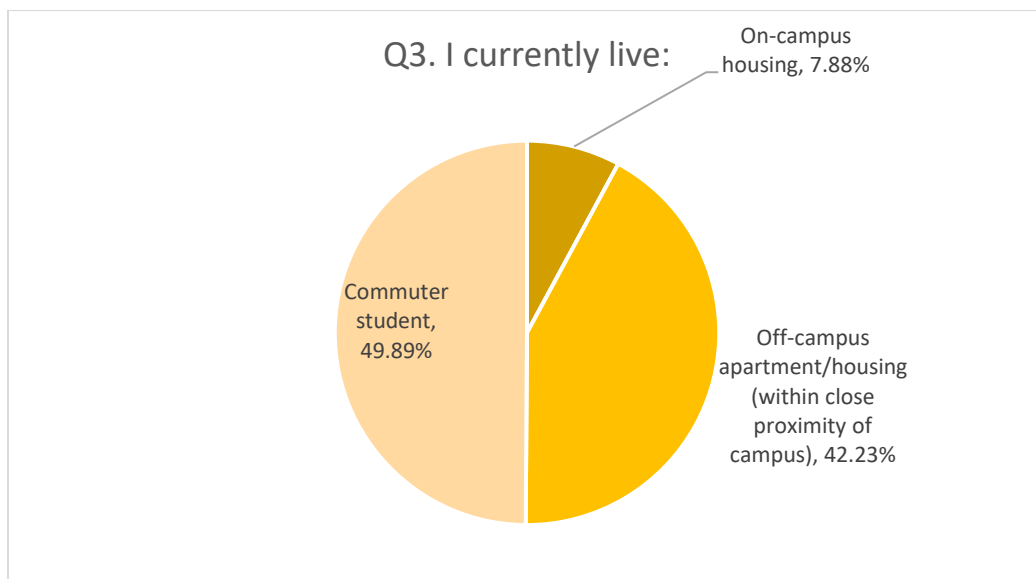
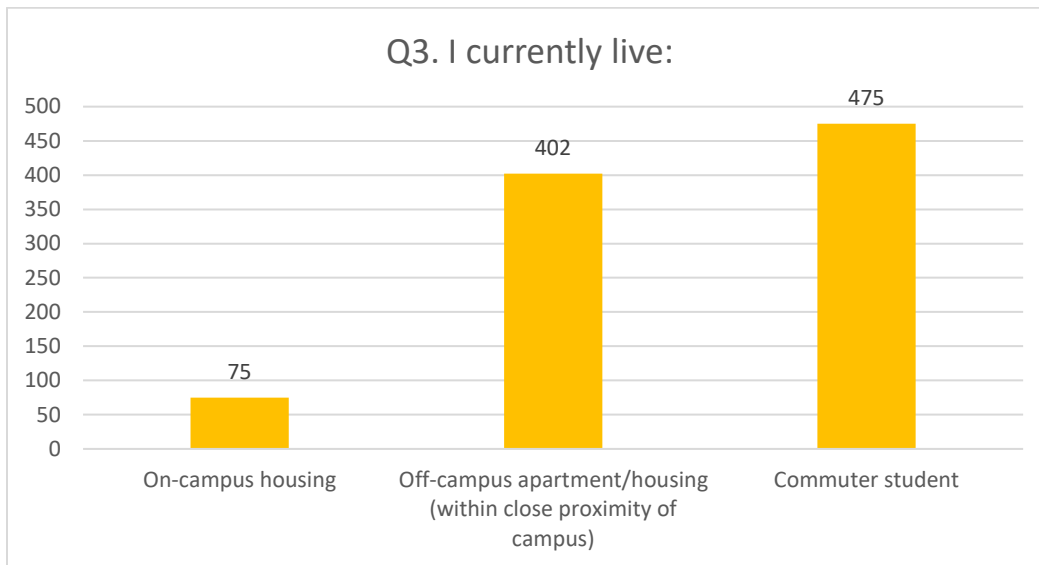
Question 2: My current status at Portland State is:

Q2. My current status at Portland State is:		
Answer Choices	Response Percent	Responses
Full-time undergraduate student	55.15%	525
Part-time undergraduate student	8.09%	77
Graduate student (full or part-time)	29.20%	278
Other	7.56%	72
Answered		952
Skipped		0



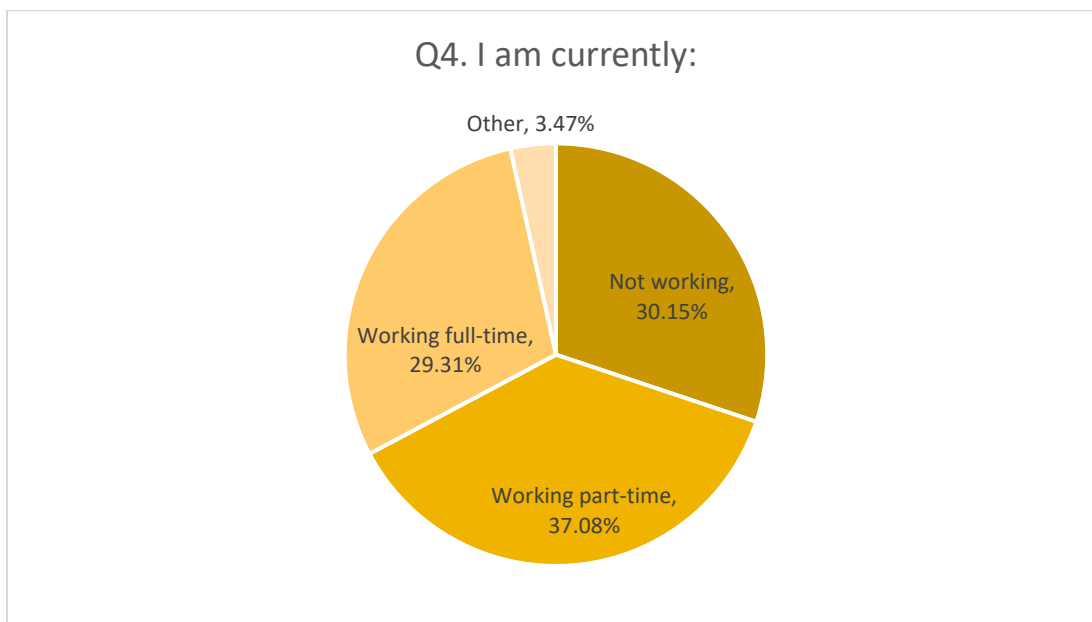
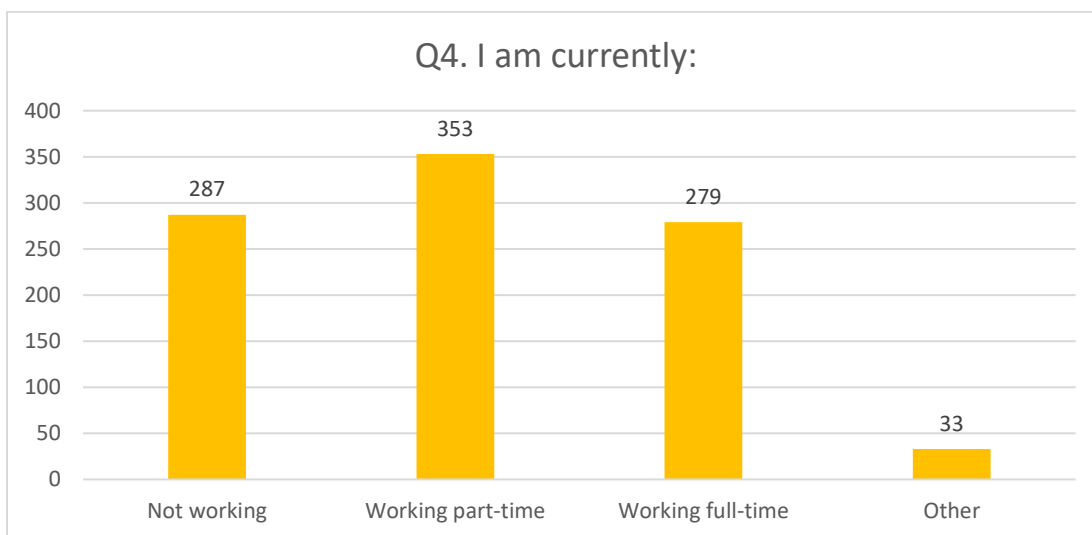
Question 3: I currently live:

Q3. I currently live:		
Answer Choices	Response Percent	Responses
On-campus housing	7.88%	75
Off-campus apartment/housing (within close proximity of campus)	42.23%	402
Commuter student	49.89%	475
Answered		952
Skipped		0



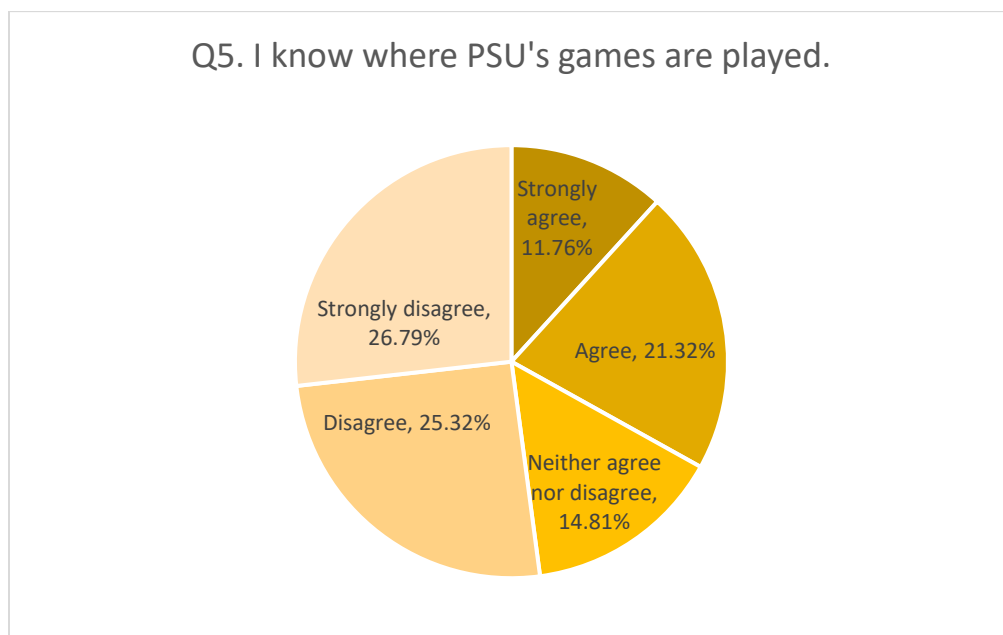
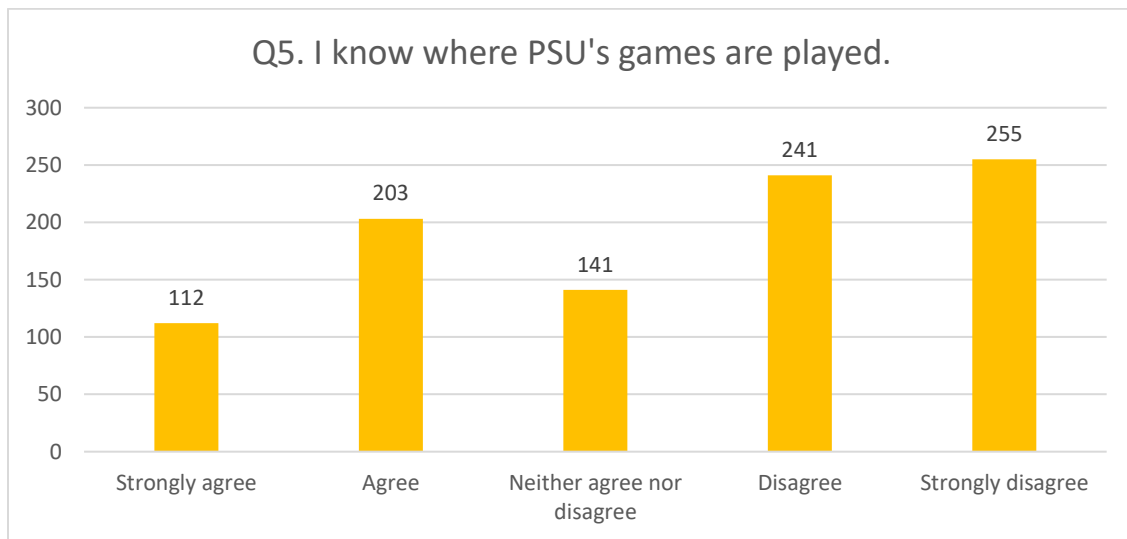
Question 4: I am currently:

Q4. I am currently:		
Answer Choices	Response Percent	Responses
Not working	30.15%	287
Working part-time	37.08%	353
Working full-time	29.31%	279
Other	3.47%	33
Answered		952
Skipped		0



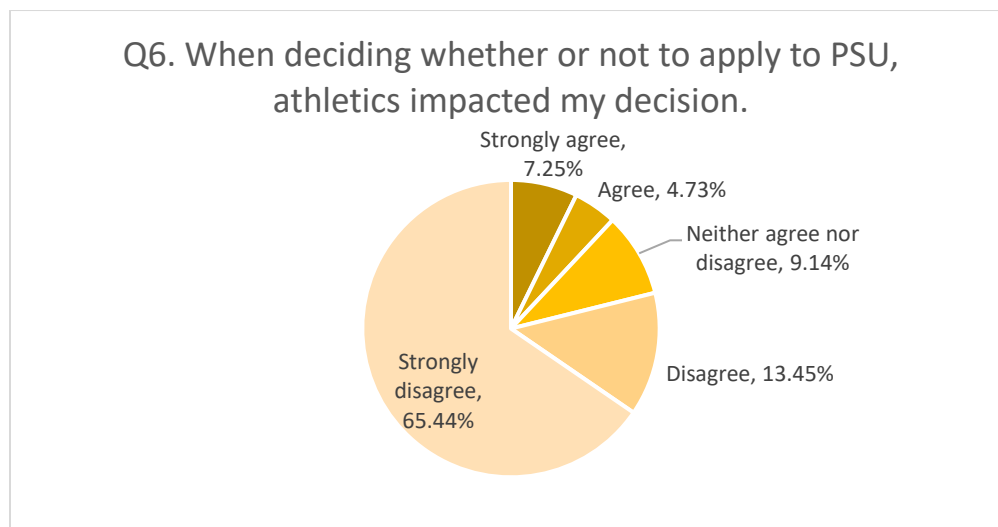
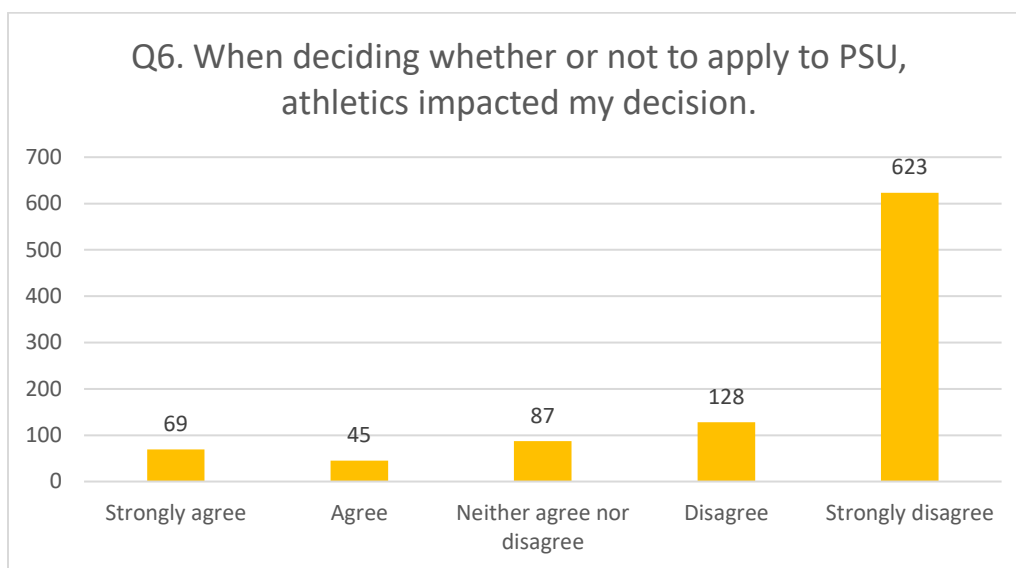
Question: I know where PSU's games are played.

Q5. I know where PSU's games are played.		
Answer Choices	Response Percent	Responses
Strongly agree	11.76%	112
Agree	21.32%	203
Neither agree nor disagree	14.81%	141
Disagree	25.32%	241
Strongly disagree	26.79%	255
Answered		952
Skipped		0



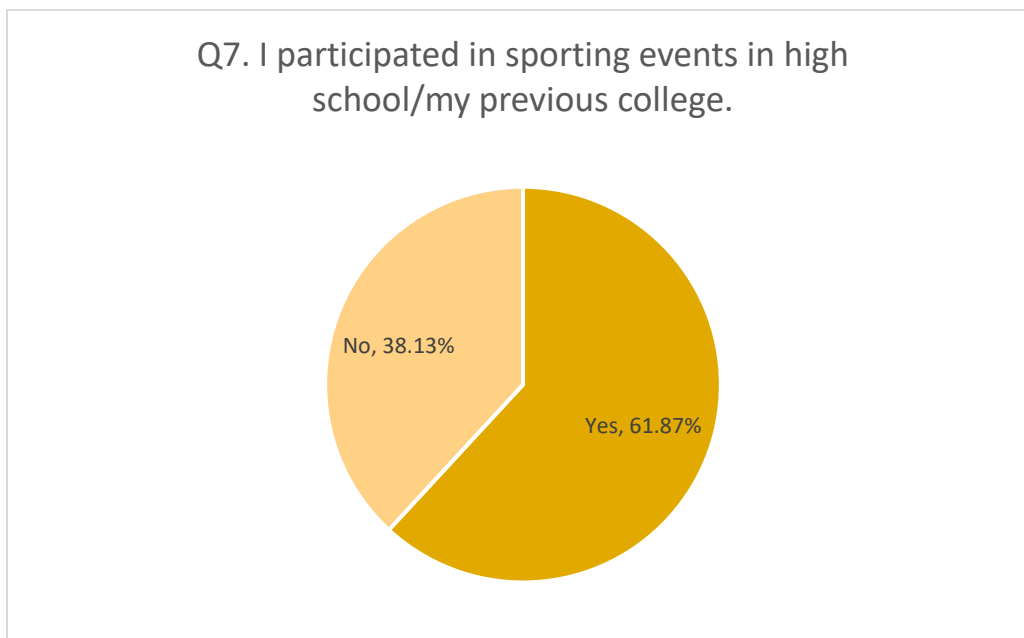
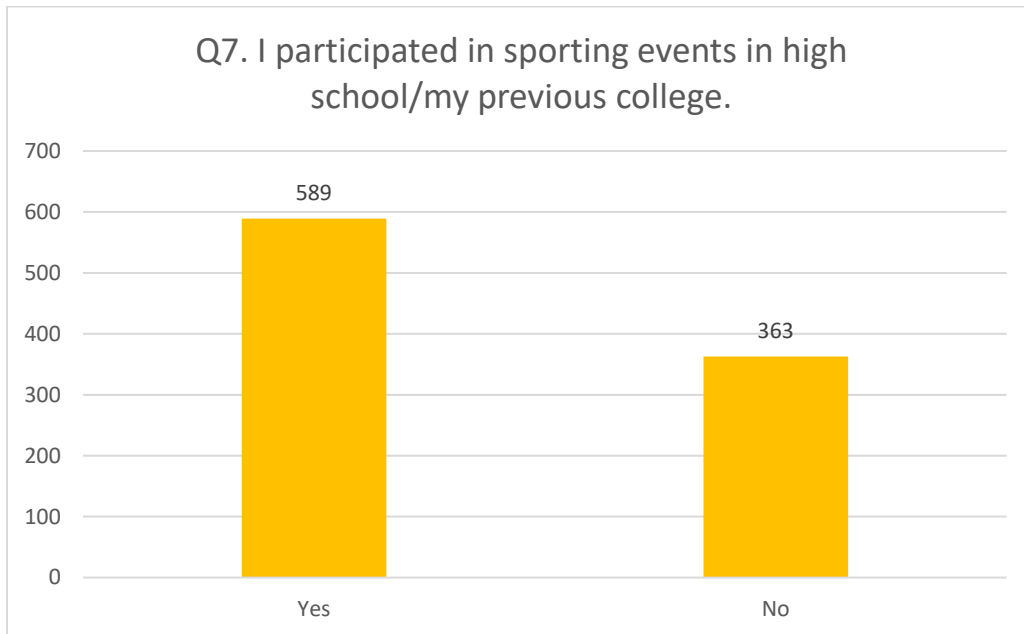
Question 6: When deciding whether or not to apply to PSU, athletics impacted my decision.

Q6. When deciding whether or not to apply to PSU, athletics impacted my decision.		
Answer Choices	Response Percent	Responses
Strongly agree	7.25%	69
Agree	4.73%	45
Neither agree nor disagree	9.14%	87
Disagree	13.45%	128
Strongly disagree	65.44%	623
Answered		952
Skipped		0



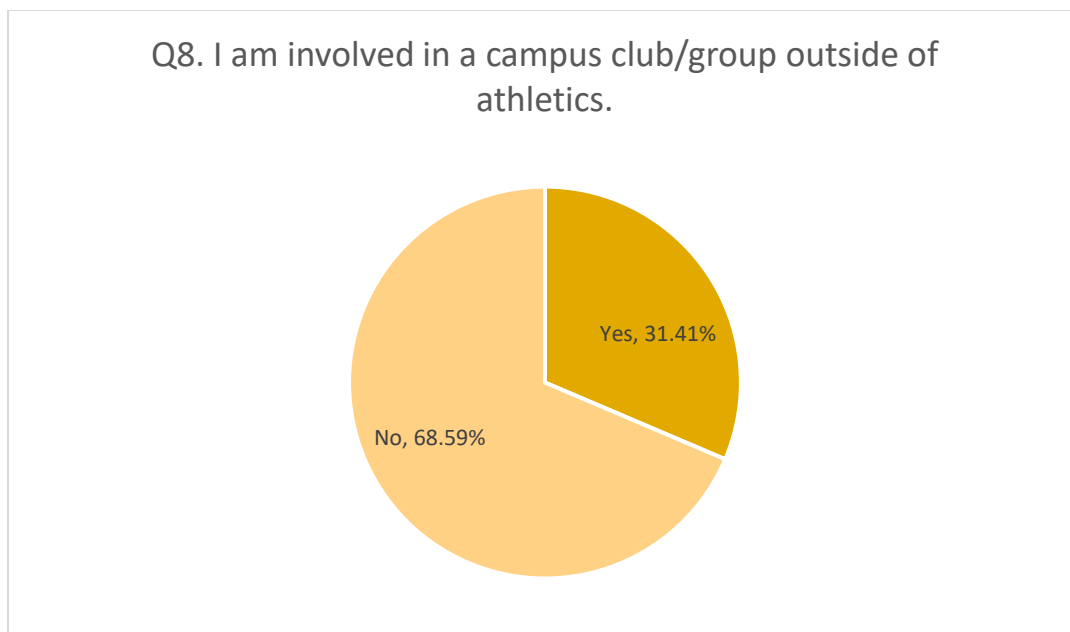
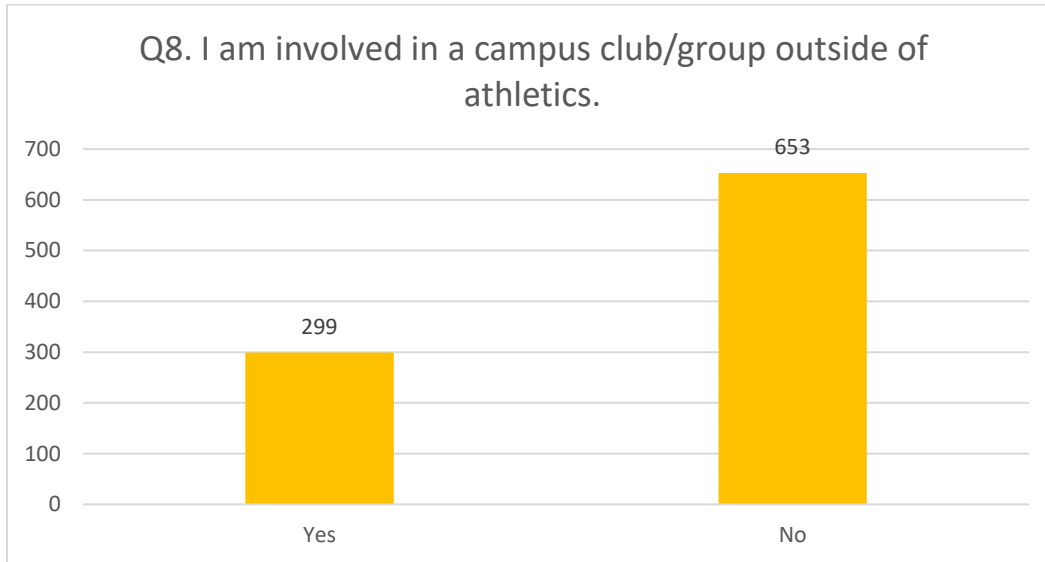
Question 7: I participated in sporting events in high school/my previous college.

Q7. I participated in sporting events in high school/my previous college.		
Answer Choices	Response Percent	Responses
Yes	61.87%	589
No	38.13%	363
Answered		952
Skipped		0



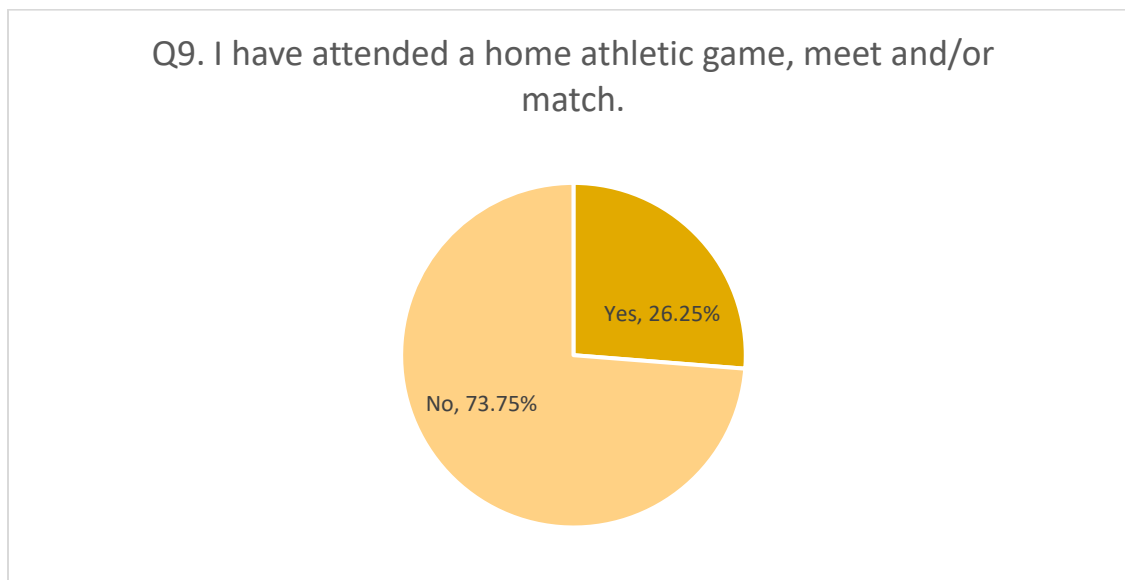
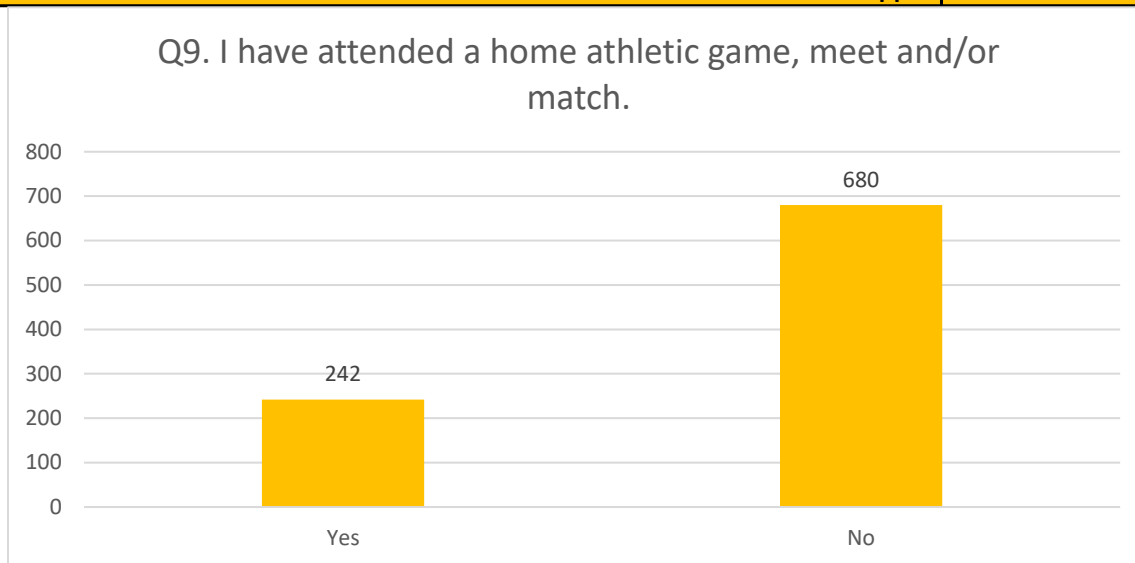
Question 8: I am involved in a campus club/group outside of athletics.

Q8. I am involved in a campus club/group outside of athletics.		
Answer Choices	Response Percent	Responses
Yes	31.41%	299
No	68.59%	653
Answered		952
Skipped		0



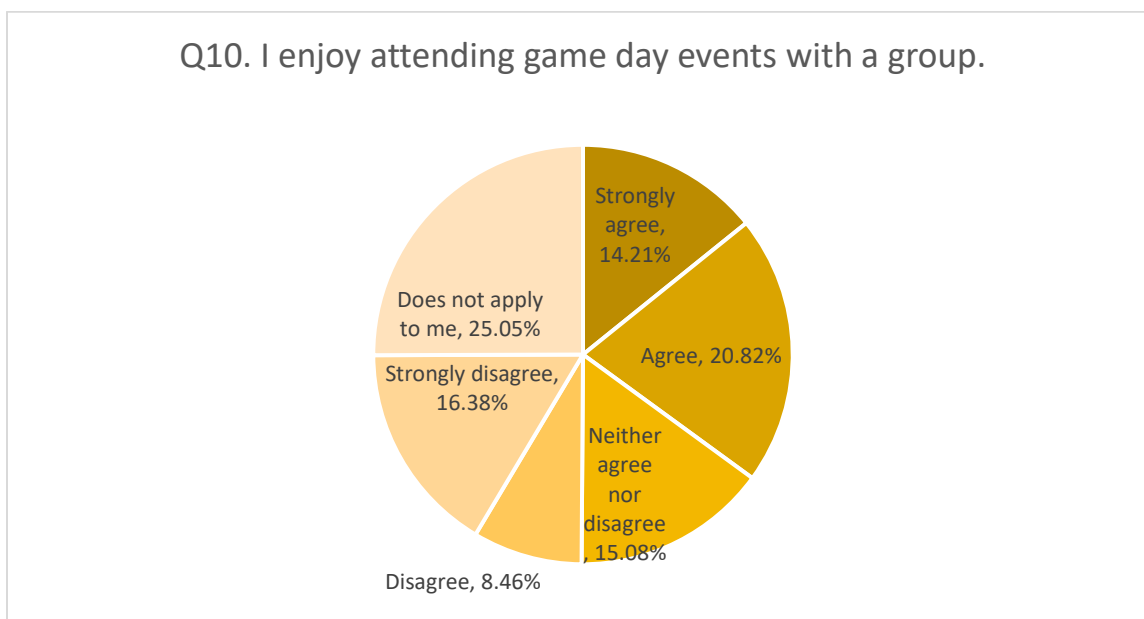
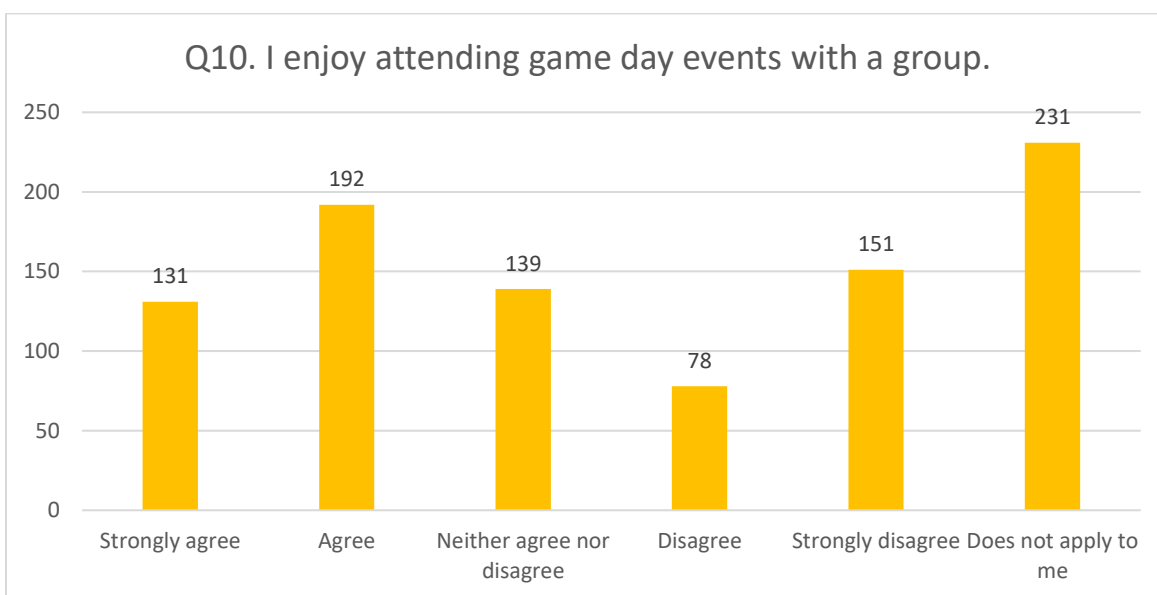
Question 9: I have attended a home athletic game, meet and/or match.

Q9. I have attended a home athletic game, meet and/or match.		
Answer Choices	Response Percent	Responses
Yes	26.25%	242
No	73.75%	680
Answered		922
Skipped		30



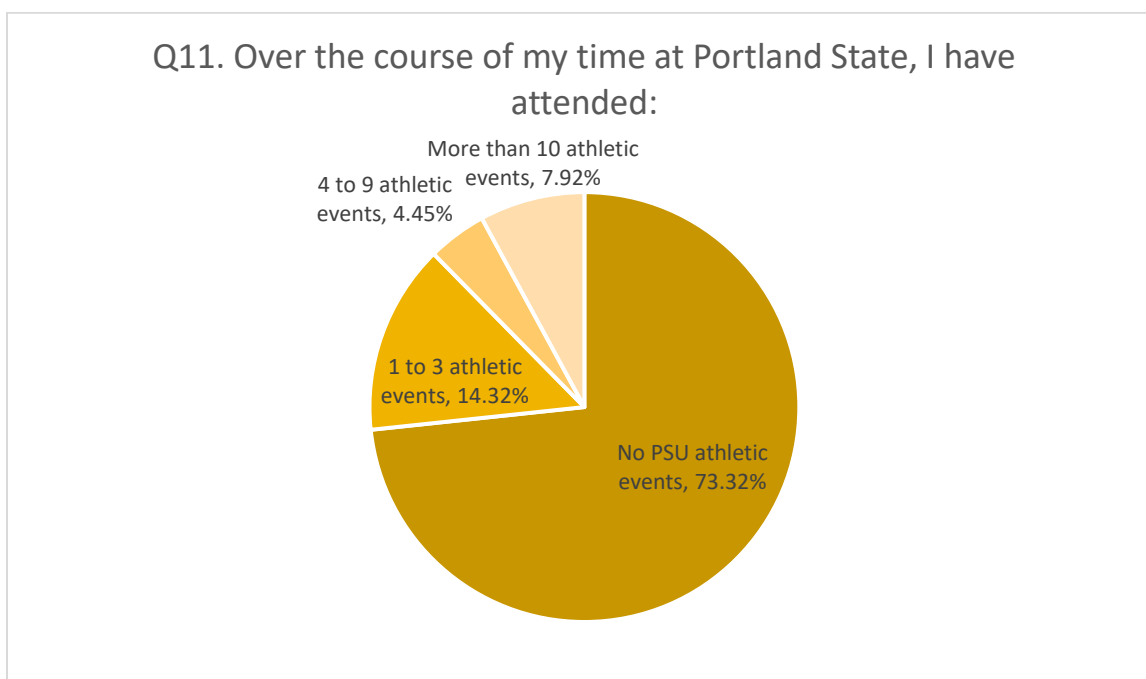
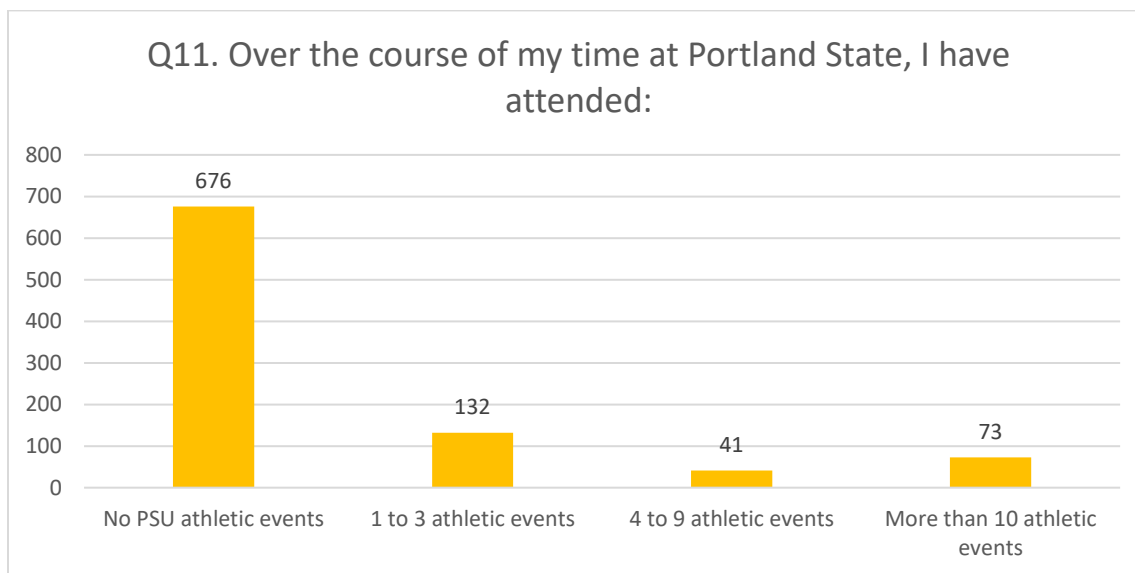
Question 10: I enjoy attending game day events with a group.

Q10. I enjoy attending game day events with a group.		
Answer Choices	Response Percent	Responses
Strongly agree	14.21%	131
Agree	20.82%	192
Neither agree nor disagree	15.08%	139
Disagree	8.46%	78
Strongly disagree	16.38%	151
Does not apply to me	25.05%	231
Answered		922
Skipped		30



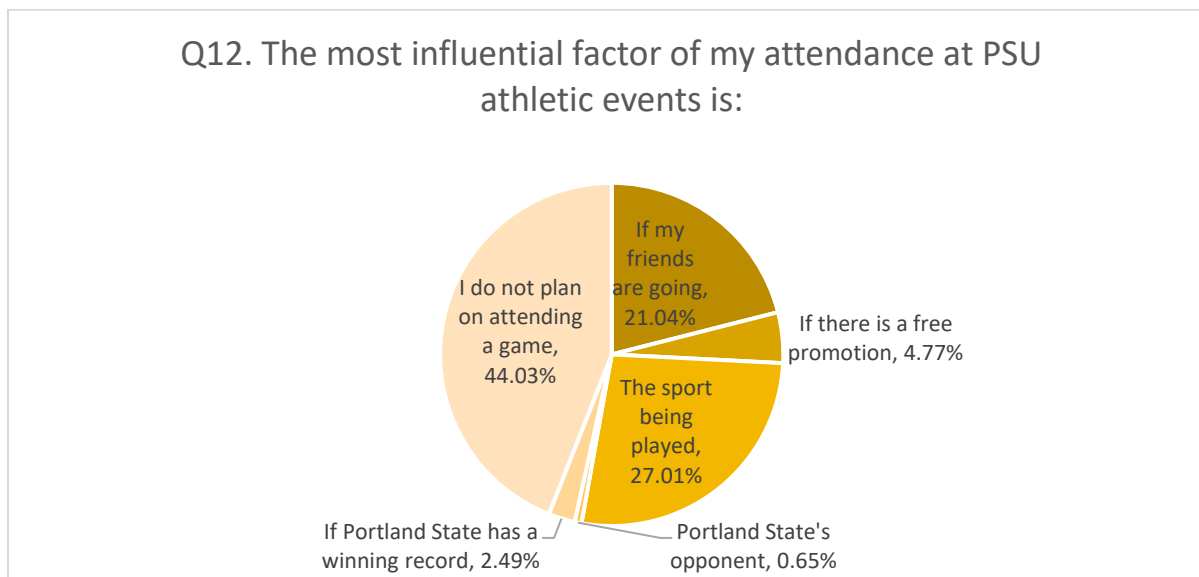
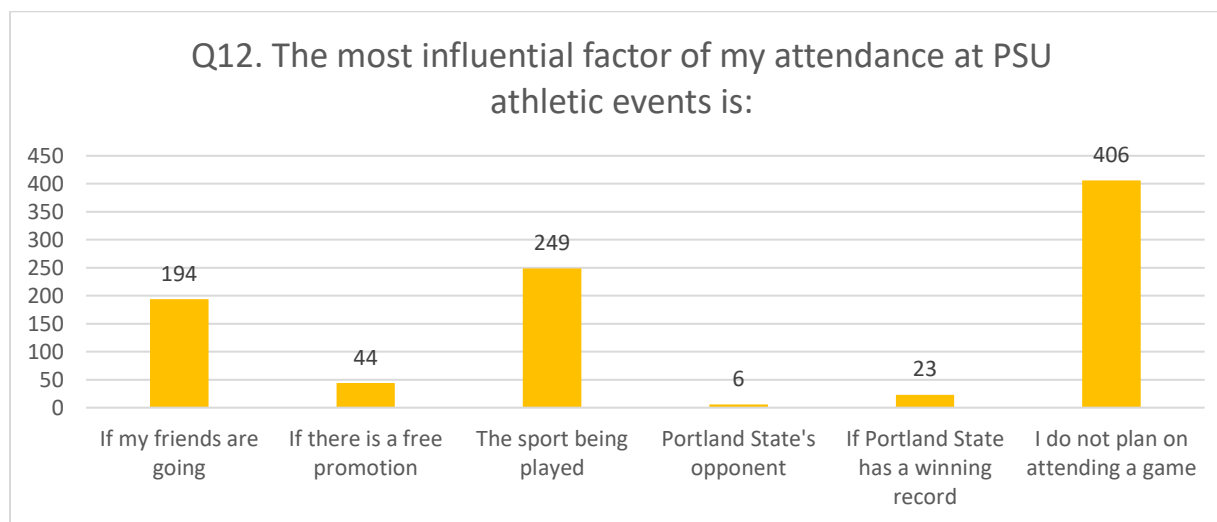
Question 11: Over the course of my time at Portland State, I have attended:

Q11. Over the course of my time at Portland State, I have attended:		
Answer Choices	Response Percent	Responses
No PSU athletic events	73.32%	676
1 to 3 athletic events	14.32%	132
4 to 9 athletic events	4.45%	41
More than 10 athletic events	7.92%	73
Answered		922
Skipped		30



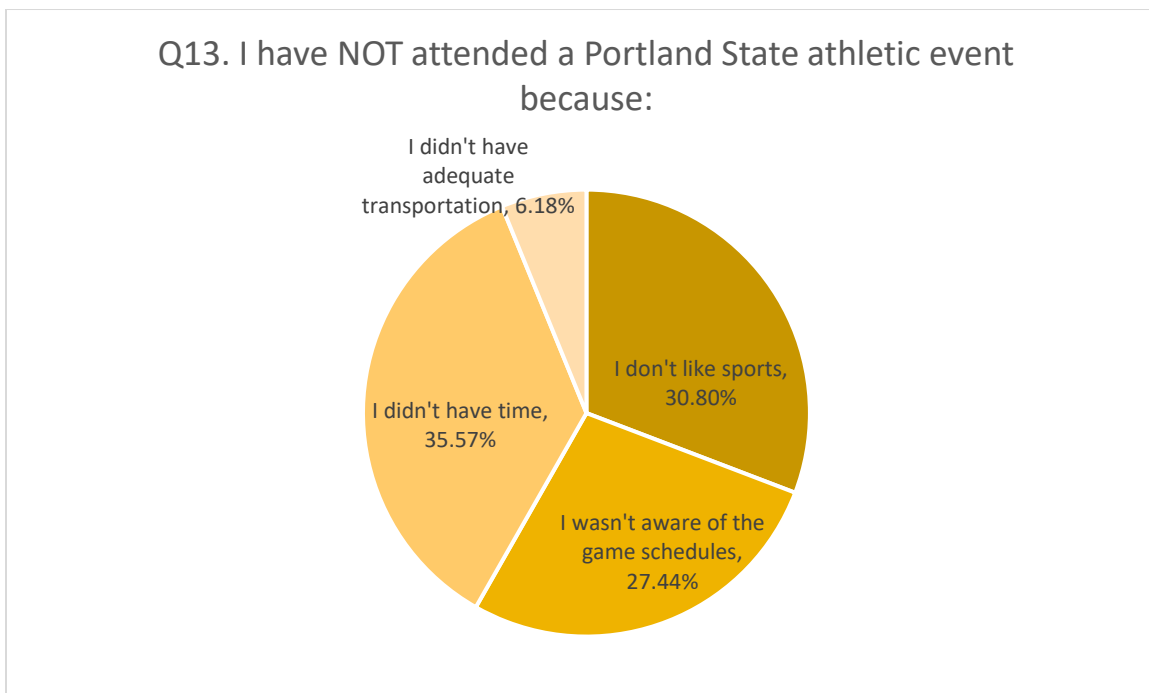
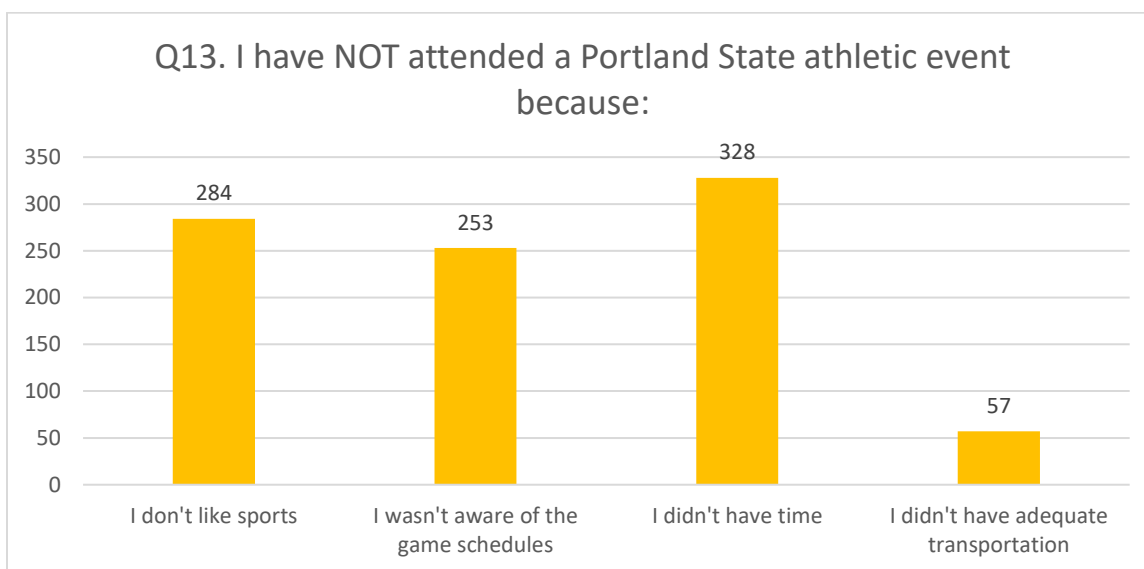
Question 12: The most influential factor of my attendance at PSU athletic events is:

Q12. The most influential factor of my attendance at PSU athletic events is:		
Answer Choices	Response Percent	Responses
If my friends are going	21.04%	194
If there is a free promotion	4.77%	44
The sport being played	27.01%	249
Portland State's opponent	0.65%	6
If Portland State has a winning record	2.49%	23
I do not plan on attending a game	44.03%	406
Answered		922
Skipped		30



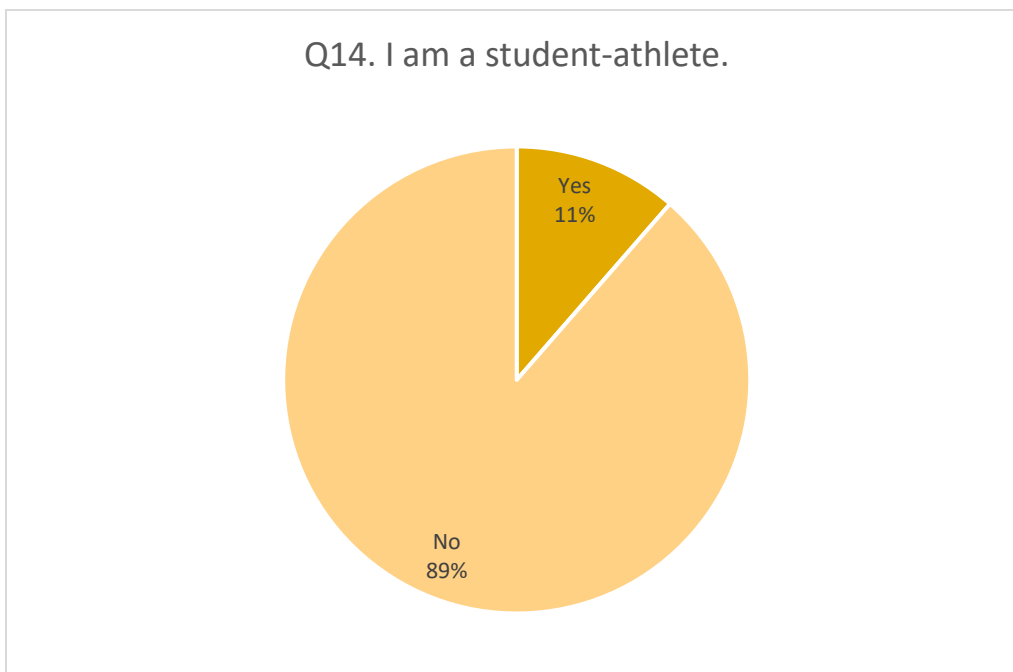
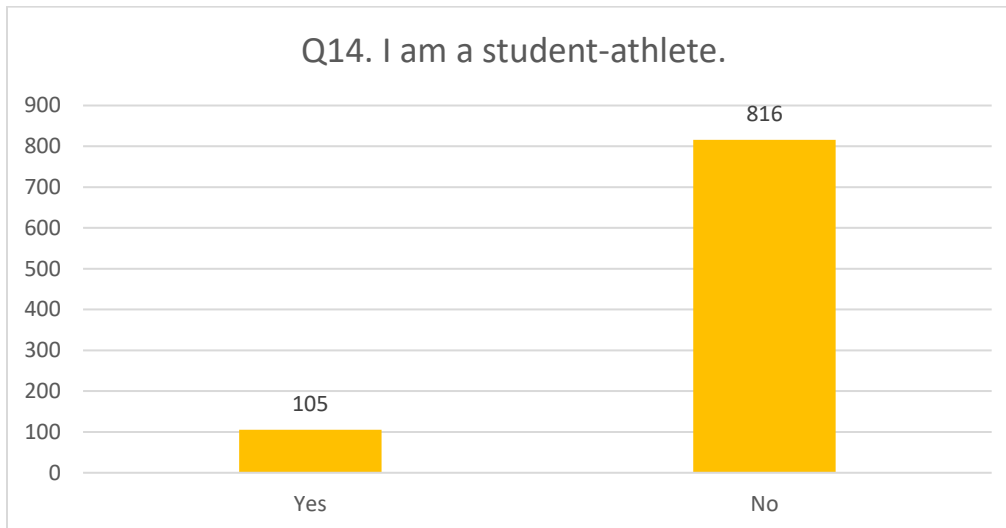
Question 13: I have NOT attended a Portland State athletic event because:

Q13. I have NOT attended a Portland State athletic event because:		
Answer Choices	Response Percent	Responses
I don't like sports	30.80%	284
I wasn't aware of the game schedules	27.44%	253
I didn't have time	35.57%	328
I didn't have adequate transportation	6.18%	57
Answered		922
Skipped		30



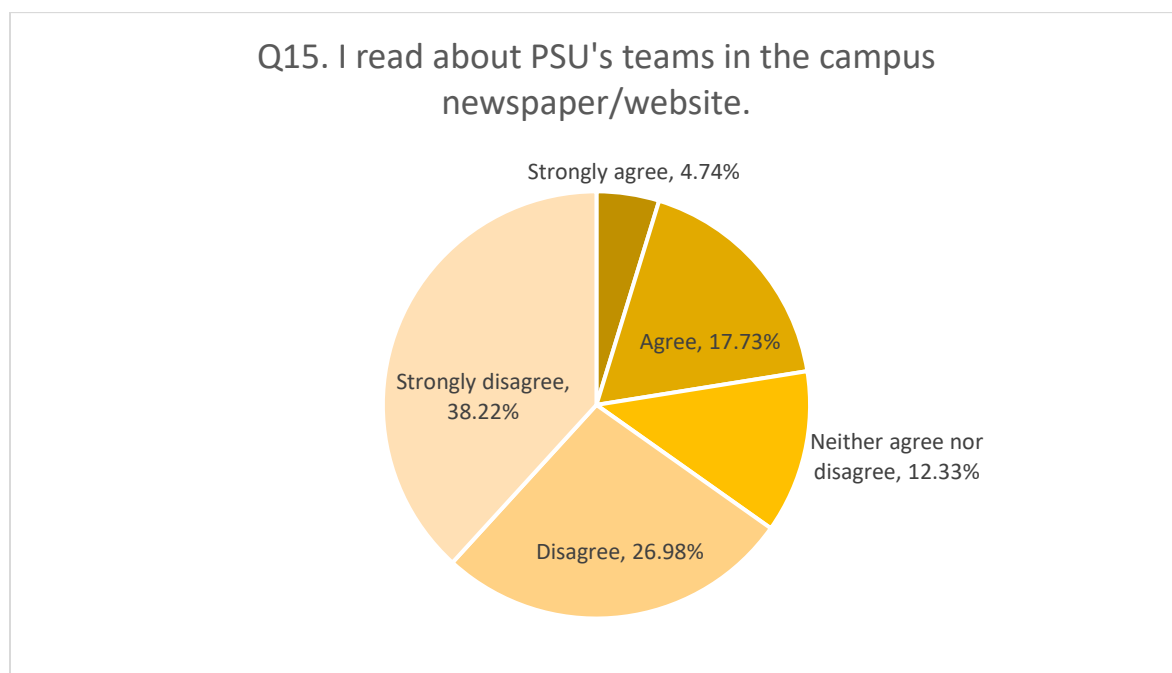
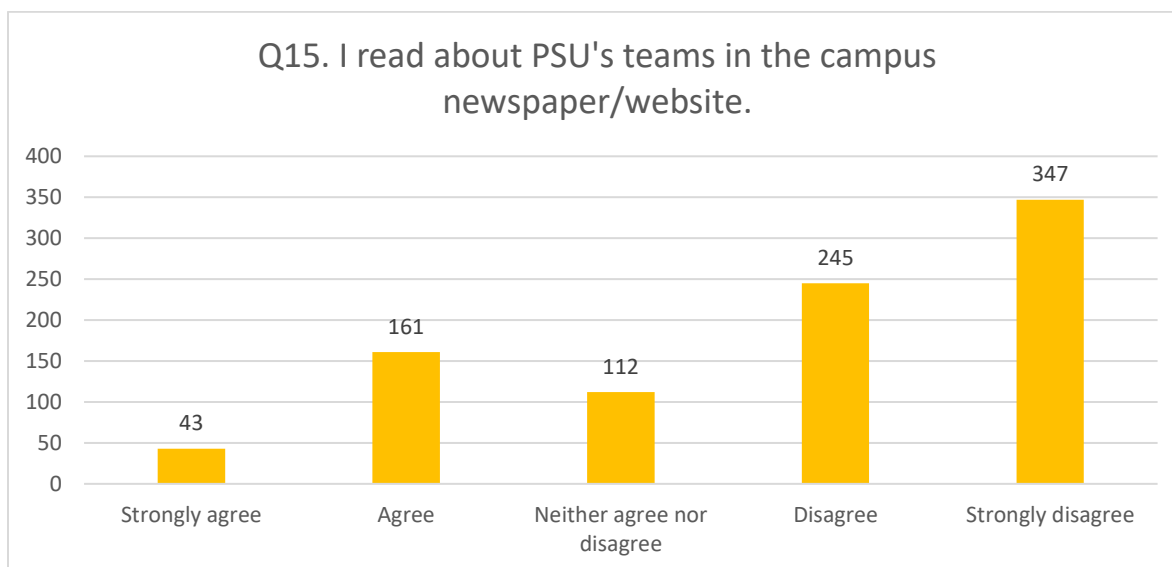
Question 14: I am a student-athlete.

Q14. I am a student-athlete.		
Answer Choices	Response Percent	Responses
Yes	11.40%	105
No	88.60%	816
Answered		921
Skipped		31



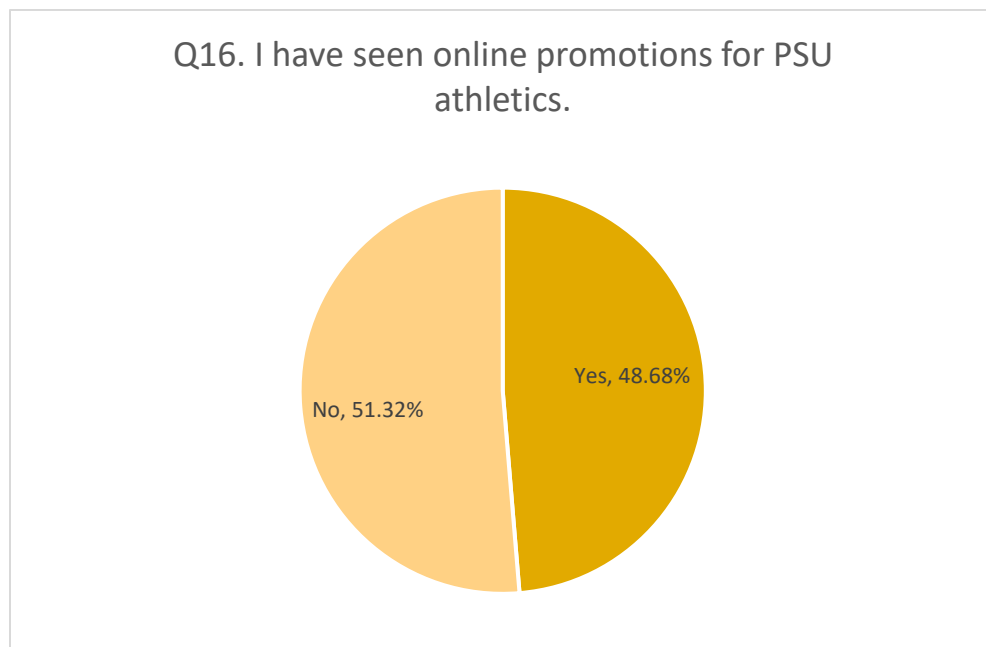
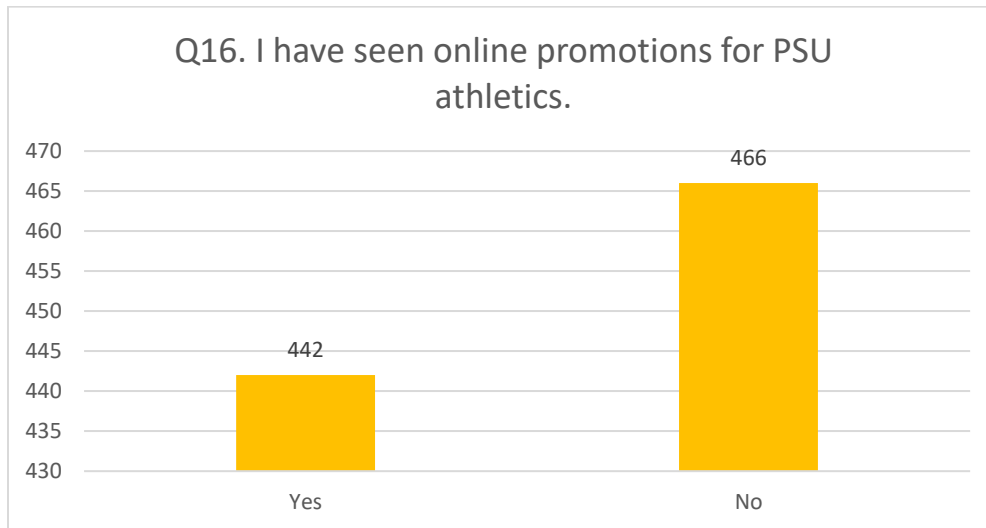
Question 15: I read about PSU's teams in the campus newspaper/website.

Q15. I read about PSU's teams in the campus newspaper/website.		
Answer Choices	Response Percent	Responses
Strongly agree	4.74%	43
Agree	17.73%	161
Neither agree nor disagree	12.33%	112
Disagree	26.98%	245
Strongly disagree	38.22%	347
Answered		908
Skipped		44



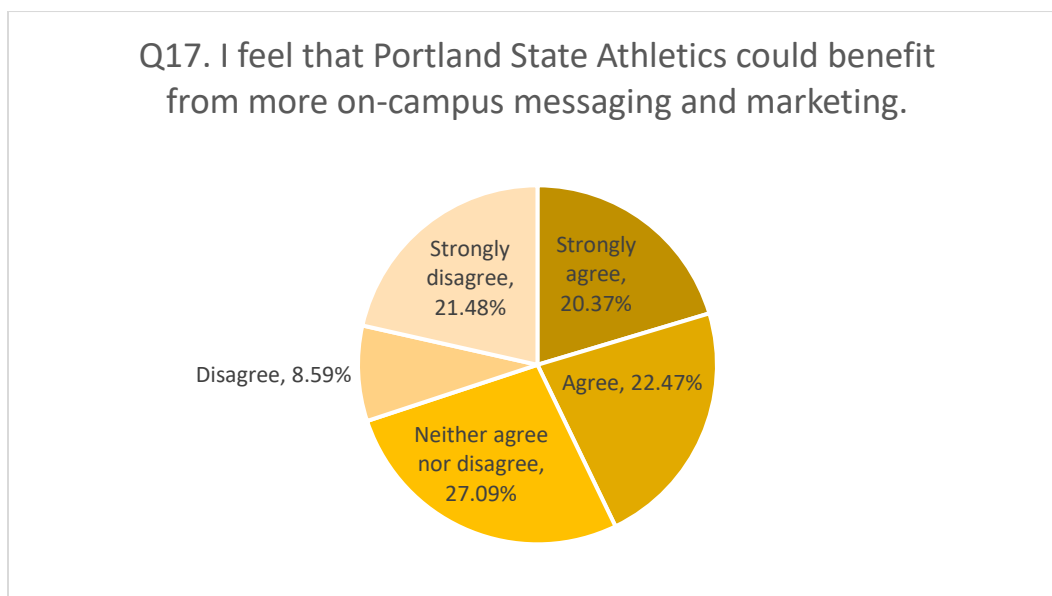
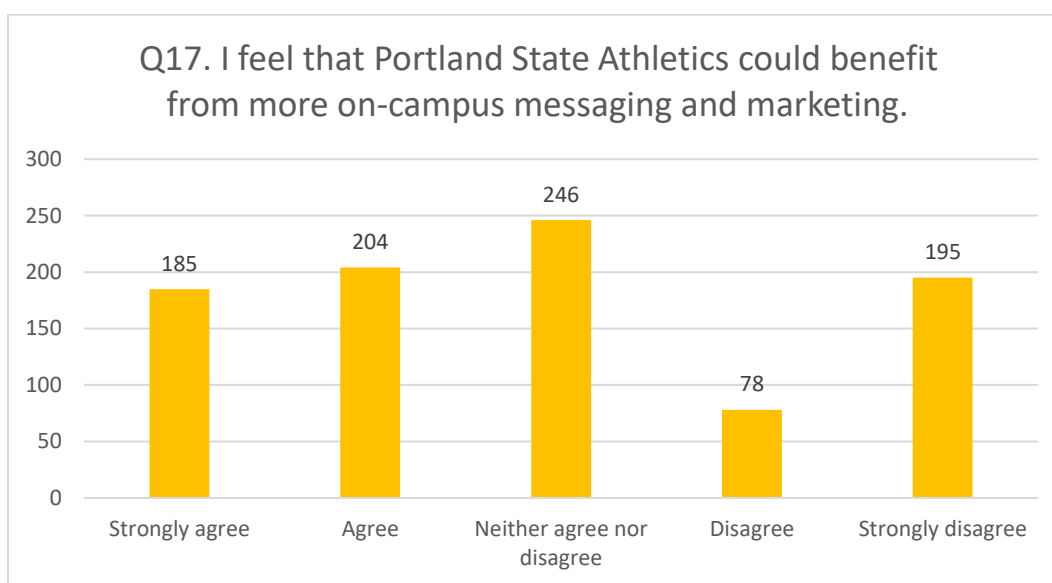
Question 16: I have seen online promotions for PSU athletics.

Q16. I have seen online promotions for PSU athletics.		
Answer Choices	Response Percent	Responses
Yes	48.68%	442
No	51.32%	466
Answered		908
Skipped		44



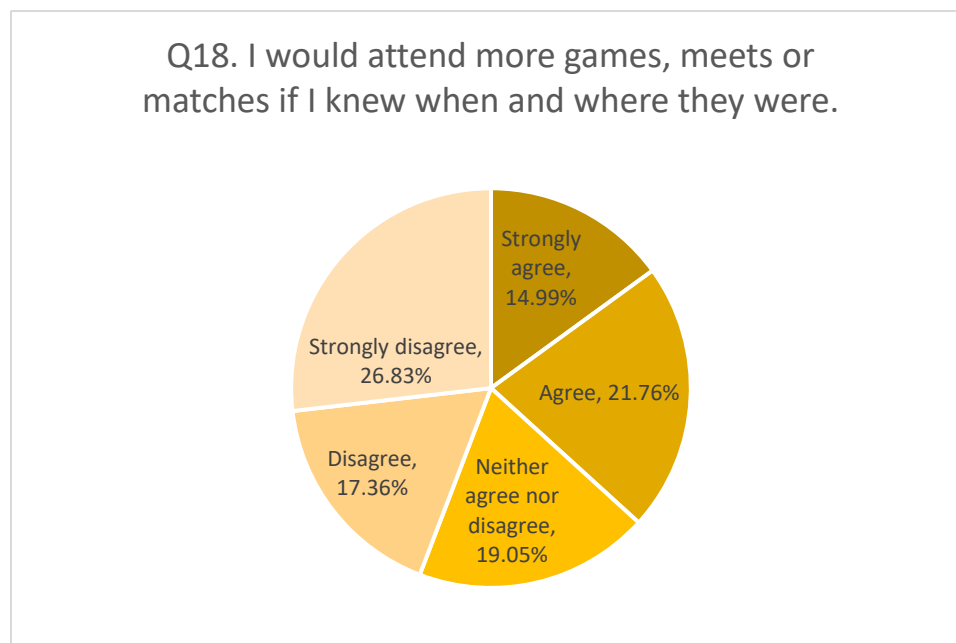
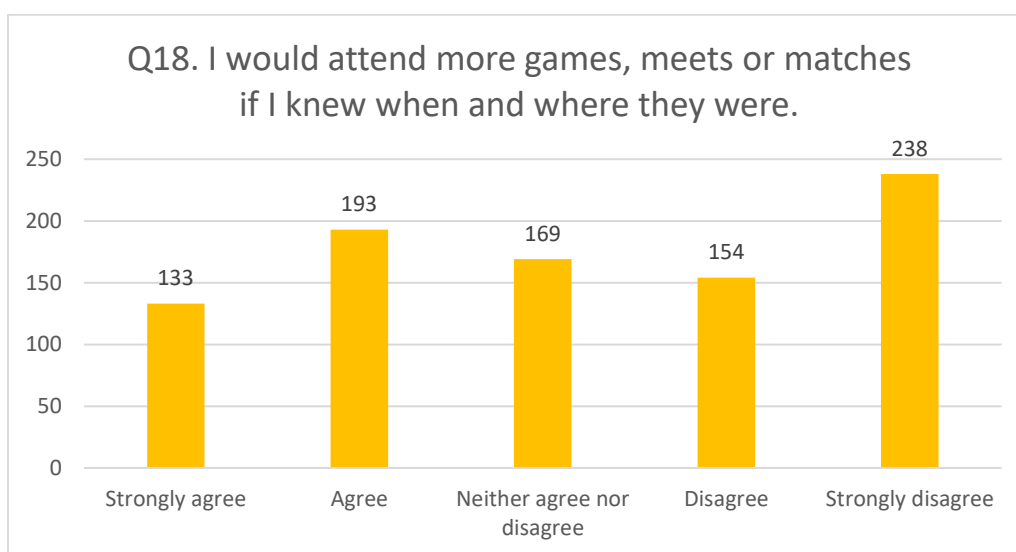
Question 17: I feel that Portland State Athletics could benefit from more on-campus messaging and marketing.

Q17. I feel that Portland State Athletics could benefit from more on-campus messaging and marketing.		
Answer Choices	Response Percent	Responses
Strongly agree	20.37%	185
Agree	22.47%	204
Neither agree nor disagree	27.09%	246
Disagree	8.59%	78
Strongly disagree	21.48%	195
Answered		908
Skipped		44



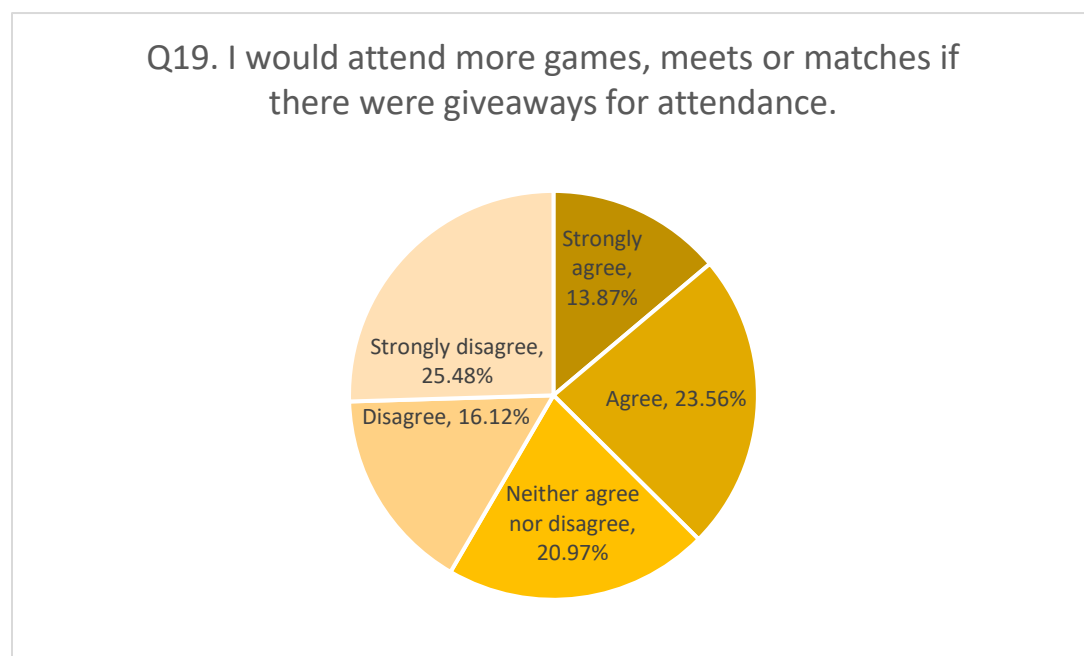
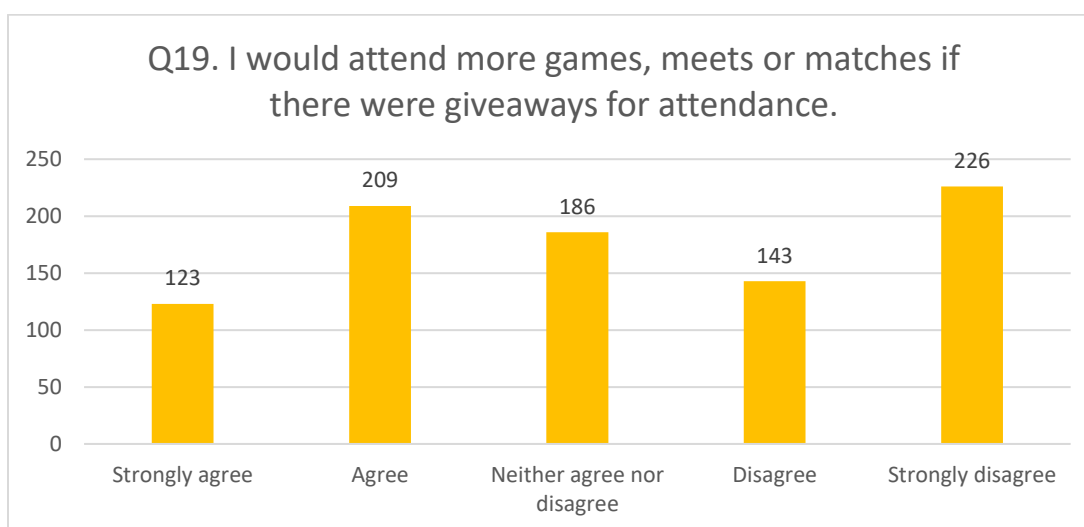
Question 18: I would attend more games, meets or matches if I knew when and where they were.

Q18. I would attend more games, meets or matches if I knew when and where they were.		
Answer Choices	Response Percent	Responses
Strongly agree	14.99%	133
Agree	21.76%	193
Neither agree nor disagree	19.05%	169
Disagree	17.36%	154
Strongly disagree	26.83%	238
Answered		887
Skipped		65



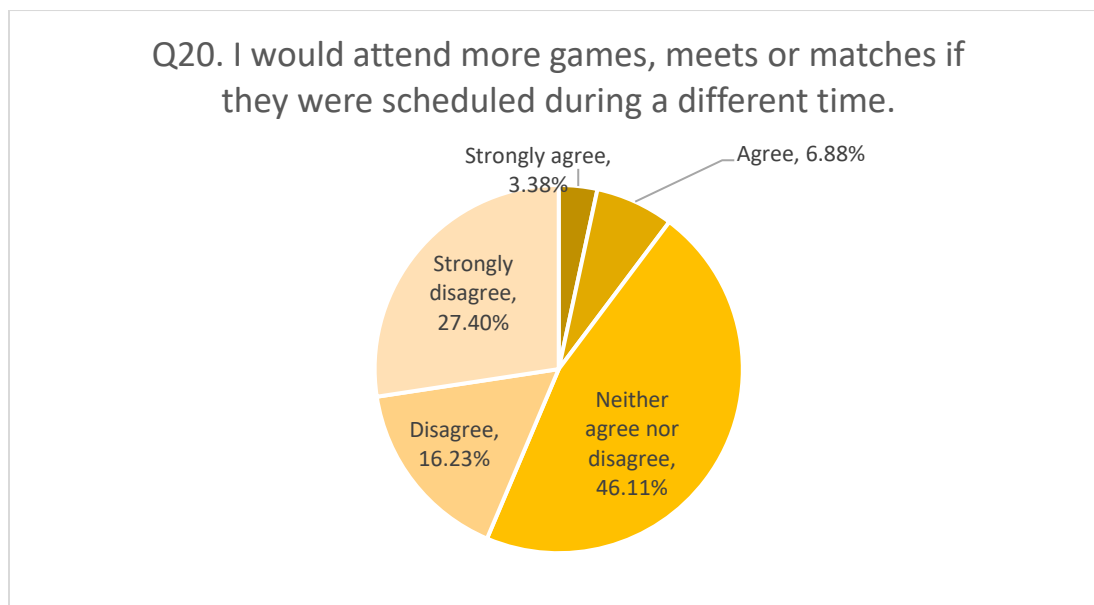
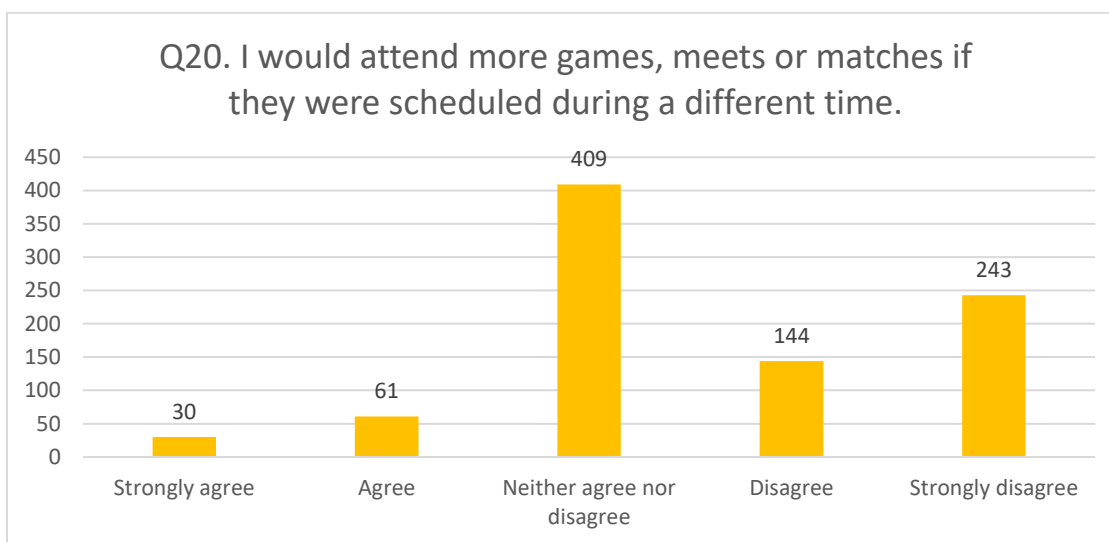
Question 19: I would attend more games, meets or matches if there were giveaways for attendance.

Q19. I would attend more games, meets or matches if there were giveaways for attendance.		
Answer Choices	Response Percent	Responses
Strongly agree	13.87%	123
Agree	23.56%	209
Neither agree nor disagree	20.97%	186
Disagree	16.12%	143
Strongly disagree	25.48%	226
Answered		887
Skipped		65



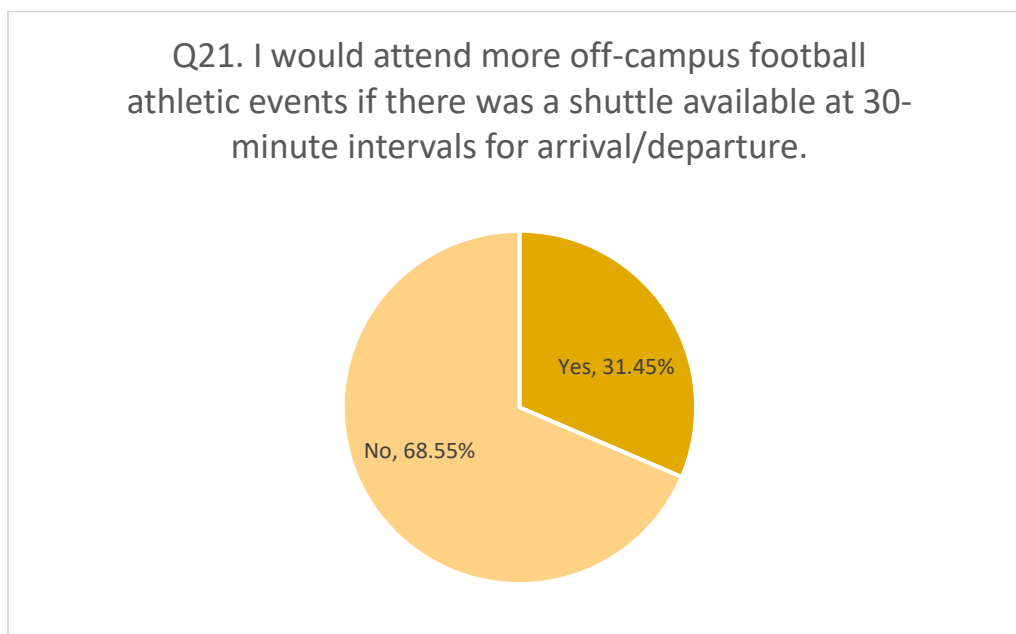
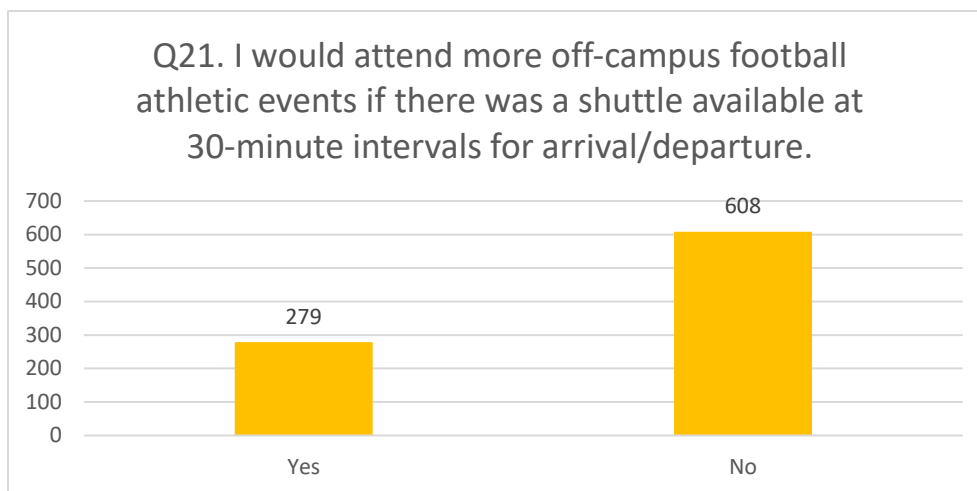
Question 20: I would attend more games, meets or matches if they were scheduled during a different time.

Q20. I would attend more games, meets or matches if they were scheduled during a different time.		
Answer Choices	Response Percent	Responses
Strongly agree	3.38%	30
Agree	6.88%	61
Neither agree nor disagree	46.11%	409
Disagree	16.23%	144
Strongly disagree	27.40%	243
Answered		887
Skipped		65



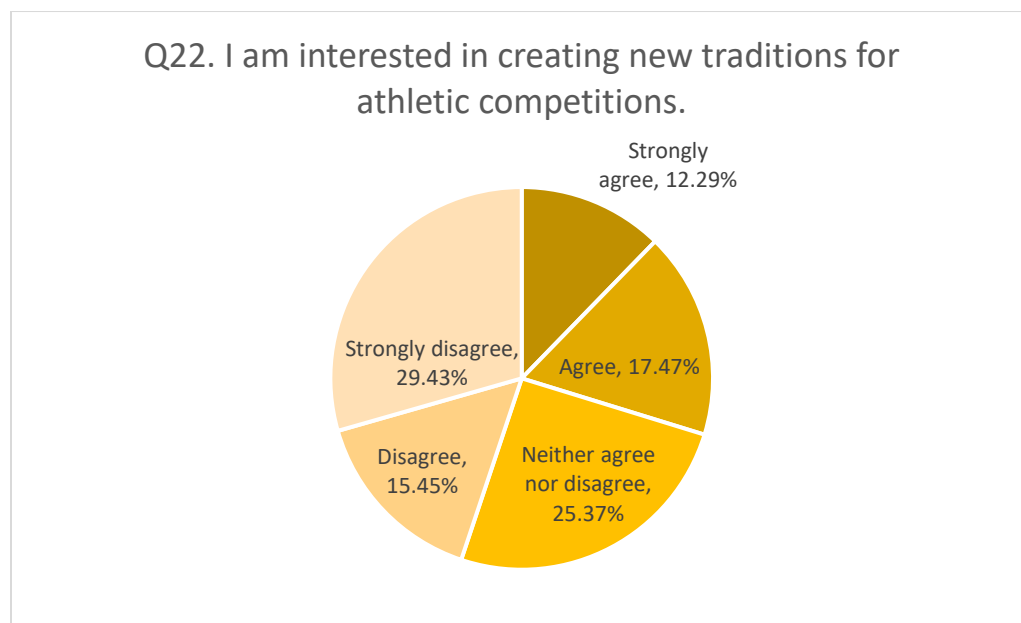
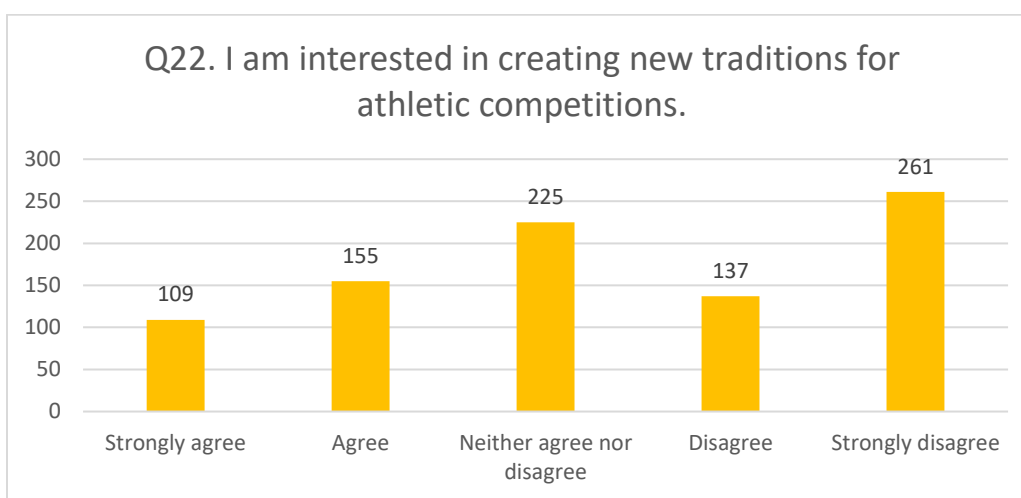
Question 21: I would attend more off-campus football athletic events if there was a shuttle available at 30-minute intervals for arrival/departure.

Q21. I would attend more off-campus football athletic events if there was a shuttle available at 30-minute intervals for arrival/departure.		
Answer Choices	Response Percent	Responses
Yes	31.45%	279
No	68.55%	608
Answered		887
Skipped		65



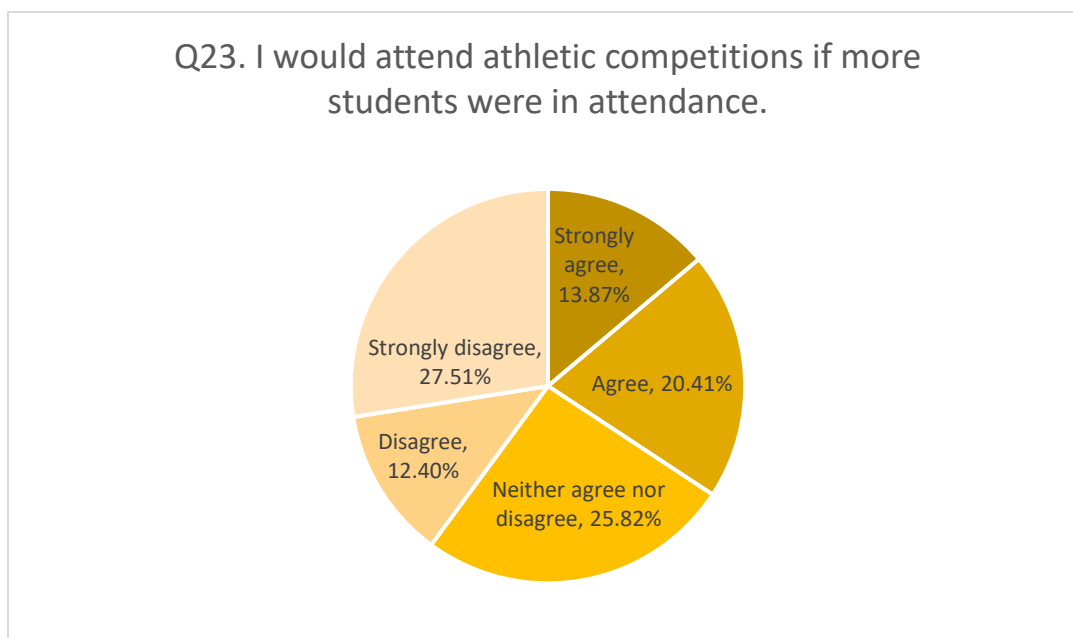
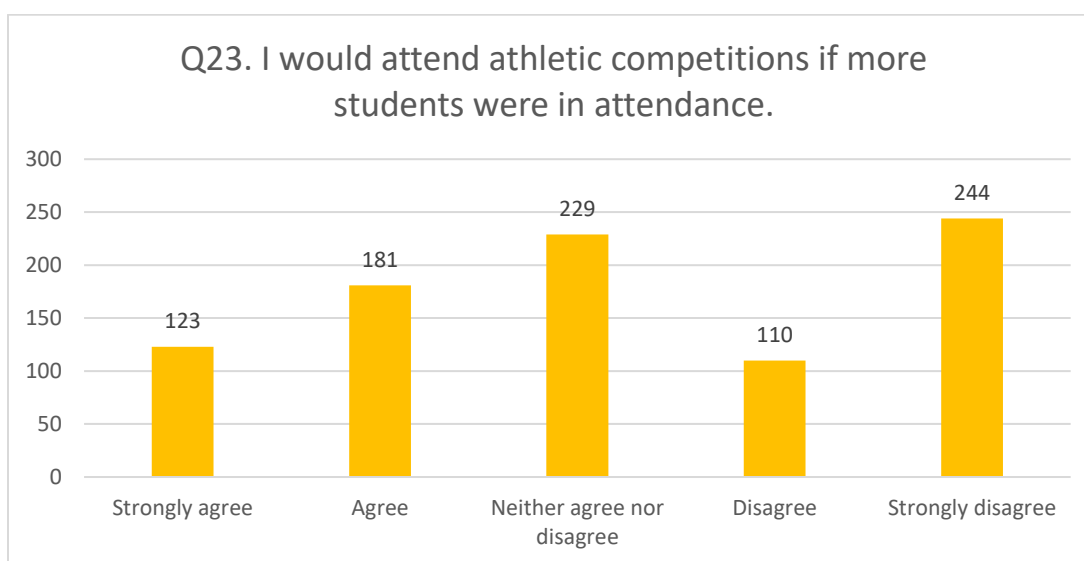
Question 22: I am interested in creating new traditions for athletic competitions.

Q22. I am interested in creating new traditions for athletic competitions.		
Answer Choices	Response Percent	Responses
Strongly agree	12.29%	109
Agree	17.47%	155
Neither agree nor disagree	25.37%	225
Disagree	15.45%	137
Strongly disagree	29.43%	261
Answered		887
Skipped		65



Question 23: I would attend athletic competitions if more students were in attendance.

Q23. I would attend athletic competitions if more students were in attendance.		
Answer Choices	Response Percent	Responses
Strongly agree	13.87%	123
Agree	20.41%	181
Neither agree nor disagree	25.82%	229
Disagree	12.40%	110
Strongly disagree	27.51%	244
Answered		887
Skipped		65



Question 24: Please use the space below to provide suggestions on how to increase the significance of athletics within your college community.

Q24. Please use the space below to provide suggestions on how to increase the significance of athletics within your college community.	
Answered	833
Skipped	119

Of the 833 responses, there were a lot of mixed opinions and tones regarding this question and athletics in general. Due to a wide variety of responses, Collegiate Consulting summarized the themes within these responses.

Frustrations with Funding

A general theme throughout these responses was a lack of understanding in the funding model of athletics.

Accurately, a lot of students noted that athletics is not generating revenue to support itself and is receiving money from fees and the institution.

A significant portion of respondents said the significance of athletics should not be increased and athletics should be dropped all together. This frustration with athletics stems mainly from the lack of interest in athletics and the amount of money going towards athletics.

Some went as far as to say that athletics does not have a place within academics, and that people are there for an education, not sports. They do not feel that any institutional money or scholarships should be provided to athletics.

Of those that expressed concern for the monetary investment in athletics, there was little acknowledgement to the additional revenue and funding that athletics receives outside of that institution.

Marketing and Communication

The responses of this survey made it very clear there is a need for increased marketing, communication and promotion regarding athletics.

Along with lack of specific knowledge about when and where games are played, there is a portion of the student body that is completely unaware of the athletics program. One person commented that they did not know PSU had athletics until seeing something about the softball team. Several people noted they would attend volleyball games if PSU still had a team. Some people were unaware Portland State had a women's soccer team. Increased marketing to improve general knowledge is very important.

Along with this, it is important to market when and where athletic events are happening. Many people noted they would love to go to games, but they just do not know when or where they are happening.

In addition, other students asked for an increased game day experience: More events at or leading up to games or more promotional items given away. They felt this would help generate excitement around athletics and would get people at games. This was echoed by one response noting that the spirit squads, like cheer and dance, are extremely important to game-day experiences and should be utilized more.

Other people want more promotion and communication beyond athletics competitions. They felt that if they were to get to know the student-athletes on a personal level, they would feel more involved. They want to hear more stories about what the basketball players are doing or see more marketing that appeals to human interests rather than sports interests.

This feeling is consistent inside of athletics. One athlete noted that they could not name an athlete on any other team but their own. If they had more of a relationship with the other teams, it would be more enjoyable to go to games.

As far as the student body's relationship with athletes, a few people mentioned that student-athletes are not willing to be involved in other parts of campus, therefore they do not want to be involved in athletics. Student-athletes need to be involved in campus the same way they are wanting students to be involved in athletics.

Club Sports/Additional Sports

Many respondents mentioned club sports or additional sports they would like to see at Portland State. Although club sports and varsity sports are different, it is clear there is a lack of visibility for the club sports along with the varsity sports. Along these same lines, the general student population struggles to distinguish varsity athletic programs from club athletic programs.

Several people recommended the addition of sports that are currently club sports at PSU, the most popular being men's soccer.

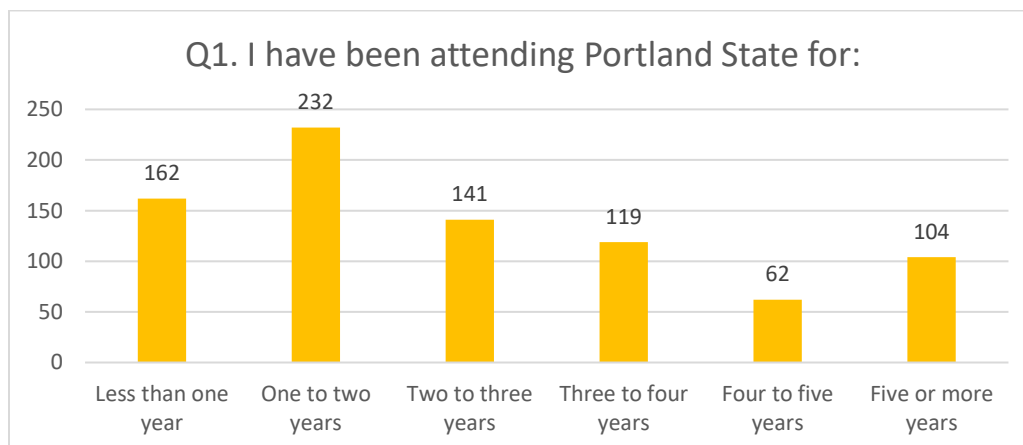
Overall, it is clear that the people who like college sports at Portland State are not getting enough information about the programs and games. Those who do not like college sports at PSU are not getting enough information about the benefits of college athletics and are not being appreciated for their contributions to the institution.

PORTLAND STATE UNIVERSITY – IMPORTANCE OF ATHLETICS: STUDENT SURVEY NON STUDENT-ATHLETE RESPONSES

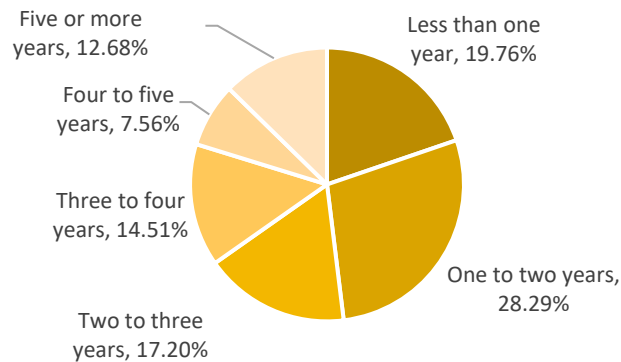
Overall, 105 student-athletes responded to the student survey, making up a total of 11.35% of responses. At the request of Portland State, these student-athlete responses have been excluded from this section. This section only represents the 820 (88.65%) responses from non student-athletes. The response rate among this group was 4.1%.

Question 1: I have been attending Portland State for:

Q1. I have been attending Portland State for:		
Answer Choices	Response Percentage	Responses
Less than one year	19.76%	162
One to two years	28.29%	232
Two to three years	17.20%	141
Three to four years	14.51%	119
Four to five years	7.56%	62
Five or more years	12.68%	104
Answered		820
Skipped		0



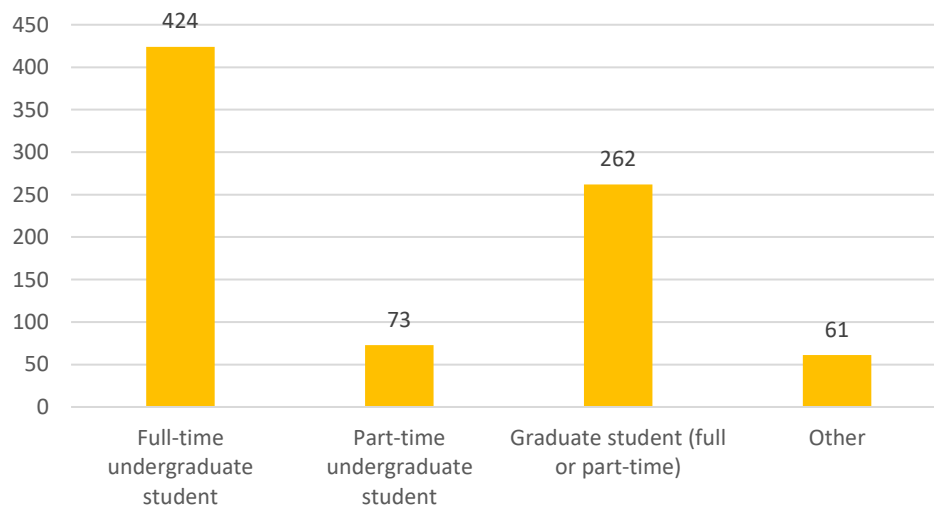
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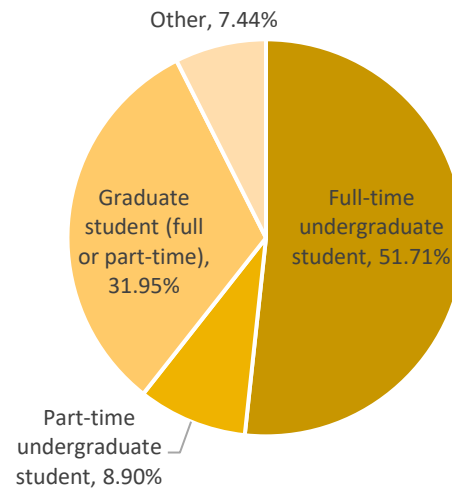
Question 2: My current status at Portland State is:

Q2. My current status at Portland State is:		
Answer Choices	Response Percentage	Responses
Full-time undergraduate student	51.71%	424
Part-time undergraduate student	8.90%	73
Graduate student (full or part-time)	31.95%	262
Other	7.44%	61
Answered		820
Skipped		0

Q2. My current status at Portland State is:

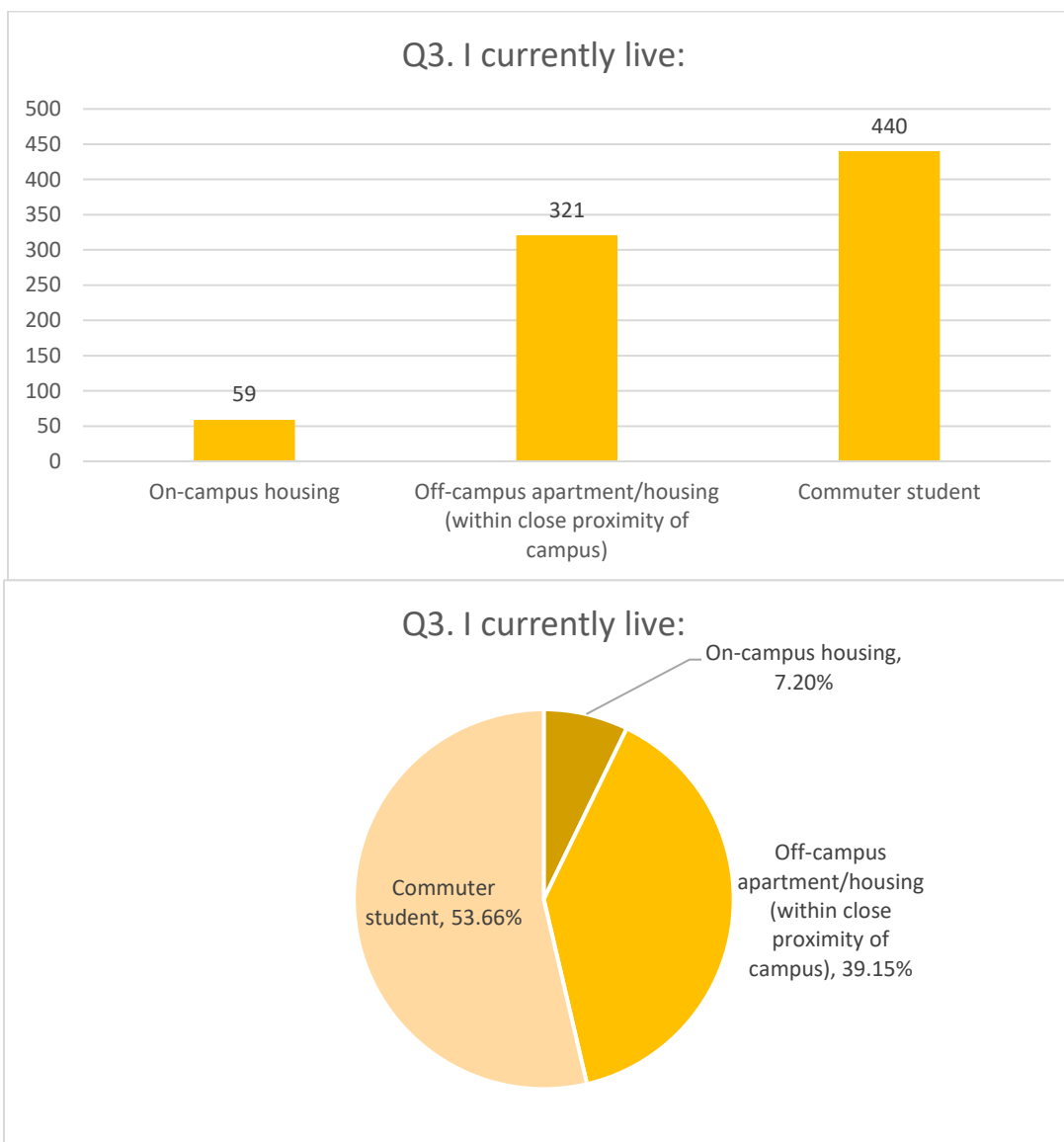


Q2. My current status at Portland State is:



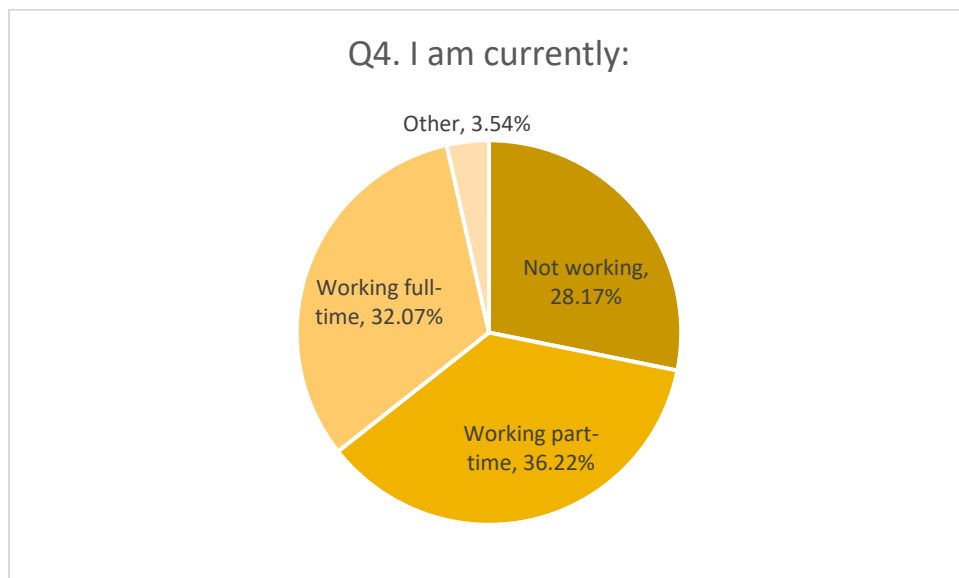
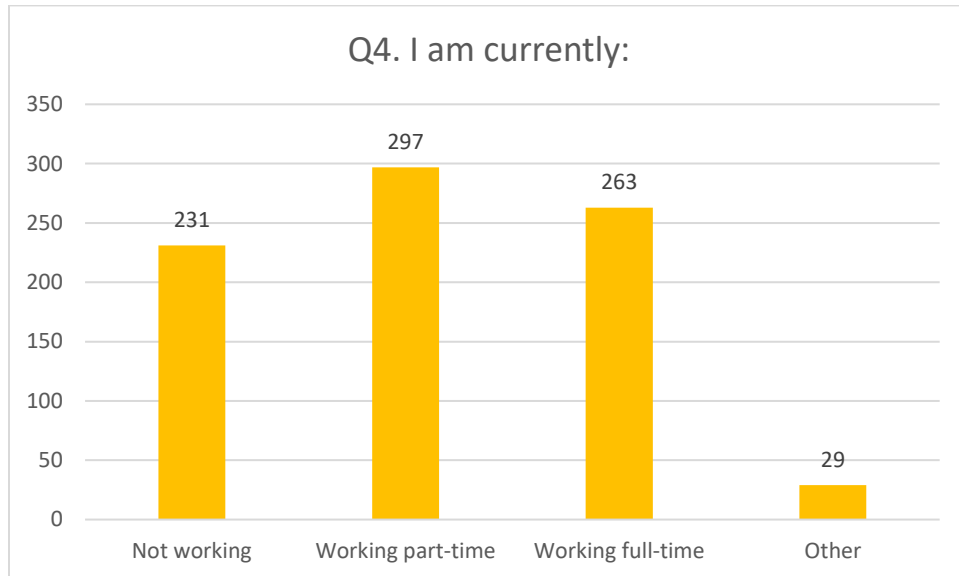
Question 3: I currently live:

Q3. I currently live:		
Answer Choices	Response Percentage	Responses
On-campus housing	7.20%	59
Off-campus apartment/housing (within close proximity of campus)	39.15%	321
Commuter student	53.66%	440
Answered		820
Skipped		0



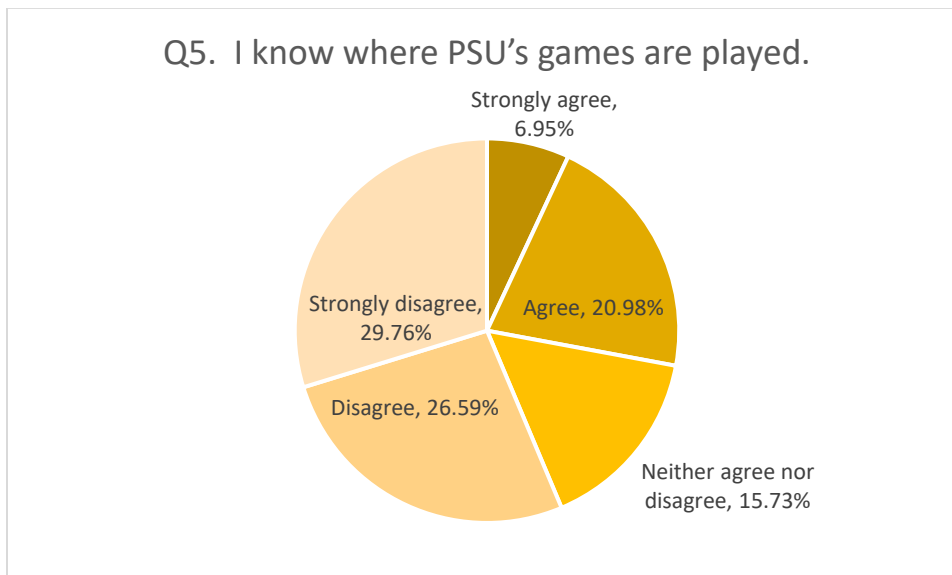
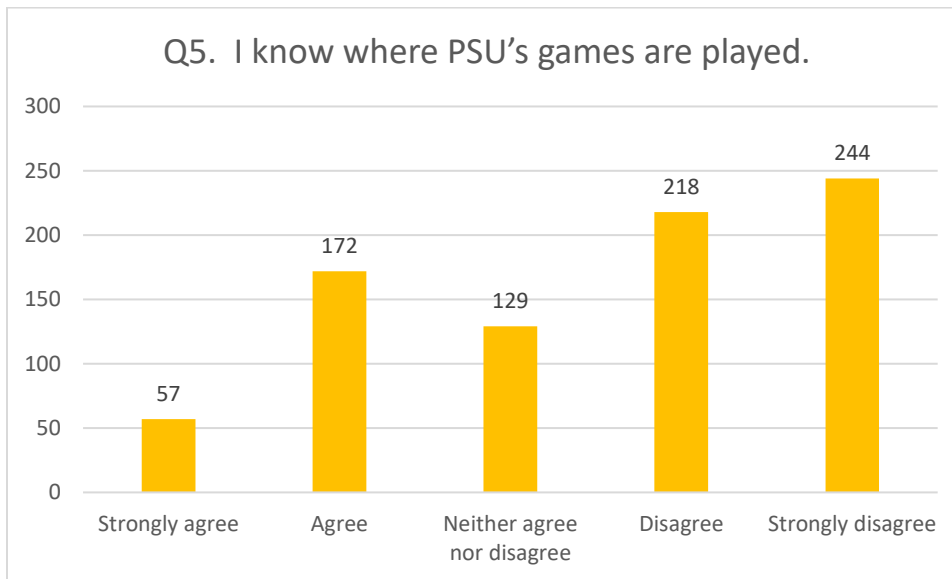
Question 4: I am currently:

Q4. I am currently:		
Answer Choices	Response Percentage	Responses
Not working	28.17%	231
Working part-time	36.22%	297
Working full-time	32.07%	263
Other	3.54%	29
Answered		820
Skipped		0



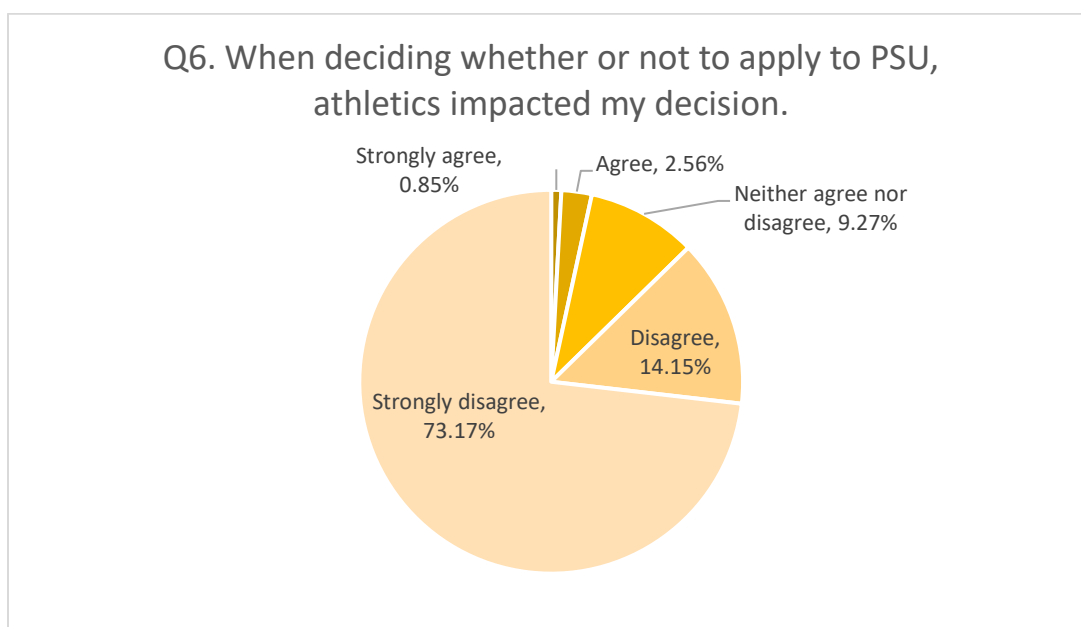
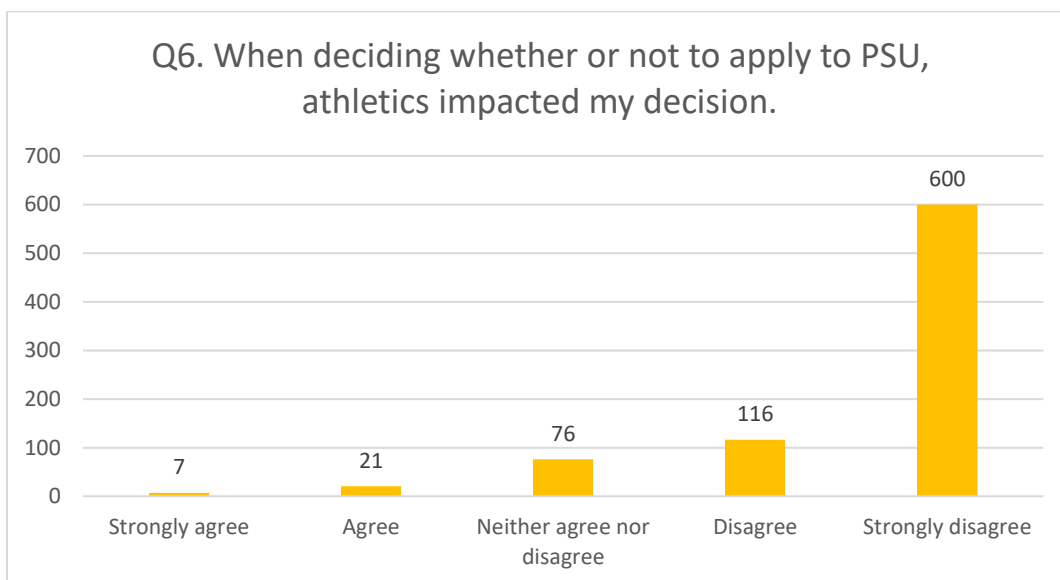
Question 5: I know where PSU's games are played.

Q5. I know where PSU's games are played.		
Answer Choices	Response Percentage	Responses
Strongly agree	6.95%	57
Agree	20.98%	172
Neither agree nor disagree	15.73%	129
Disagree	26.59%	218
Strongly disagree	29.76%	244
Answered		820
Skipped		0



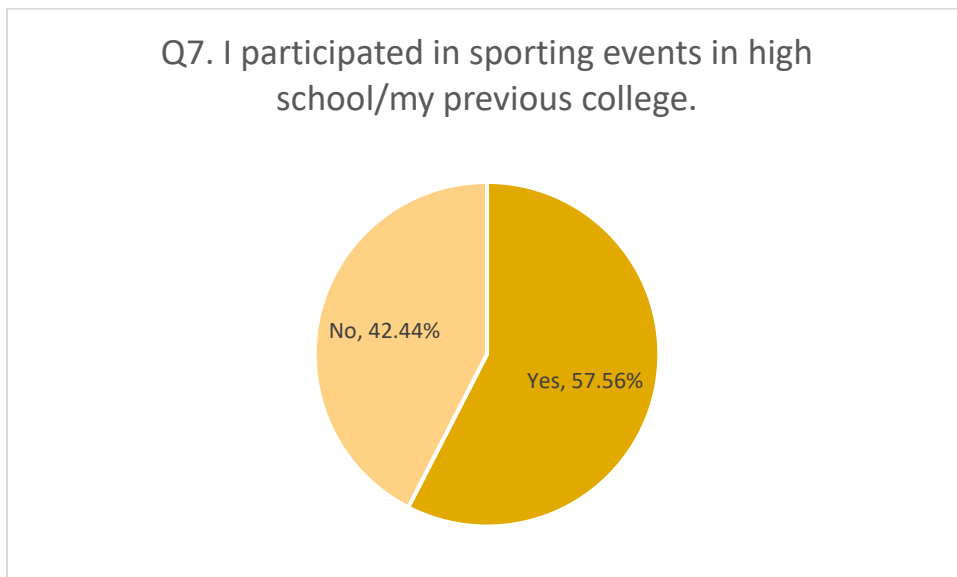
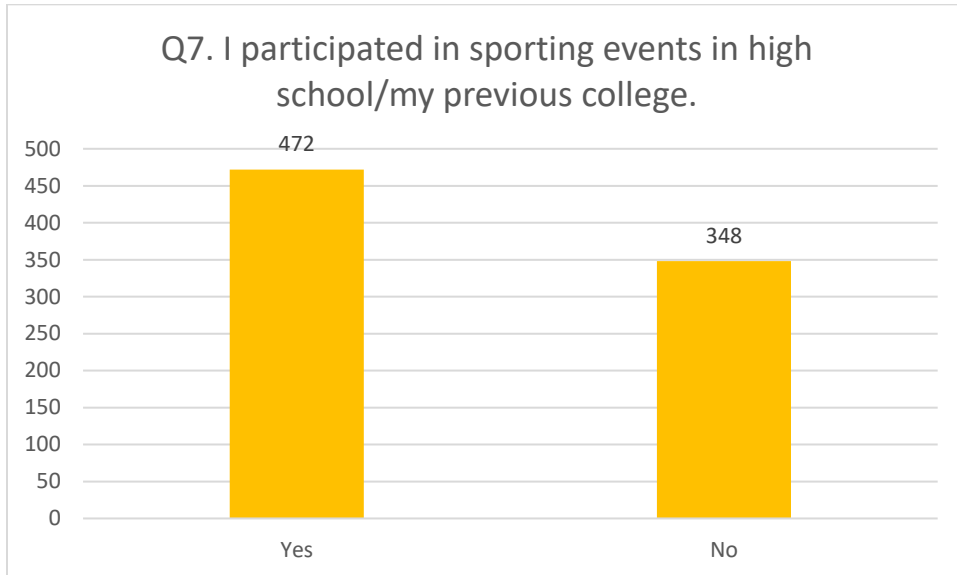
Question 6: When deciding whether or not to apply to PSU, athletics impacted my decision.

Q6. When deciding whether or not to apply to PSU, athletics impacted my decision.		
Answer Choices	Response Percentage	Responses
Strongly agree	0.85%	7
Agree	2.56%	21
Neither agree nor disagree	9.27%	76
Disagree	14.15%	116
Strongly disagree	73.17%	600
Answered		820
Skipped		0



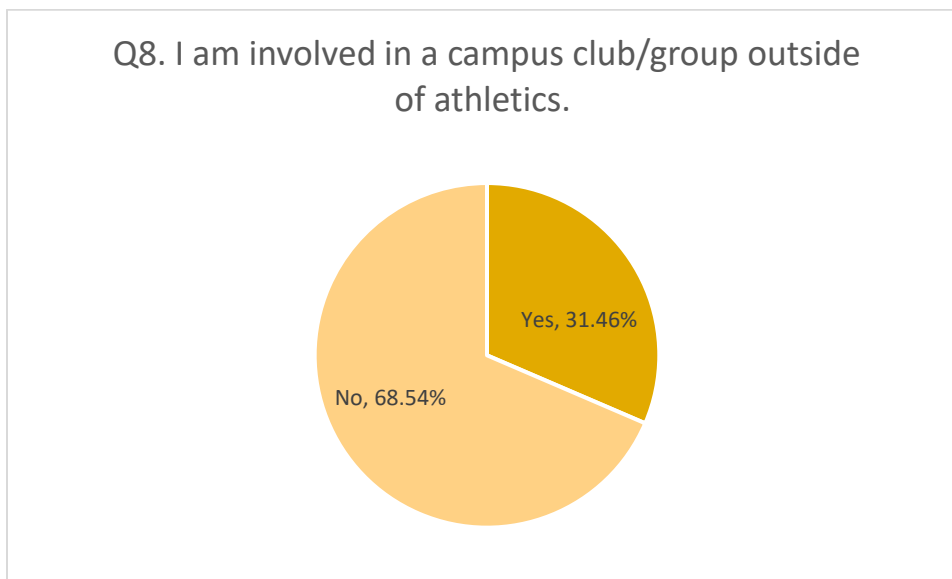
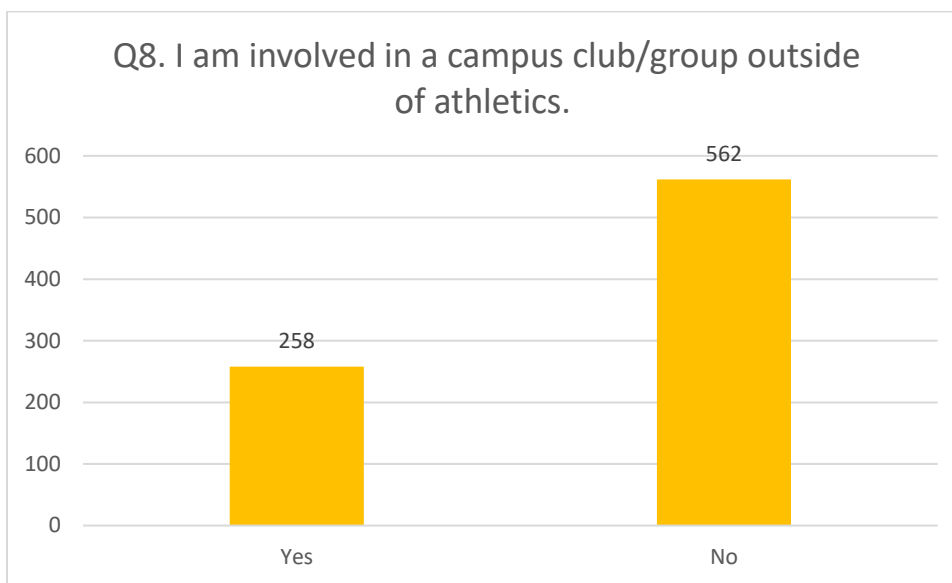
Question 7: I participated in sporting events in high school/my previous college.

Q7. I participated in sporting events in high school/my previous college.		
Answer Choices	Response Percentage	Responses
Yes	57.56%	472
No	42.44%	348
Answered		820
Skipped		0



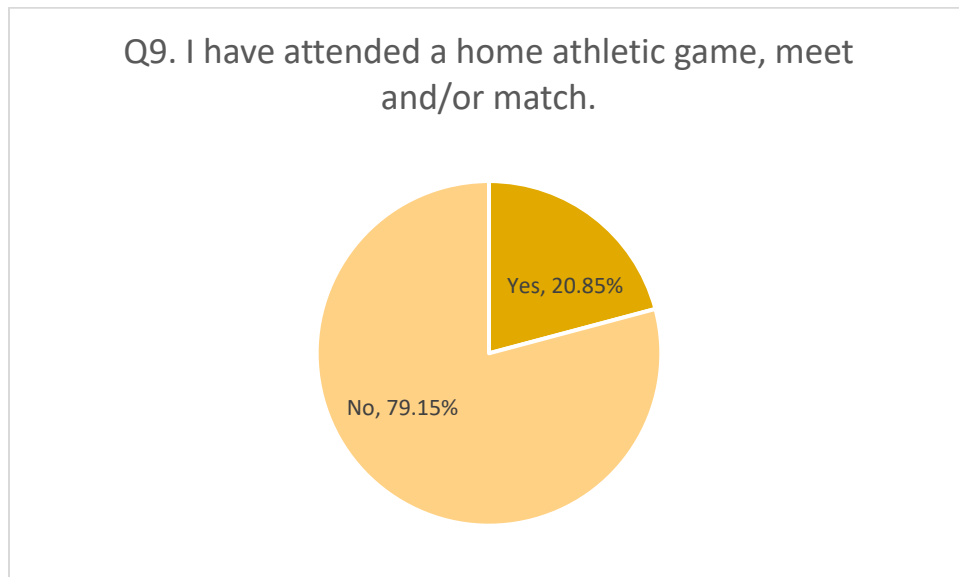
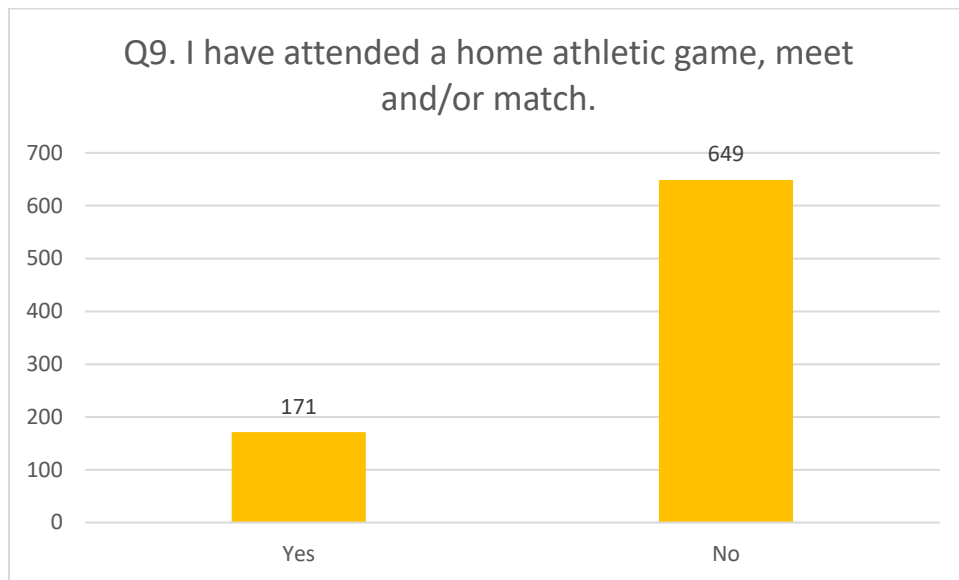
Question 8: I am involved in a campus club/group outside of athletics.

Q8. I am involved in a campus club/group outside of athletics.		
Answer Choices	Response Percentage	Responses
Yes	31.46%	258
No	68.54%	562
Answered		820
Skipped		0



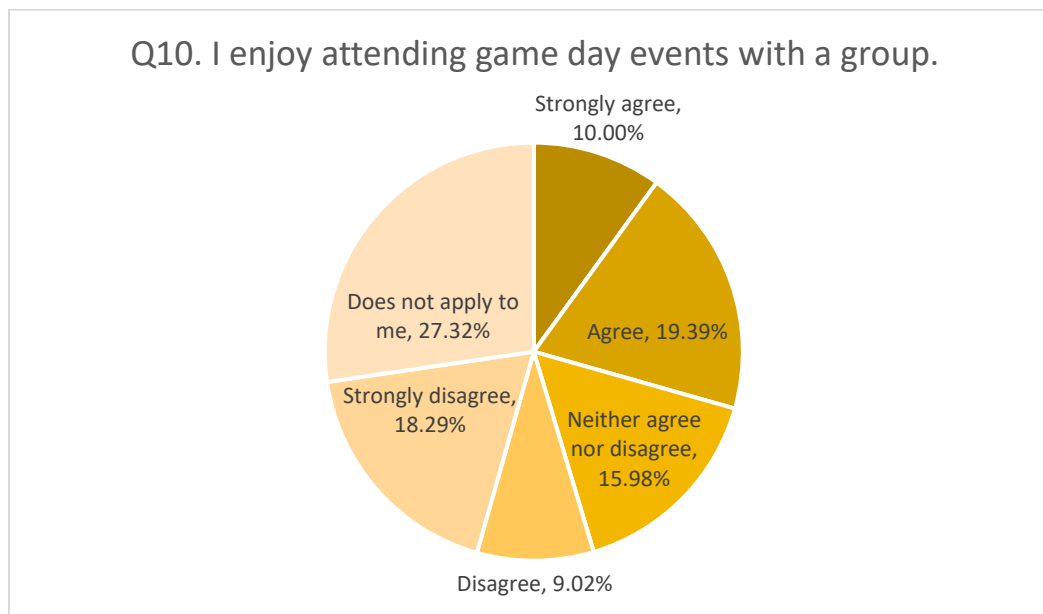
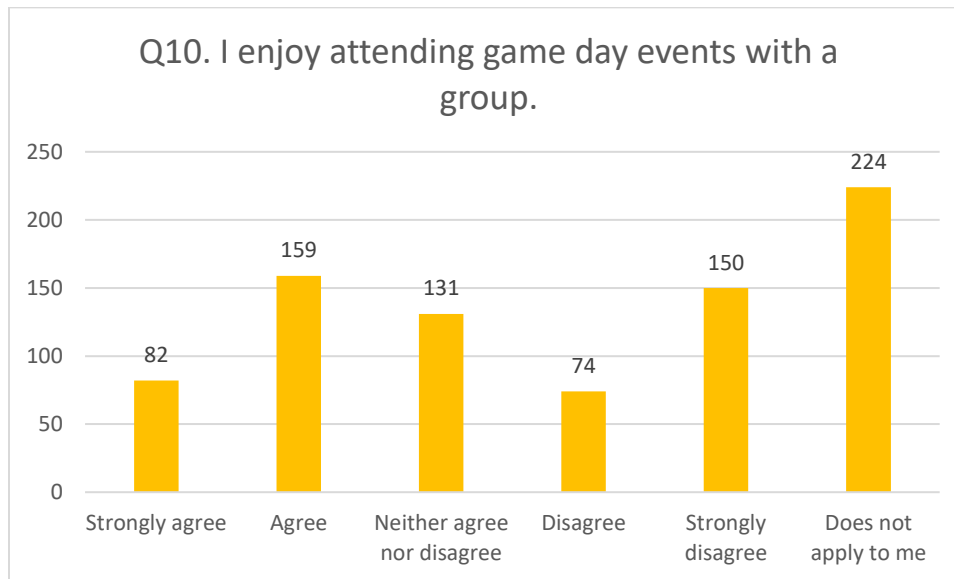
Question 9: I have attended a home athletic game, meet and/or match.

Q9. I have attended a home athletic game, meet and/or match.		
Answer Choices	Response Percentage	Responses
Yes	20.85%	171
No	79.15%	649
Answered		820
Skipped		0



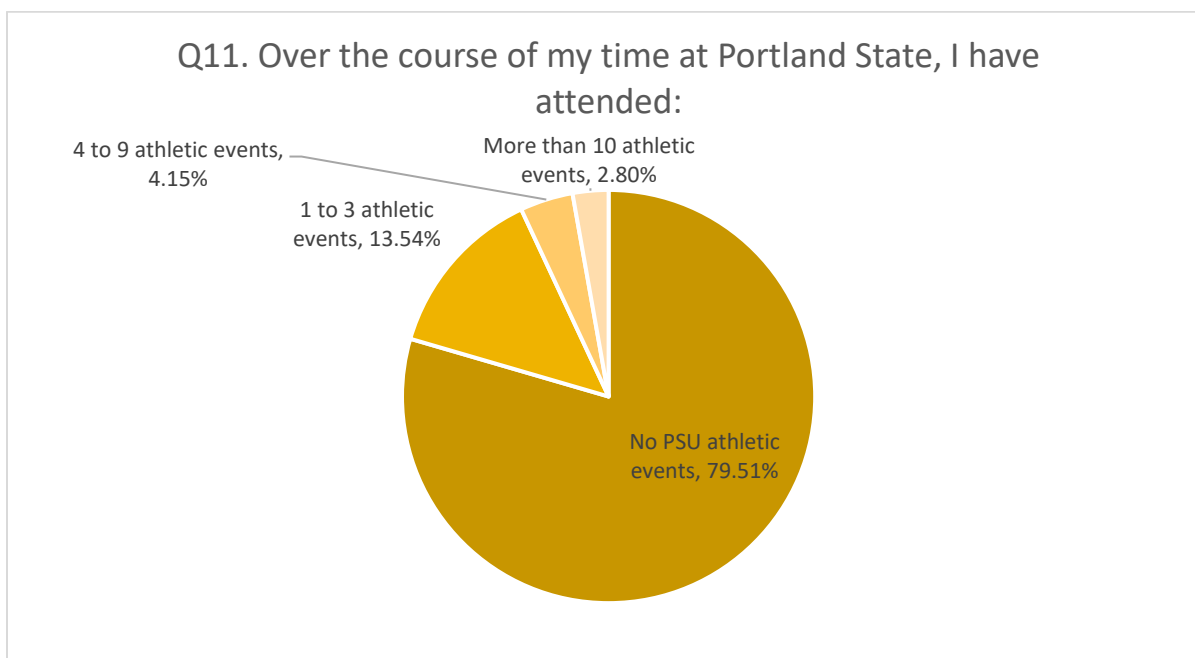
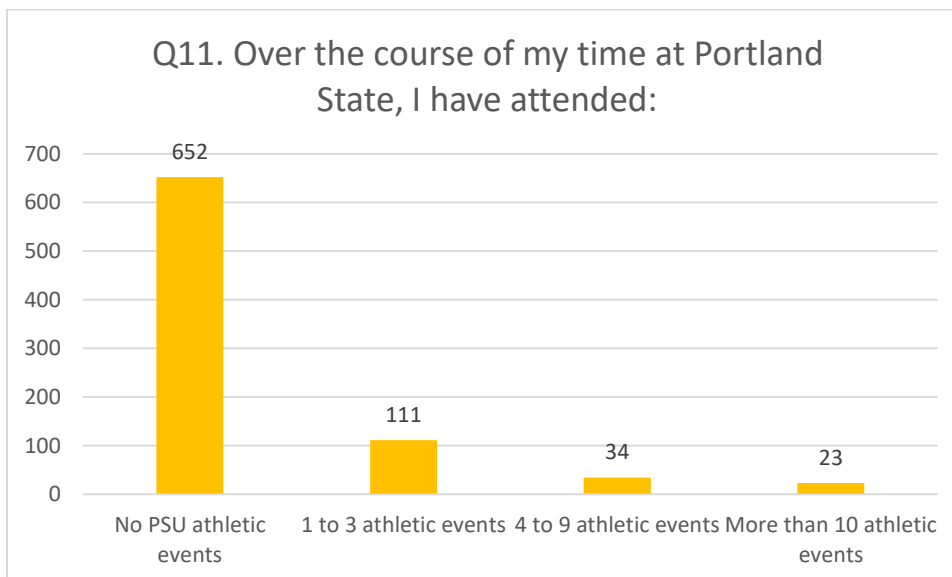
Question 10: I enjoy attending game day events with a group.

Q10. I enjoy attending game day events with a group.		
Answer Choices	Response Percentage	Responses
Strongly agree	10.00%	82
Agree	19.39%	159
Neither agree nor disagree	15.98%	131
Disagree	9.02%	74
Strongly disagree	18.29%	150
Does not apply to me	27.32%	224
Answered		820
Skipped		0



Question 11: Over the course of my time at Portland State, I have attended:

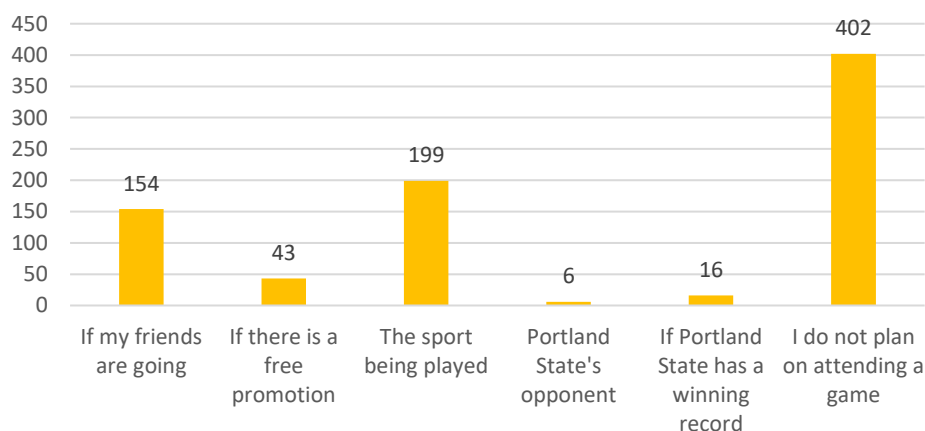
Q11. Over the course of my time at Portland State, I have attended:		
Answer Choices	Response Percentage	Responses
No PSU athletic events	79.51%	652
1 to 3 athletic events	13.54%	111
4 to 9 athletic events	4.15%	34
More than 10 athletic events	2.80%	23
Answered		820
Skipped		0



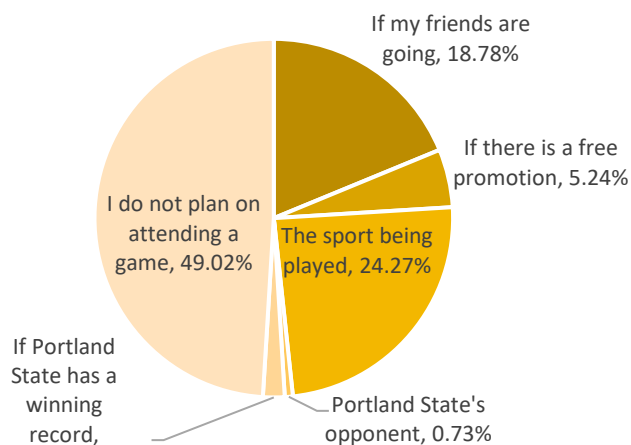
Question 12: The most influential factor of my attendance at PSU athletic events is:

Q12. The most influential factor of my attendance at PSU athletic events is:		
Answer Choices	Response Percentage	Responses
If my friends are going	18.78%	154
If there is a free promotion	5.24%	43
The sport being played	24.27%	199
Portland State's opponent	0.73%	6
If Portland State has a winning record	1.95%	16
I do not plan on attending a game	49.02%	402
Answered		820
Skipped		0

Q12. The most influential factor of my attendance at PSU athletic events is:

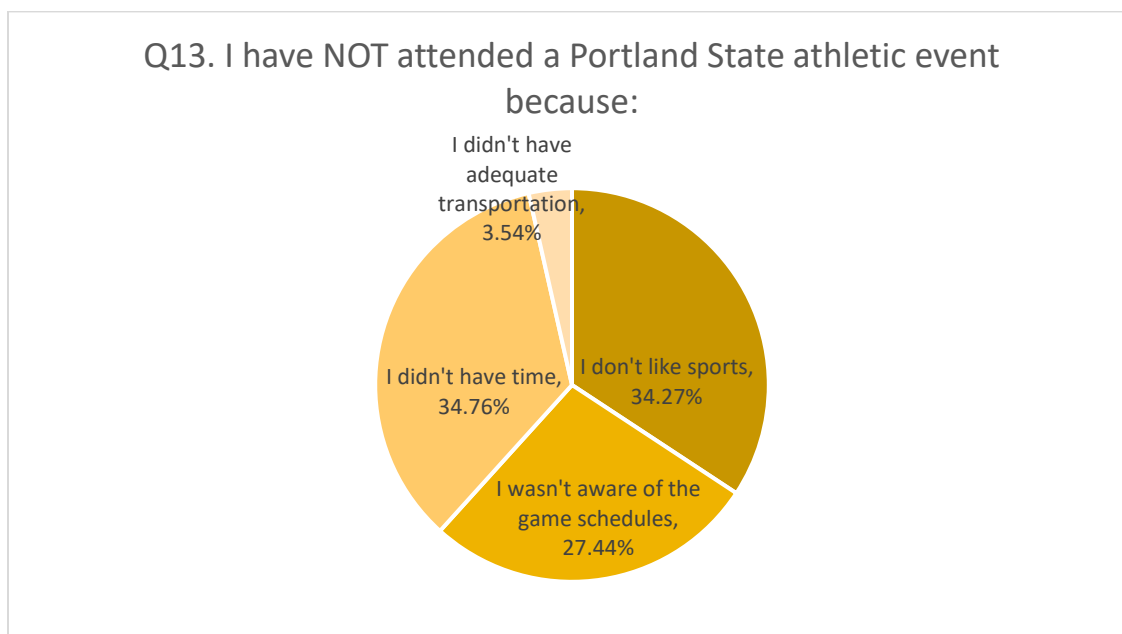
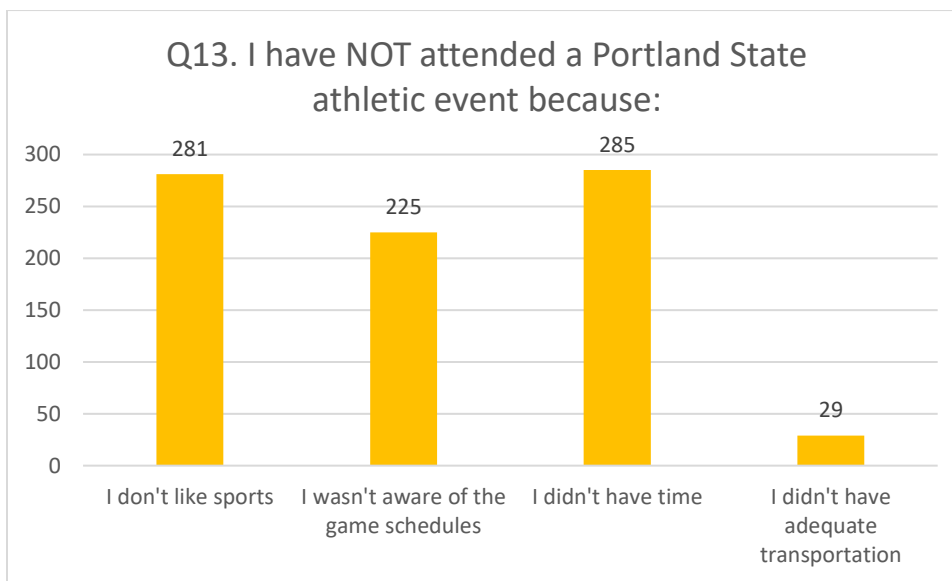


Q12. The most influential factor of my attendance at PSU athletic events is:



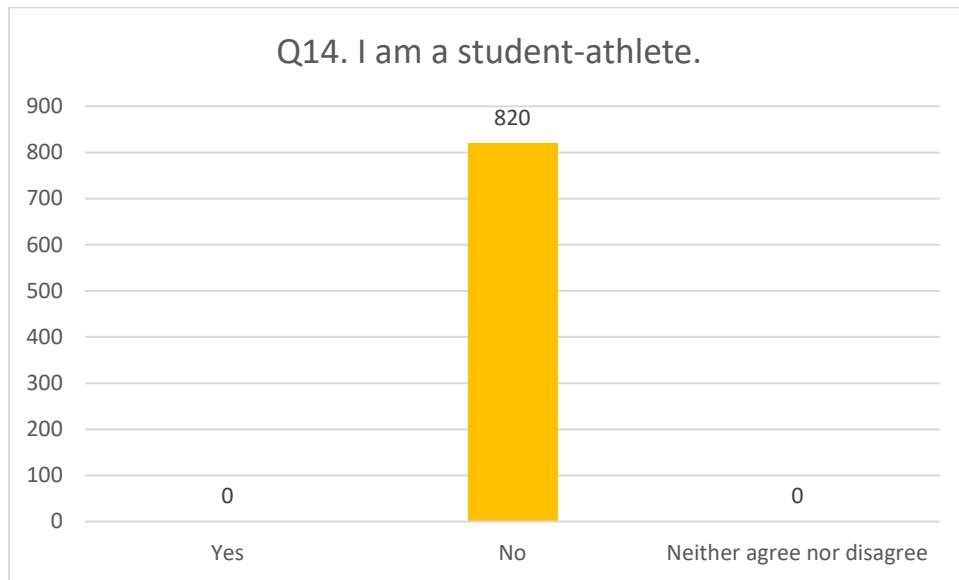
Question 13: I have NOT attended a Portland State athletic event because:

Q13. I have NOT attended a Portland State athletic event because:		
Answer Choices	Response Percentage	Responses
I don't like sports	34.27%	281
I wasn't aware of the game schedules	27.44%	225
I didn't have time	34.76%	285
I didn't have adequate transportation	3.54%	29
Answered		820
Skipped		0



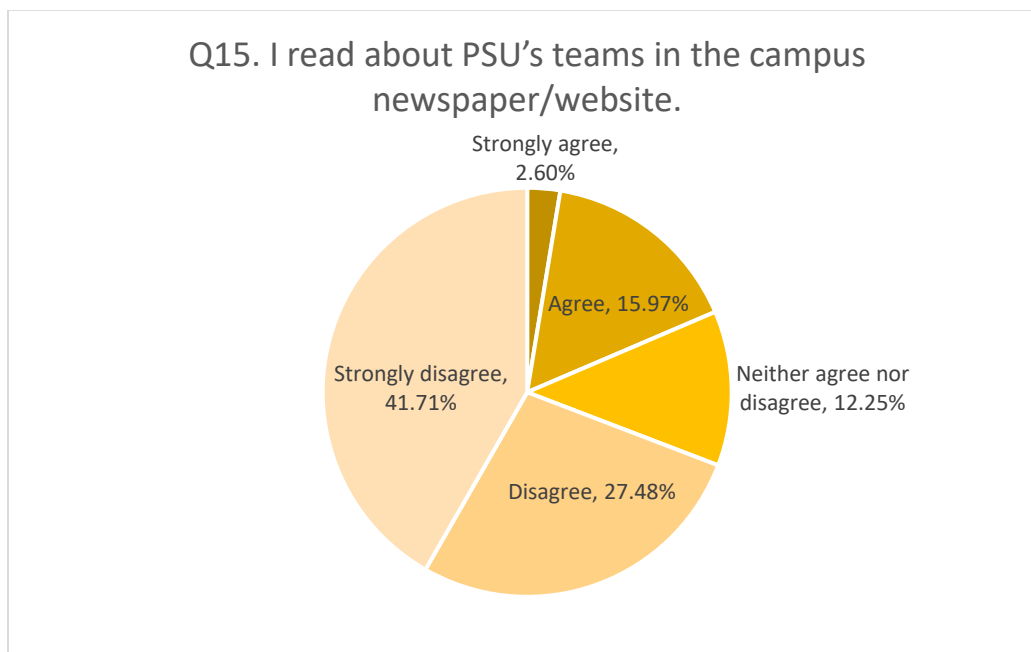
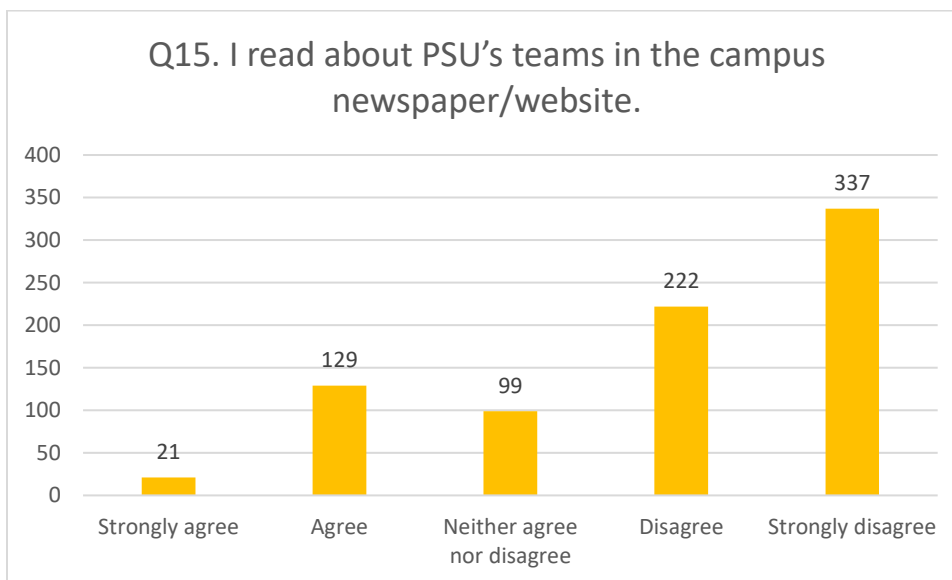
Question 14: I am a student-athlete.

Q14. I am a student-athlete.		
Answer Choices	Response Percentage	Responses
Yes	0.00%	0
No	100.00%	820
Neither agree nor disagree	0.00%	0
Answered		820
Skipped		0



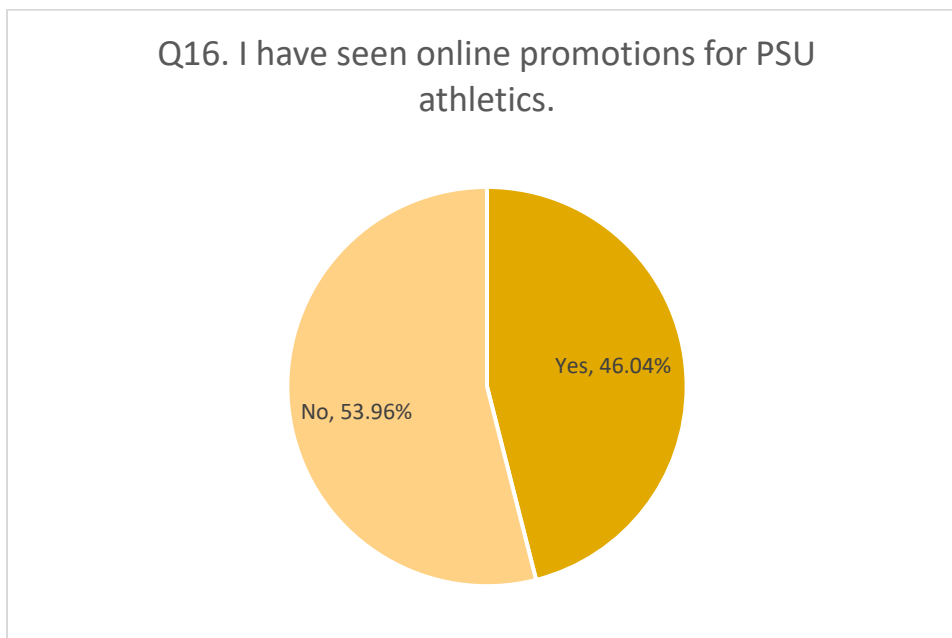
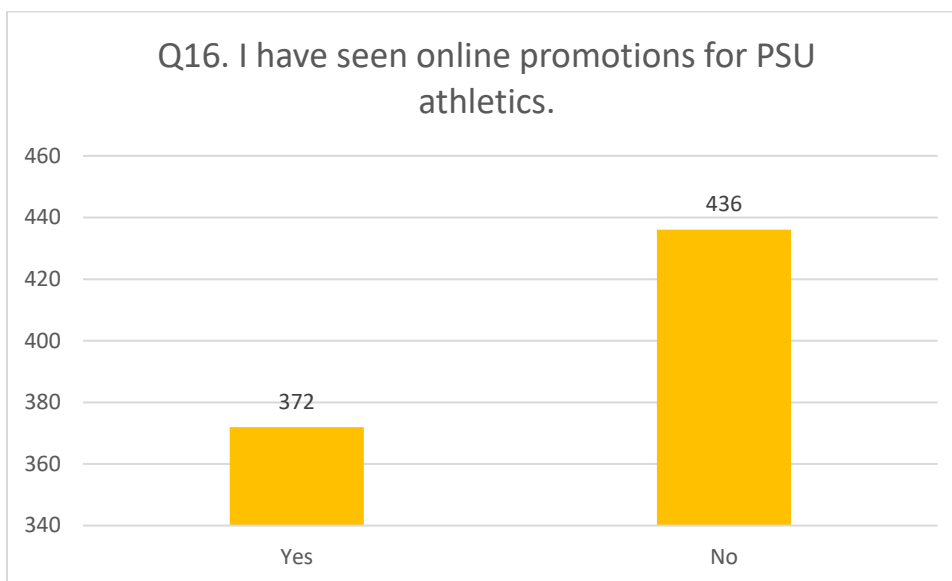
Question 15: I read about PSU's teams in the campus newspaper/website.

Q15. I read about PSU's teams in the campus newspaper/website.		
Answer Choices	Response Percentage	Responses
Strongly agree	2.60%	21
Agree	15.97%	129
Neither agree nor disagree	12.25%	99
Disagree	27.48%	222
Strongly disagree	41.71%	337
Answered		808
Skipped		12



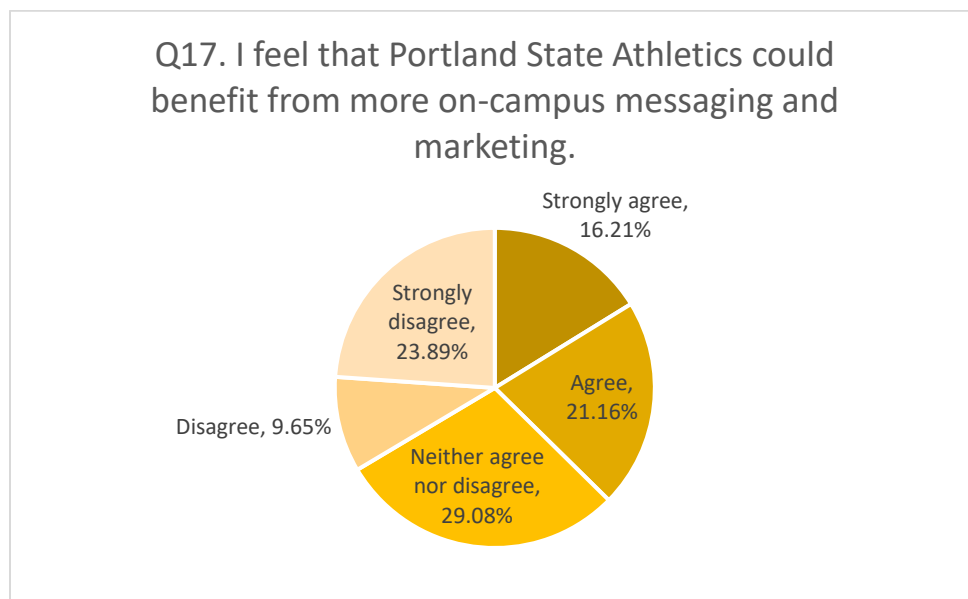
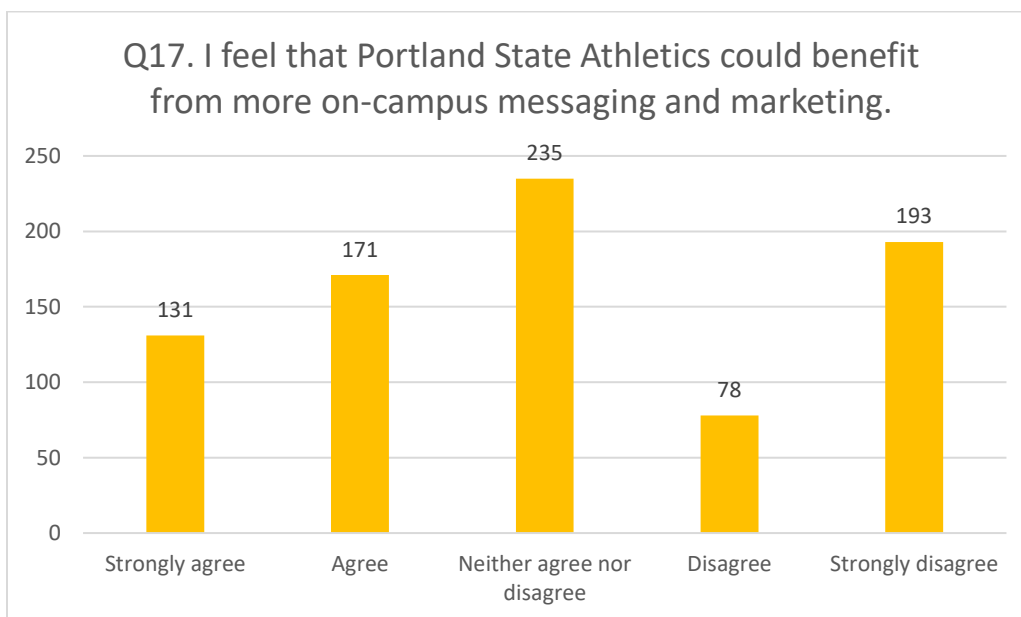
Question 16: I have seen online promotions for PSU athletics.

Q16. I have seen online promotions for PSU athletics.		
Answer Choices	Response Percentage	Responses
Yes	46.04%	372
No	53.96%	436
Answered		808
Skipped		12



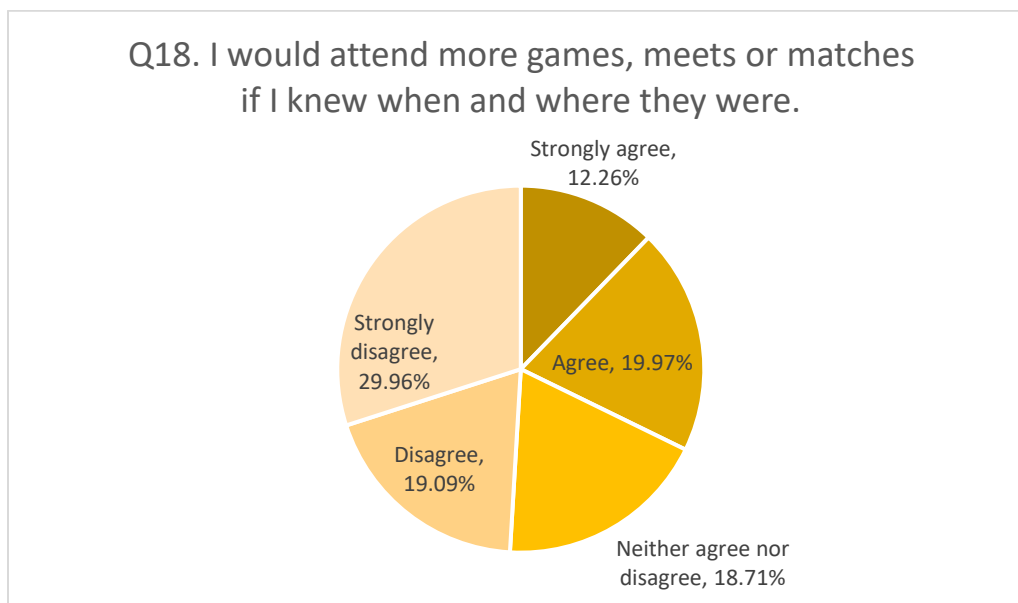
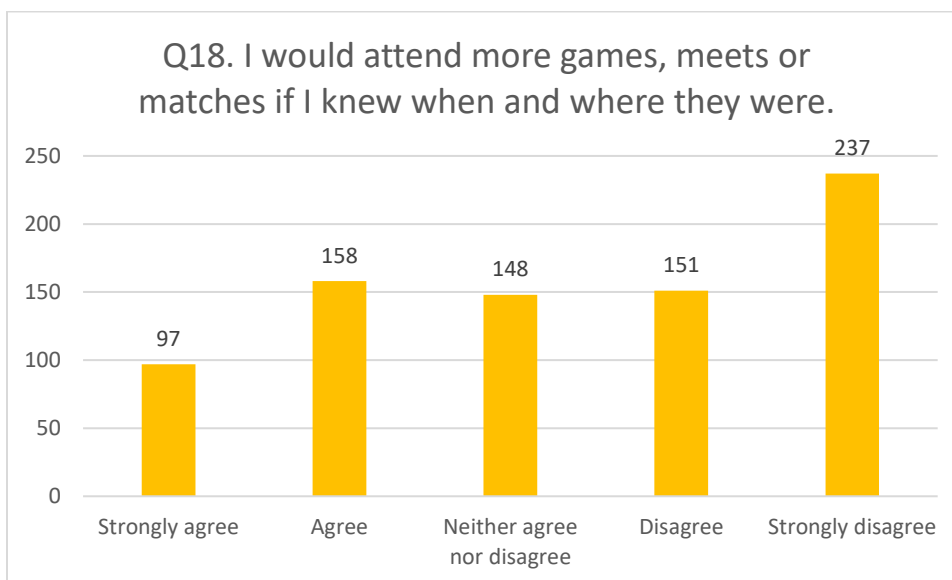
Question 17: I feel that Portland State Athletics could benefit from more on-campus messaging and marketing.

Q17. I feel that Portland State Athletics could benefit from more on-campus messaging and marketing.		
Answer Choices	Response Percentage	Responses
Strongly agree	16.21%	131
Agree	21.16%	171
Neither agree nor disagree	29.08%	235
Disagree	9.65%	78
Strongly disagree	23.89%	193
Answered		808
Skipped		12



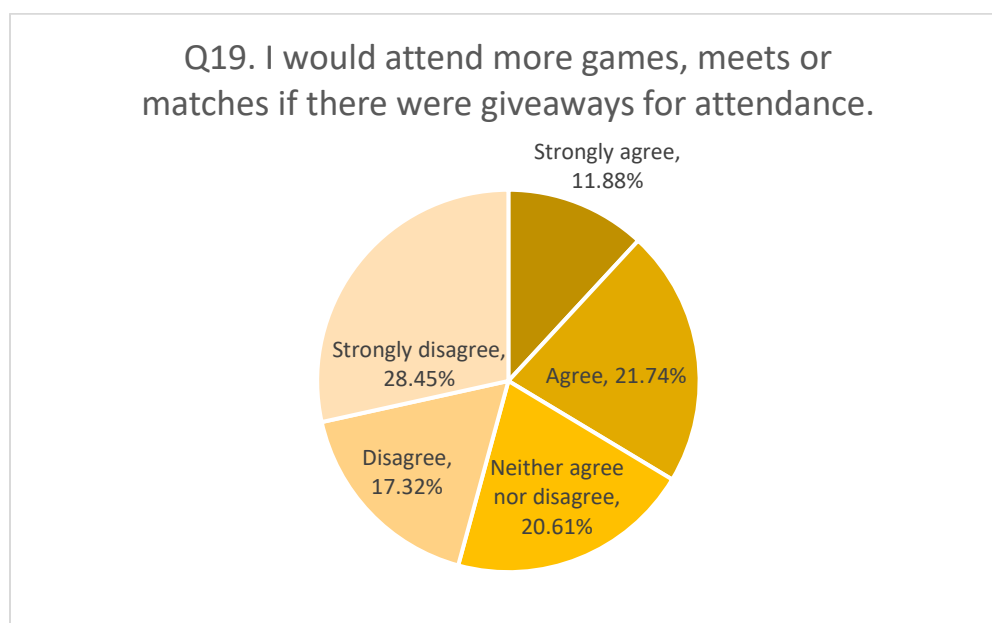
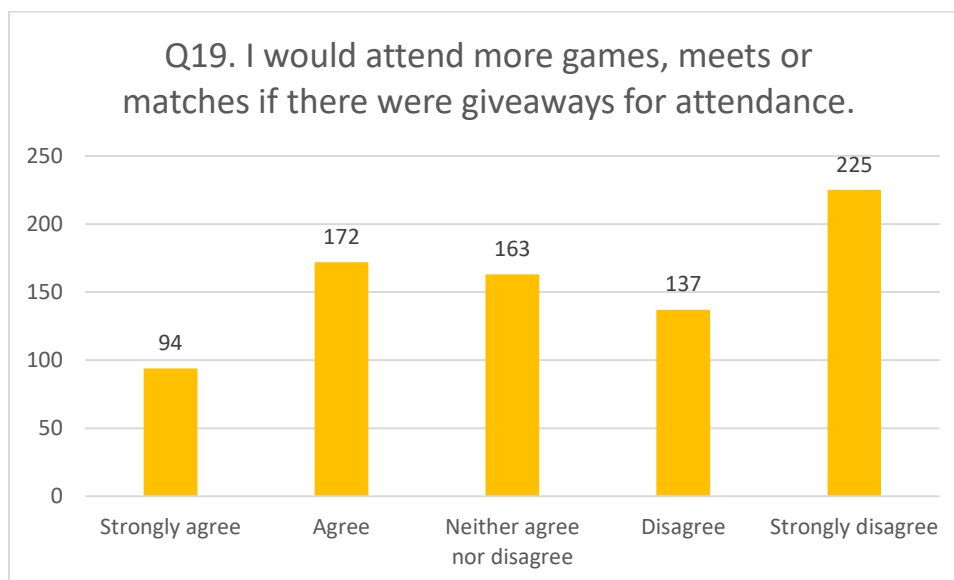
Question 18: I would attend more games, meets or matches if I knew when and where they were.

Q18. I would attend more games, meets or matches if I knew when and where they were.		
Answer Choices	Response Percentage	Responses
Strongly agree	12.26%	97
Agree	19.97%	158
Neither agree nor disagree	18.71%	148
Disagree	19.09%	151
Strongly disagree	29.96%	237
Answered		791
Skipped		29



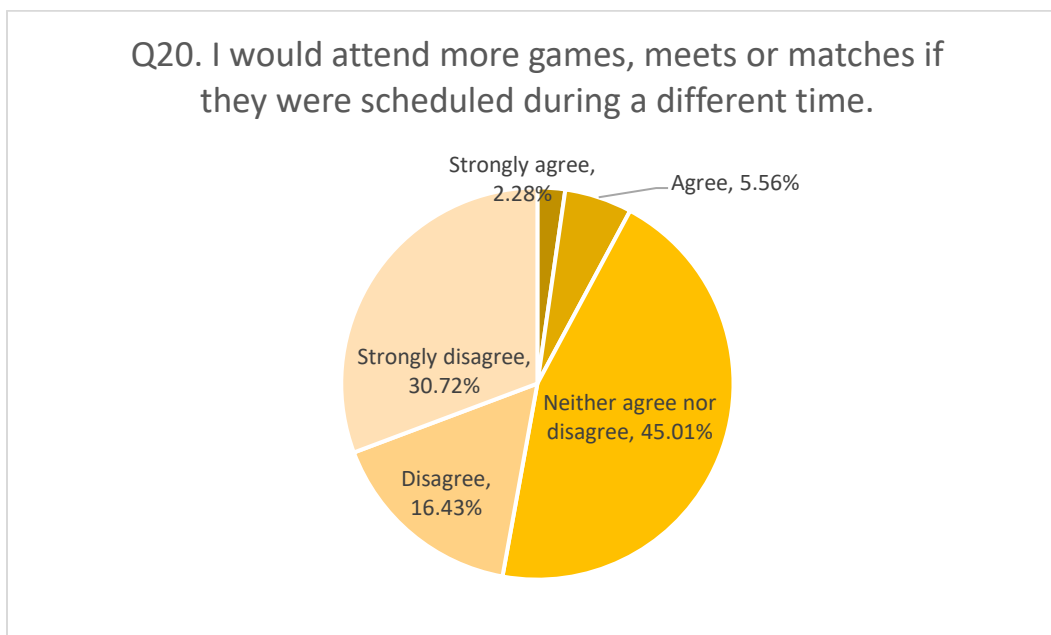
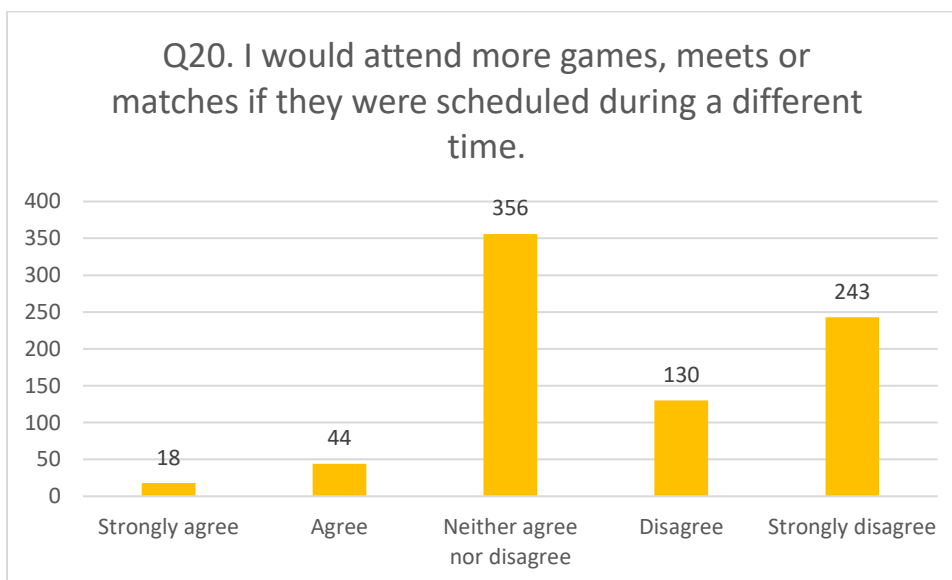
Question 19: I would attend more games, meets or matches if there were giveaways for attendance.

Q19. I would attend more games, meets or matches if there were giveaways for attendance.		
Answer Choices	Response Percentage	Responses
Strongly agree	11.88%	94
Agree	21.74%	172
Neither agree nor disagree	20.61%	163
Disagree	17.32%	137
Strongly disagree	28.45%	225
Answered		791
Skipped		29



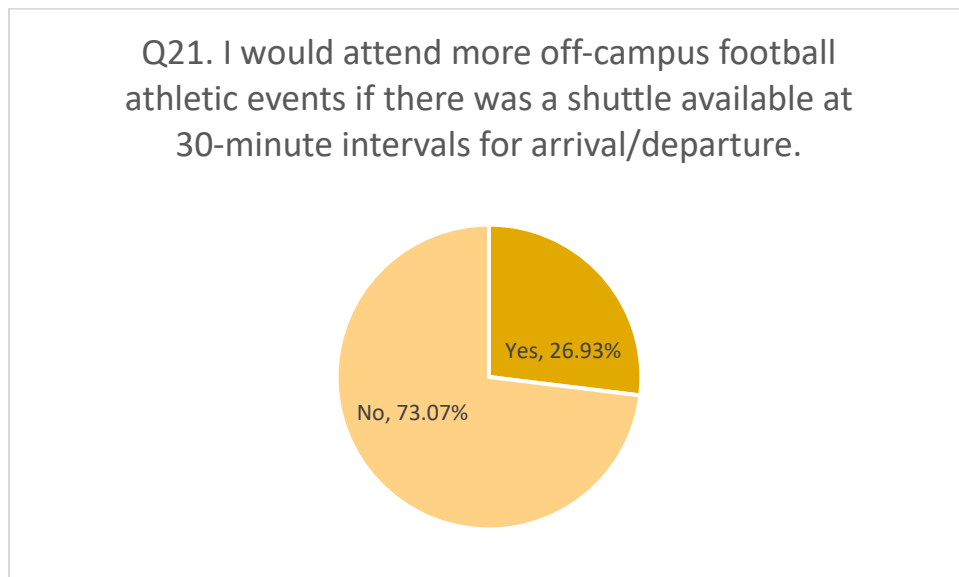
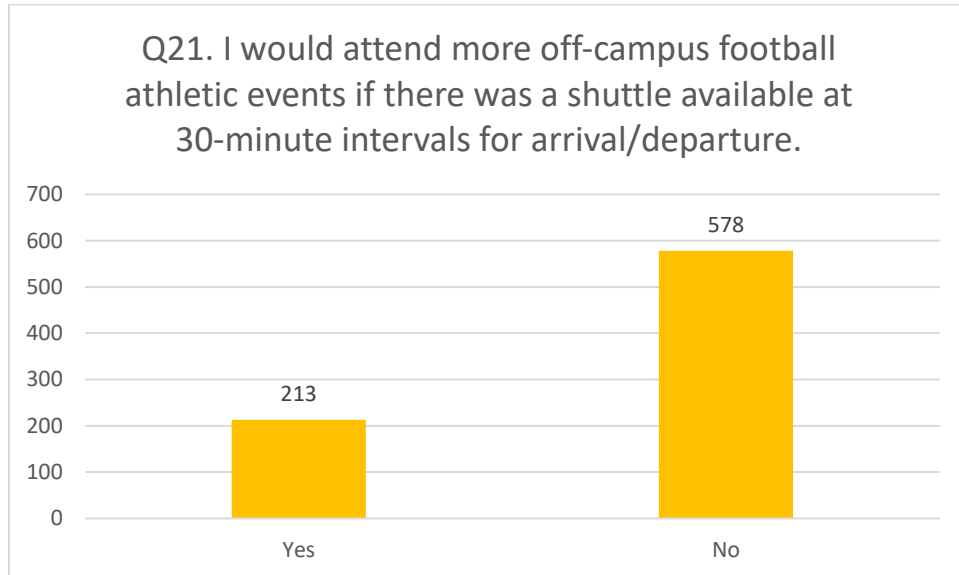
Question 20: I would attend more games, meets or matches if they were scheduled during a different time.

Q20. I would attend more games, meets or matches if they were scheduled during a different time.		
Answer Choices	Response Percentage	Responses
Strongly agree	2.28%	18
Agree	5.56%	44
Neither agree nor disagree	45.01%	356
Disagree	16.43%	130
Strongly disagree	30.72%	243
Answered		791
Skipped		29



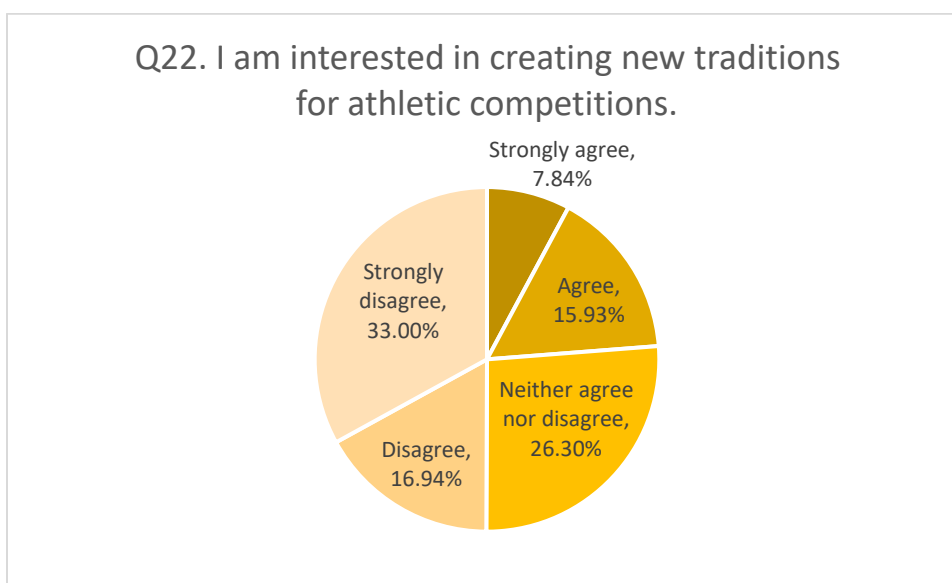
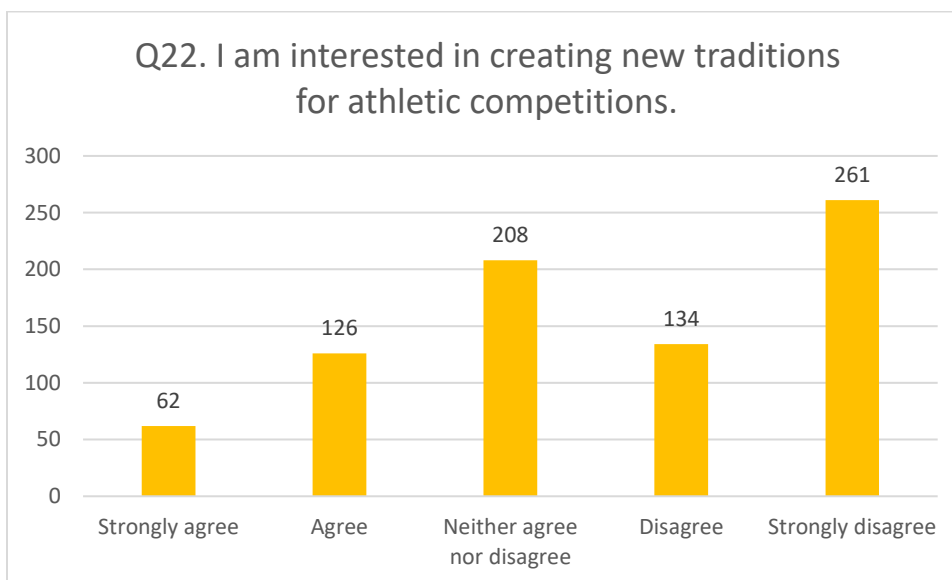
Question 21: I would attend more off-campus football athletic events if there was a shuttle available at 30-minute intervals for arrival/departure.

Q21. I would attend more off-campus football athletic events if there was a shuttle available at 30-minute intervals for arrival/departure.		
Answer Choices	Response Percentage	Responses
Yes	26.93%	213
No	73.07%	578
Answered		791
Skipped		29



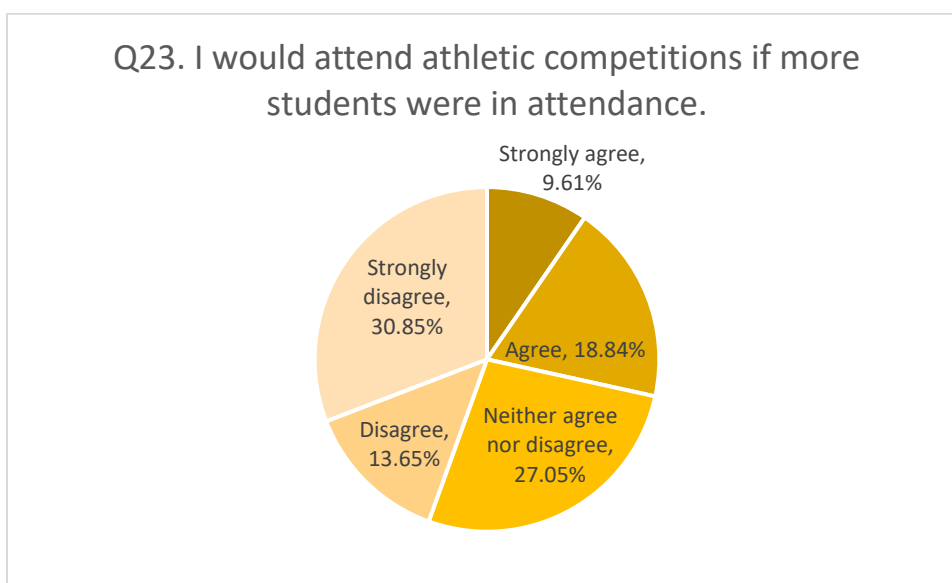
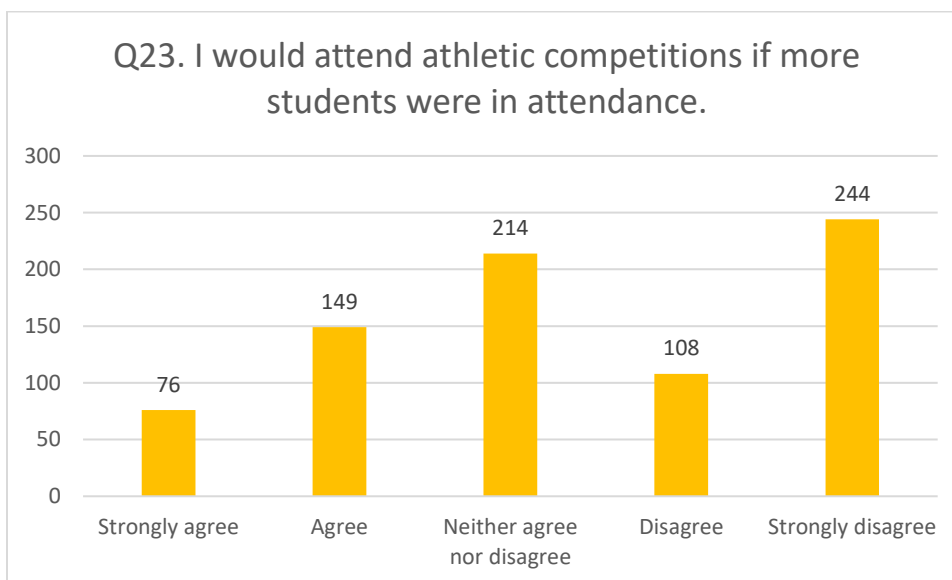
Question 22: I am interested in creating new traditions for athletic competitions.

Q22. I am interested in creating new traditions for athletic competitions.		
Answer Choices	Response Percentage	Responses
Strongly agree	7.84%	62
Agree	15.93%	126
Neither agree nor disagree	26.30%	208
Disagree	16.94%	134
Strongly disagree	33.00%	261
Answered		791
Skipped		29



Question 23: I would attend athletic competitions if more students were in attendance.

Q23. I would attend athletic competitions if more students were in attendance.		
Answer Choices	Response Percentage	Responses
Strongly agree	9.61%	76
Agree	18.84%	149
Neither agree nor disagree	27.05%	214
Disagree	13.65%	108
Strongly disagree	30.85%	244
Answered		791
Skipped		29



PORTLAND STATE UNIVERSITY – IMPORTANCE OF ATHLETICS: ALUMNI & EXTERNAL GUESTS

This 45-question external stakeholder survey was sent out twice to a database of almost 70,000 names. The varying answers are included as an appendix to this report. The survey has generated 1,579 responses, or a 2.26% response rate. Those who completed the survey spent an average of five minutes responding and only 87% completed the survey. Below, Collegiate Consulting has summarized the definitive feedback.

While 27.67% participants agree that the performance of Portland State's athletics teams are important, 28.32% reported that they do not (strongly disagree, as the case is) follow PSU athletic teams. More than 70% of participants cannot name a PSU coach and more than 68% do not keep track of team schedules.

An alarming 80.6% do not follow Portland State athletic teams on social media and more than 76.29% do not receive a newsletter or electronic messaging from the PSU Athletic Department.

Attendance

Out of 1,481 participants, the attendance responses are primarily in the negative:

- 80.6% do not attend basketball games
- 76.29% do not attend football games
- 87.71% do not attend non-basketball/football games
- 89.55% do not attend away games
- 89.48% do not attend pre-game events with other alumni

While 53.49% of the respondents have donated to PSU, only about 27% of those agreed that they have donated to a specific sport. Athletics is only a top philanthropic interest for nearly 24% of participants.

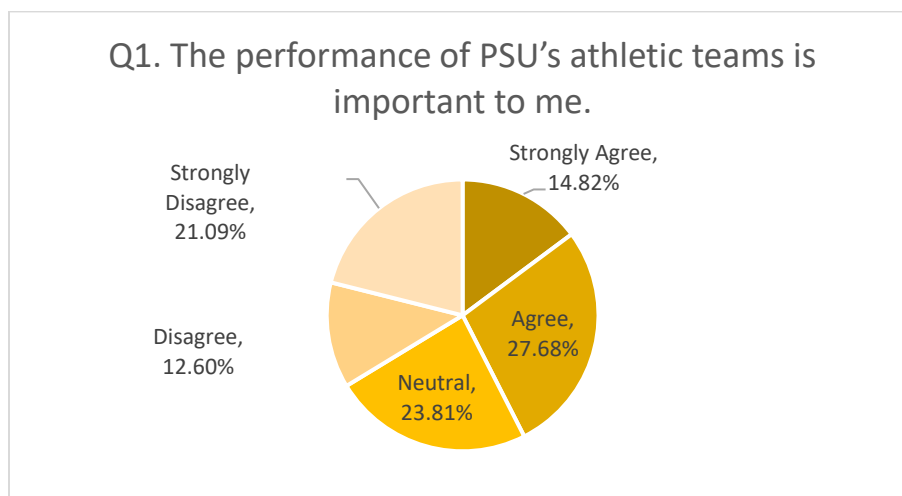
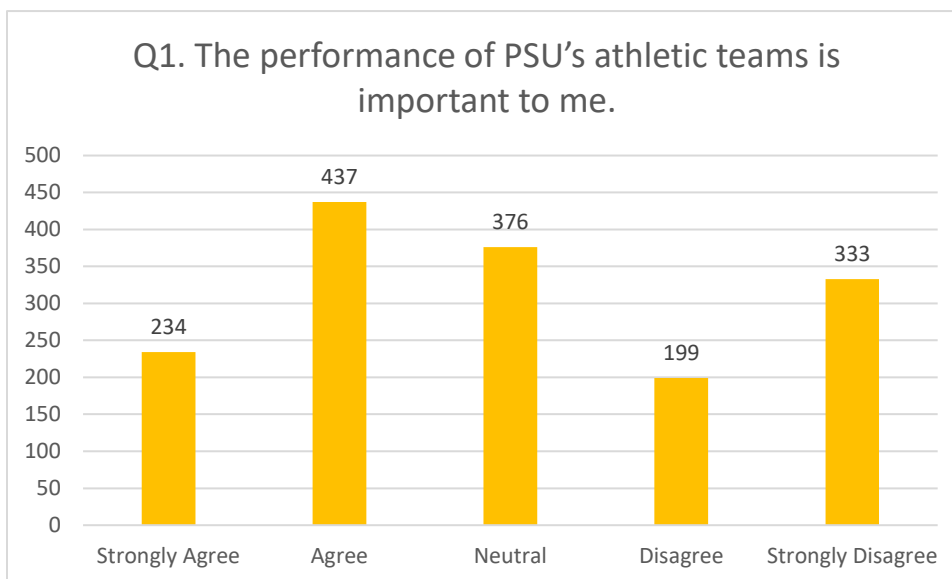
There were an overwhelming amount of neutral responses regarding a potential change in NCAA Divisions (52%) and conferences (62%); the addition of more local/in-state opponents (49%); and the number of current students attending PSU athletic events (67%). Even more participants were neutral about faculty attendance at games (77%).

One answer had glaringly similar answers: I believe athletics should be priority for Portland State and Portland State leadership – 18.79% strongly

agreed, 22.74% agreed, 19% were neutral, 13% disagreed and 26.47% strongly disagreed.

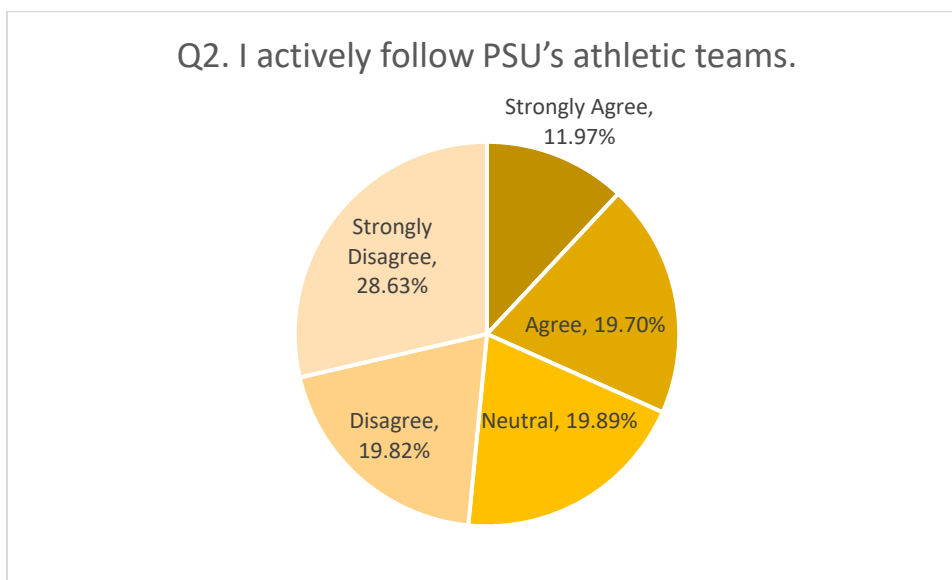
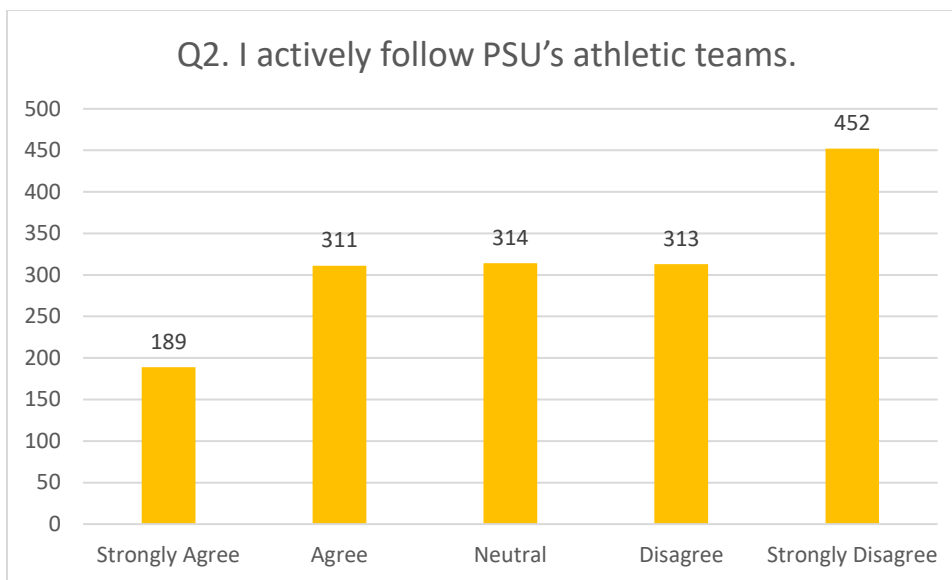
Question 1: The performance of PSU's athletic teams is important to me.

Q1. The performance of PSU's athletic teams is important to me.		
Answer Choices	Response Percentage	Responses
Strongly Agree	14.82%	234
Agree	27.68%	437
Neutral	23.81%	376
Disagree	12.60%	199
Strongly Disagree	21.09%	333
Answered		1579
Skipped		0



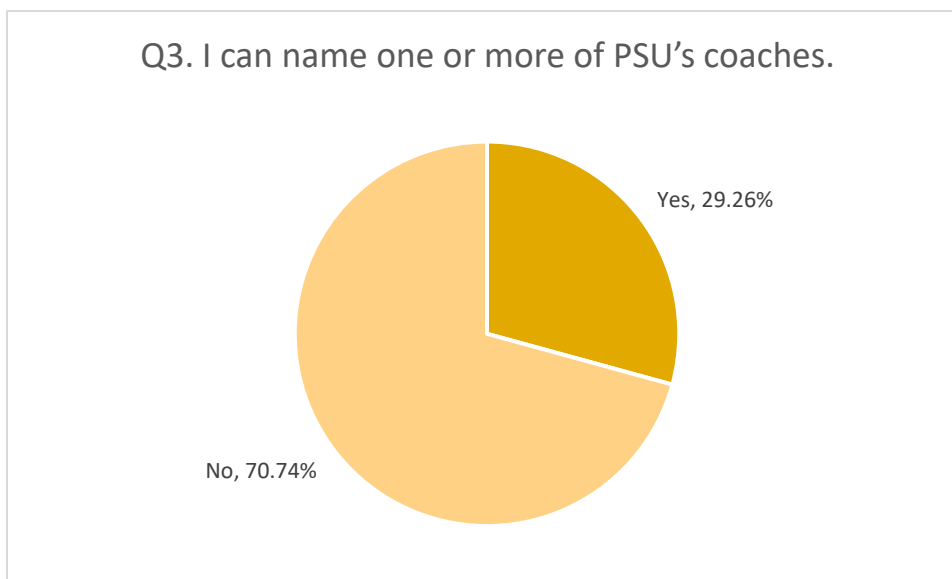
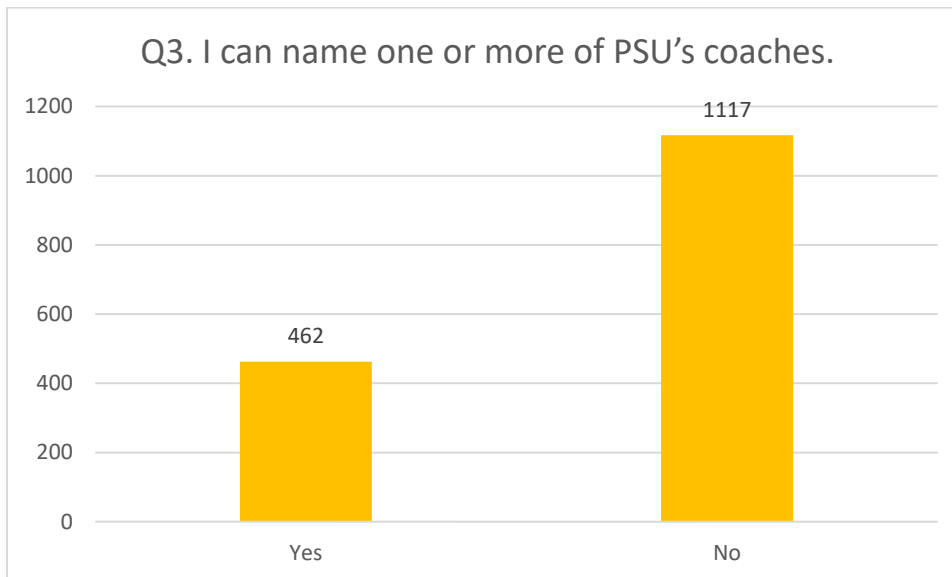
Question 2: I actively follow PSU's athletic teams.

Q2. I actively follow PSU's athletic teams.		
Answer Choices	Response Percentage	Responses
Strongly Agree	11.97%	189
Agree	19.70%	311
Neutral	19.89%	314
Disagree	19.82%	313
Strongly Disagree	28.63%	452
Answered		1579
Skipped		0



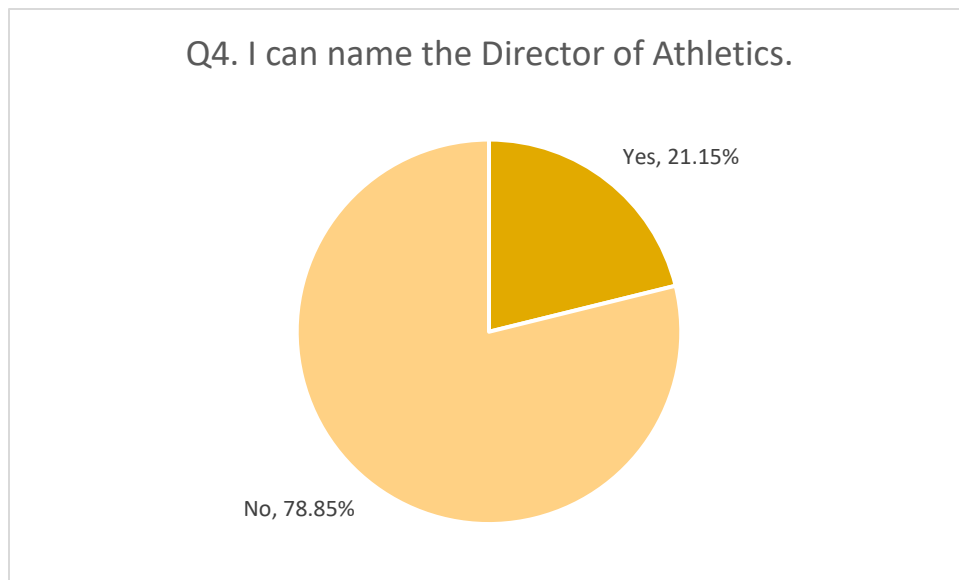
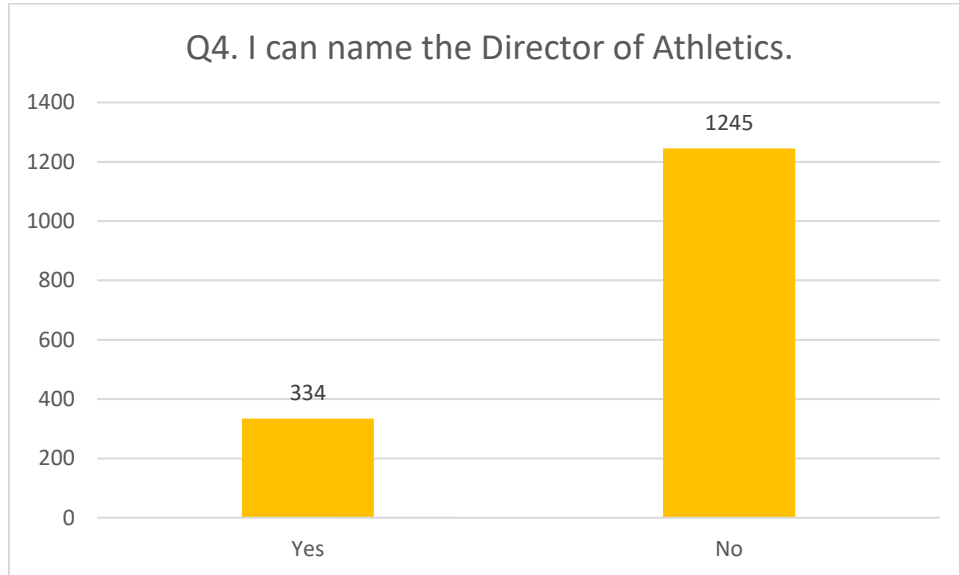
Question 3: I can name one or more of PSU's coaches.

Q3. I can name one or more of PSU's coaches.		
Answer Choices	Response Percentage	Responses
Yes	29.26%	462
No	70.74%	1117
Answered		1579
Skipped		0



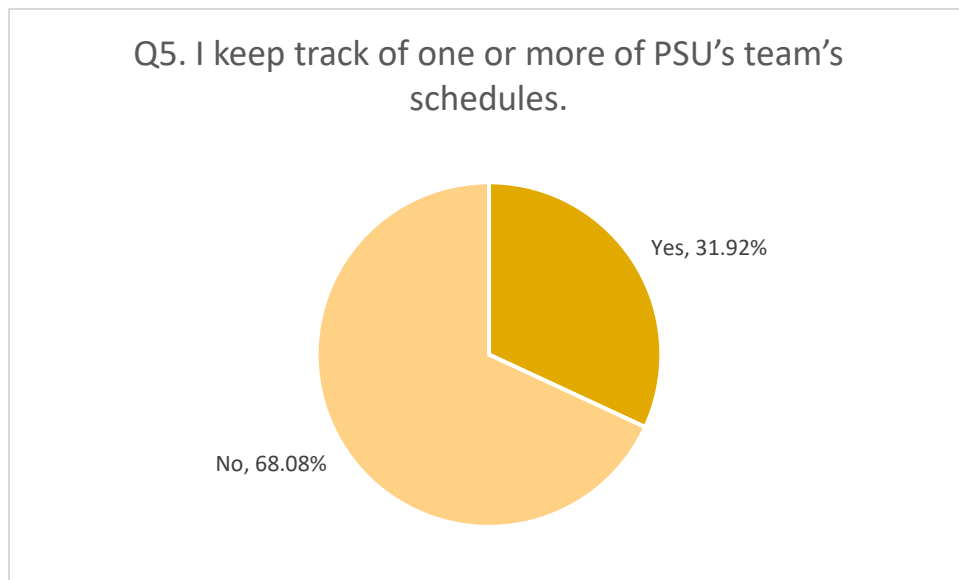
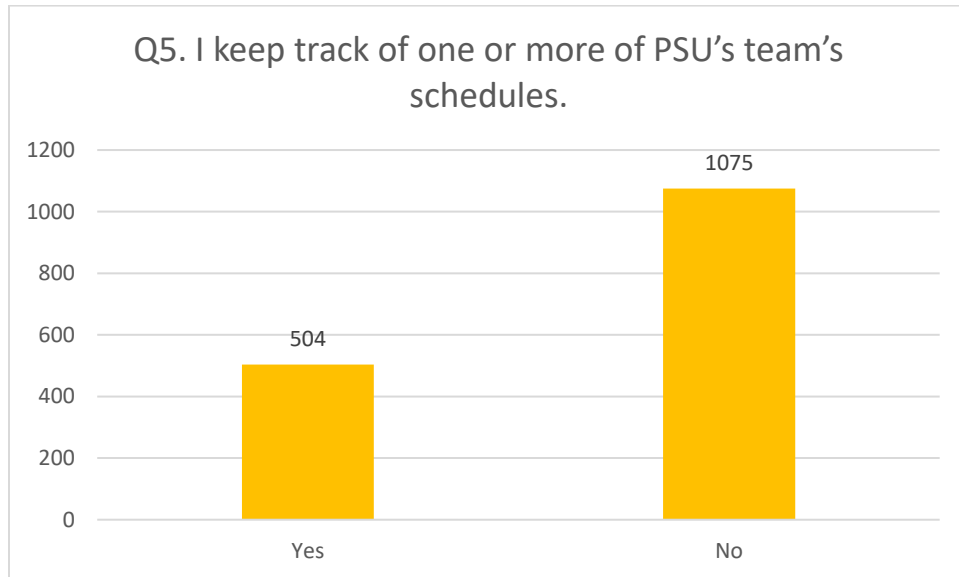
Question 4: I can name the Director of Athletics.

Q4. I can name the Director of Athletics.		
Answer Choices	Response Percentage	Responses
Yes	21.15%	334
No	78.85%	1245
Answered		1579
Skipped		0



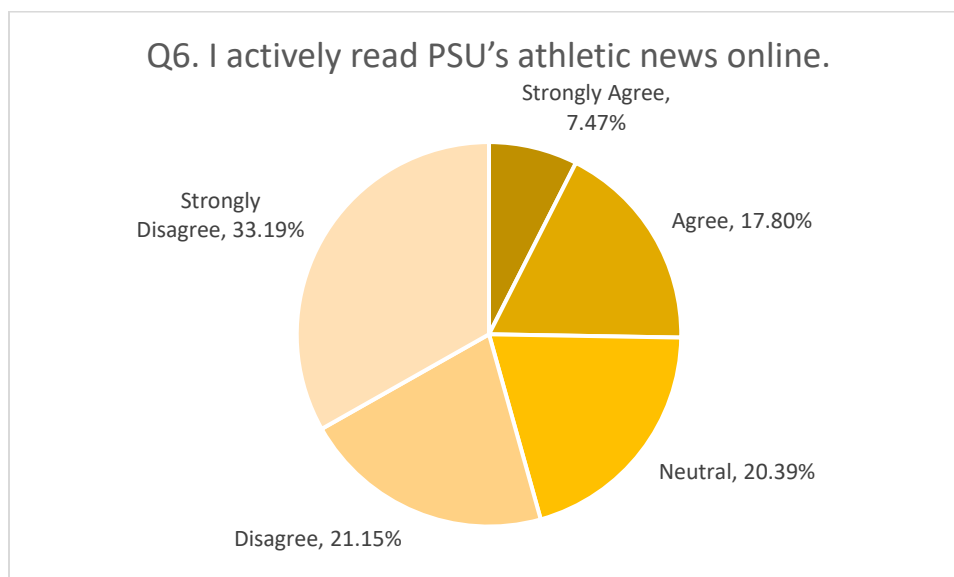
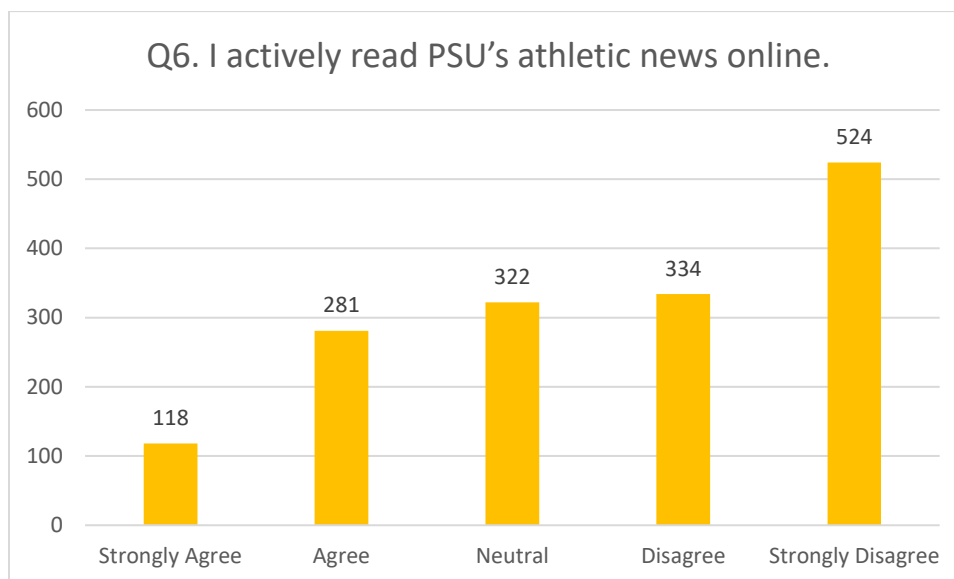
Question 5: I keep track of one or more of PSU's team's schedules.

Q5. I keep track of one or more of PSU's team's schedules.		
Answer Choices	Response Percentage	Responses
Yes	31.92%	504
No	68.08%	1075
Answered		1579
Skipped		0



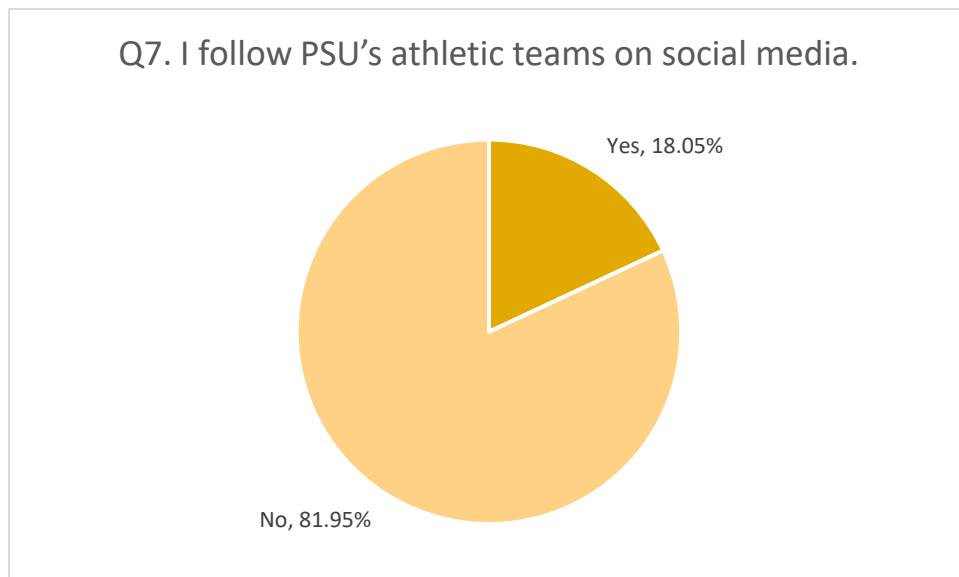
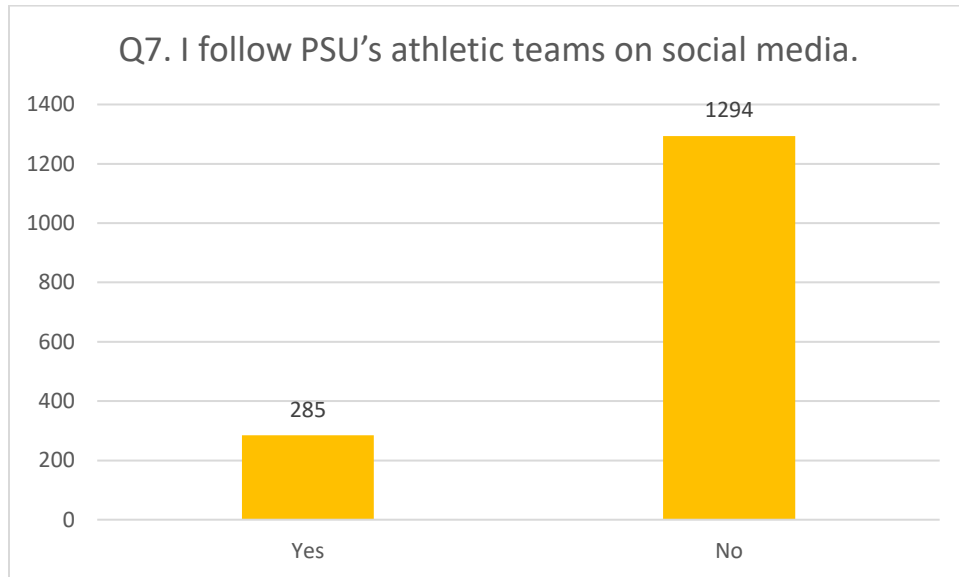
Question 6: I actively read PSU's athletic news online.

Q6. I actively read PSU's athletic news online.		
Answer Choices	Response Percentage	Responses
Strongly Agree	7.47%	118
Agree	17.80%	281
Neutral	20.39%	322
Disagree	21.15%	334
Strongly Disagree	33.19%	524
Answered		1579
Skipped		0



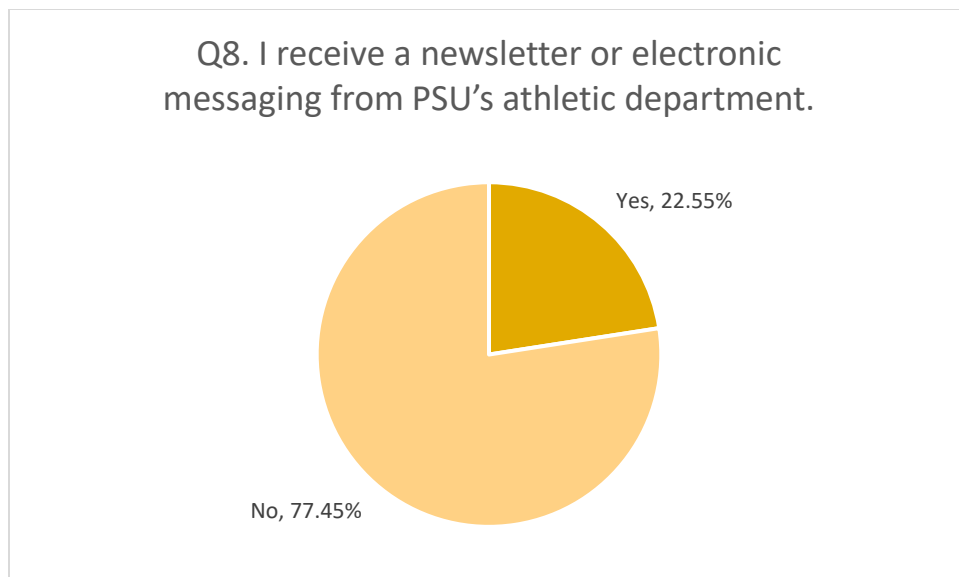
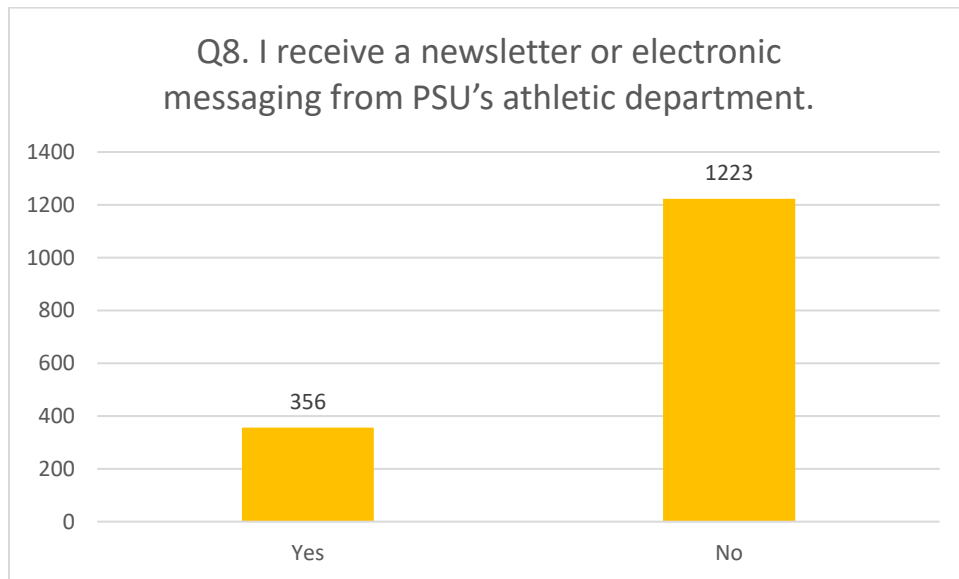
Question 7: I follow PSU's athletic teams on social media.

Q7. I follow PSU's athletic teams on social media.		
Answer Choices	Response Percentage	Responses
Yes	18.05%	285
No	81.95%	1294
Answered		1579
Skipped		0



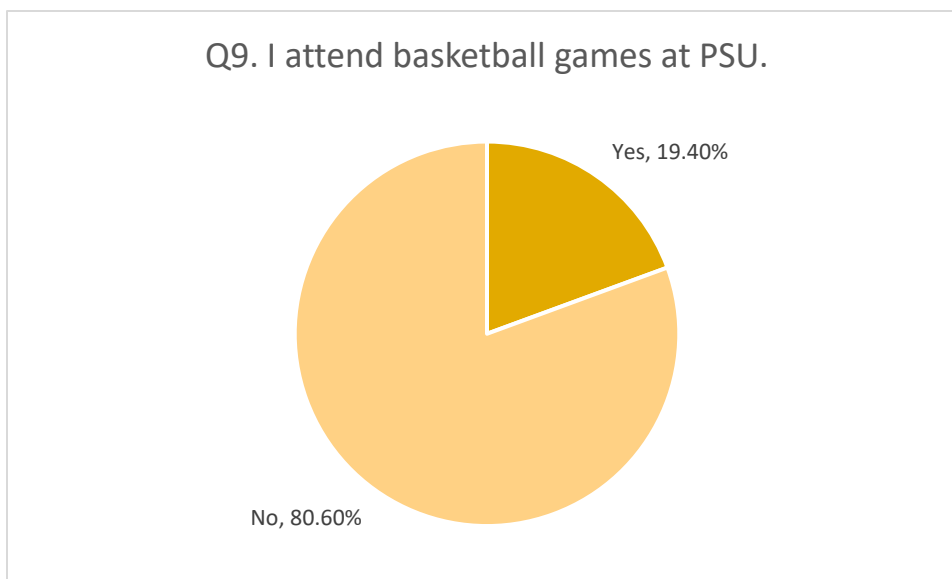
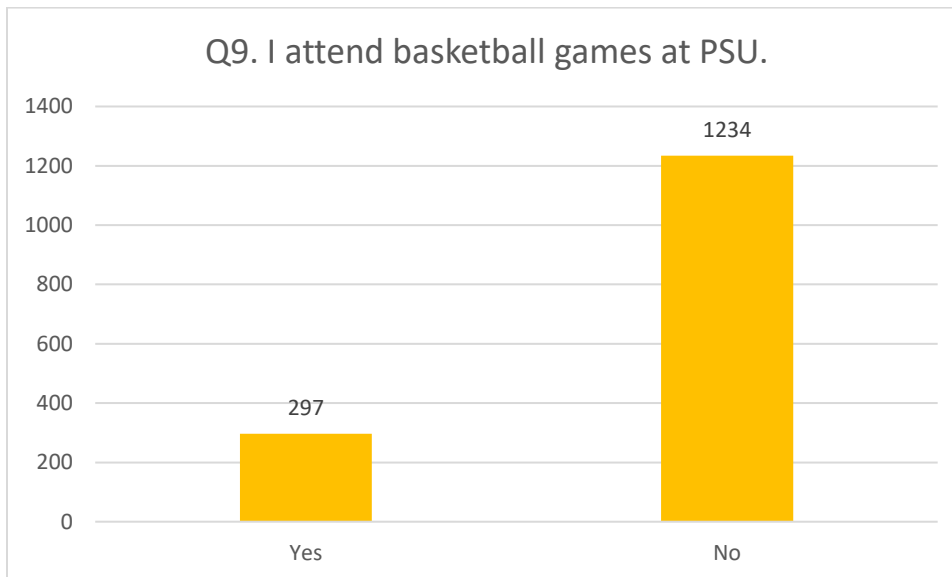
Question 8: I receive a newsletter or electronic messaging from PSU's athletic department.

Q8. I receive a newsletter or electronic messaging from PSU's athletic department.		
Answer Choices	Response Percentage	Responses
Yes	22.55%	356
No	77.45%	1223
Answered		1579
Skipped		0



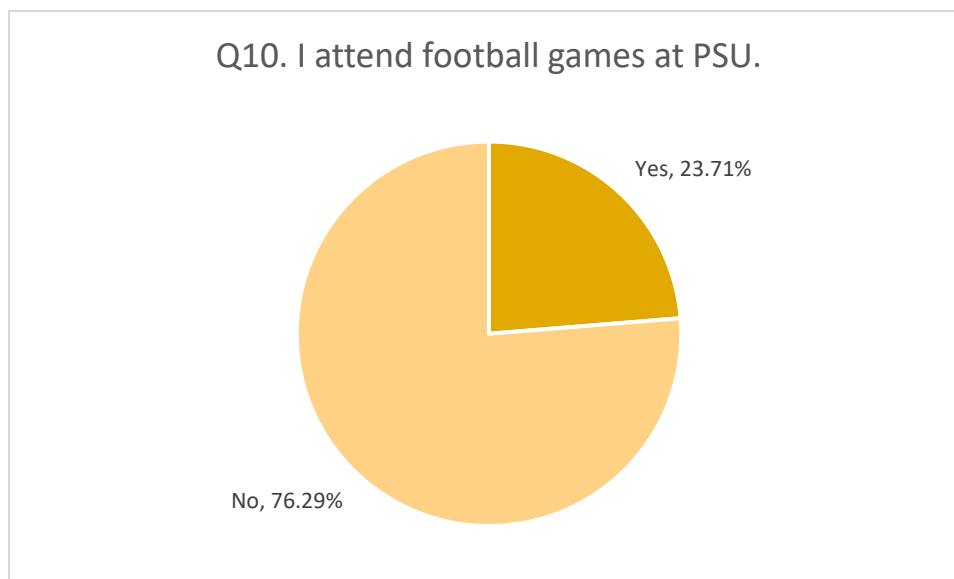
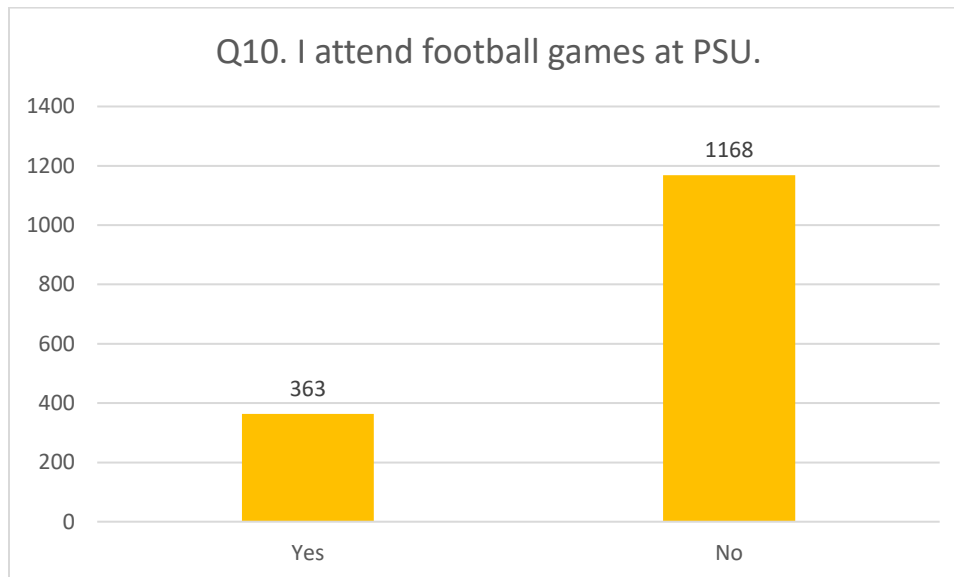
Question 9: I attend basketball games at PSU.

Q9. I attend basketball games at PSU.		
Answer Choices	Response Percentage	Responses
Yes	19.40%	297
No	80.60%	1234
Answered		1531
Skipped		48



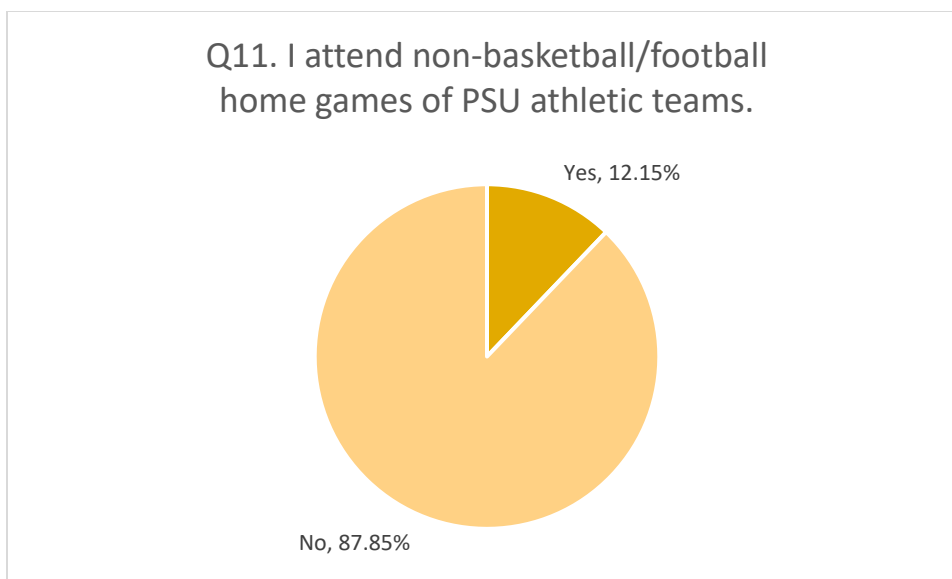
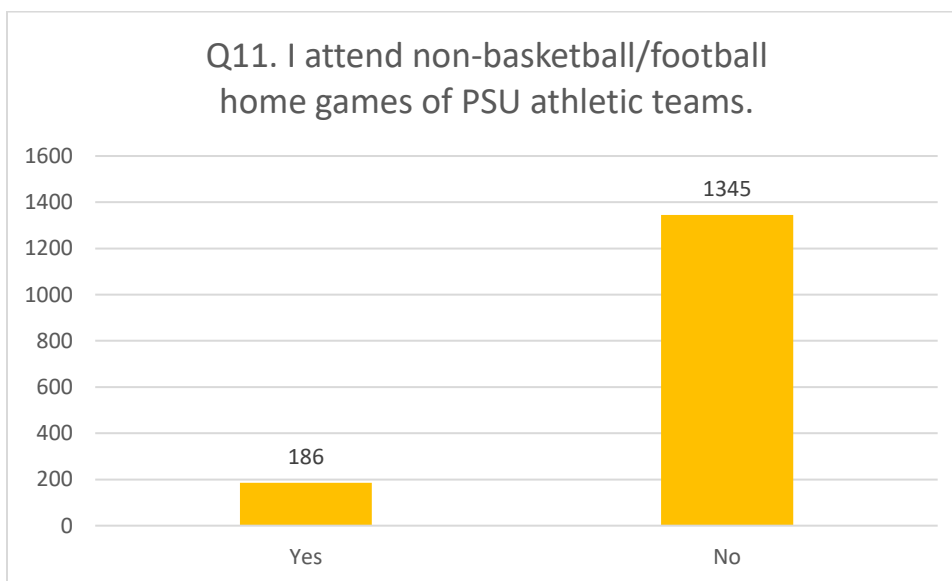
Question 10: I attend football games at PSU.

Q10. I attend football games at PSU.		
Answer Choices	Response Percentage	Responses
Yes	23.71%	363
No	76.29%	1168
Answered		1531
Skipped		48



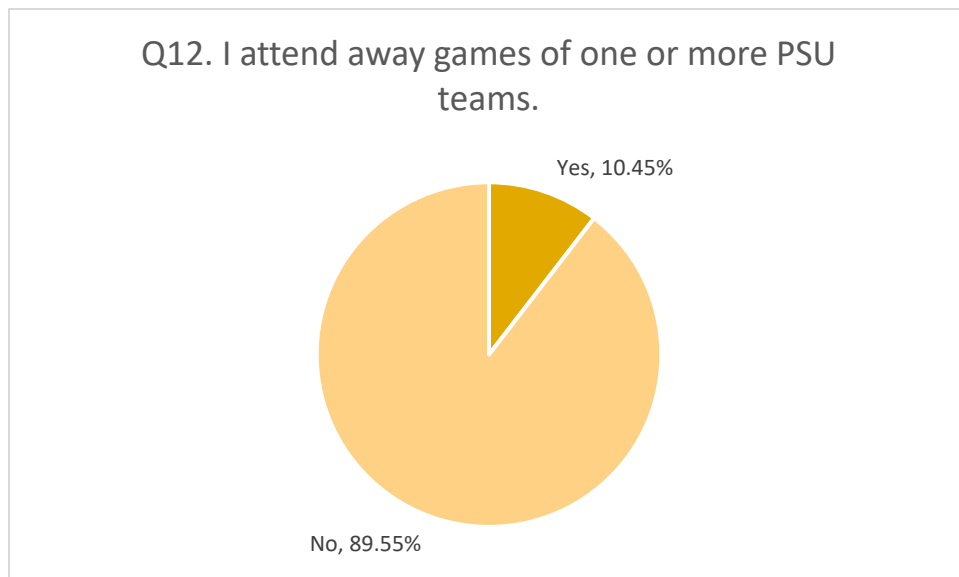
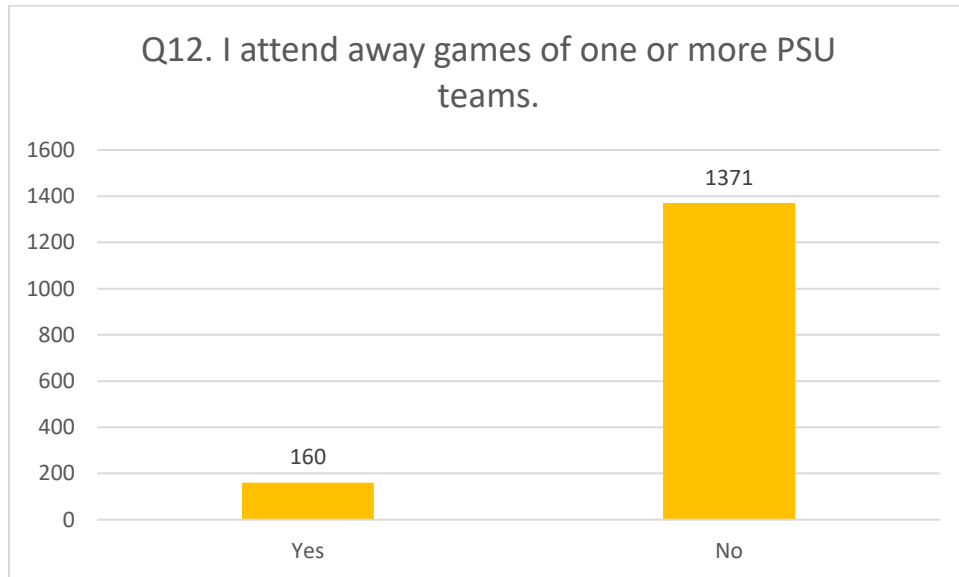
Question 11: I attend non-basketball/football home games of PSU athletic teams.

Q11. I attend non-basketball/football home games of PSU athletic teams.		
Answer Choices	Response Percentage	Responses
Yes	12.15%	186
No	87.85%	1345
Answered		1531
Skipped		48



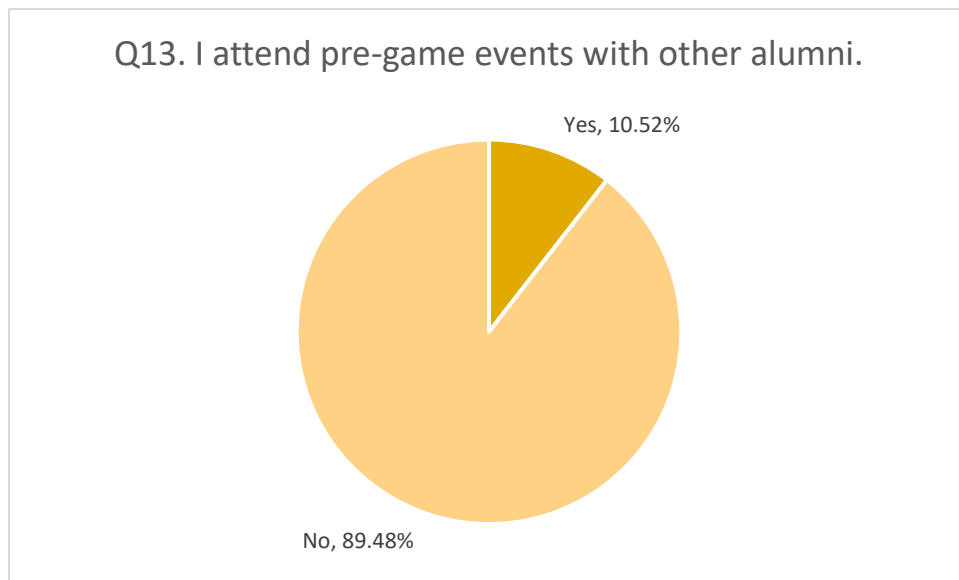
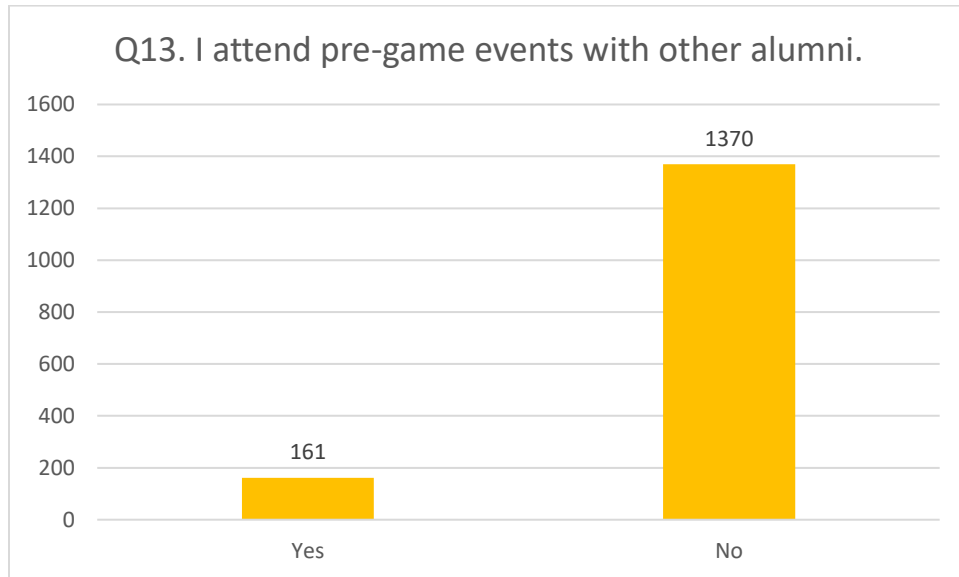
Question 12: I attend away games of one or more PSU teams.

Q12. I attend away games of one or more PSU teams.		
Answer Choices	Response Percentage	Responses
Yes	10.45%	160
No	89.55%	1371
Answered		1531
Skipped		48



Question 13: I attend pre-game events with other alumni.

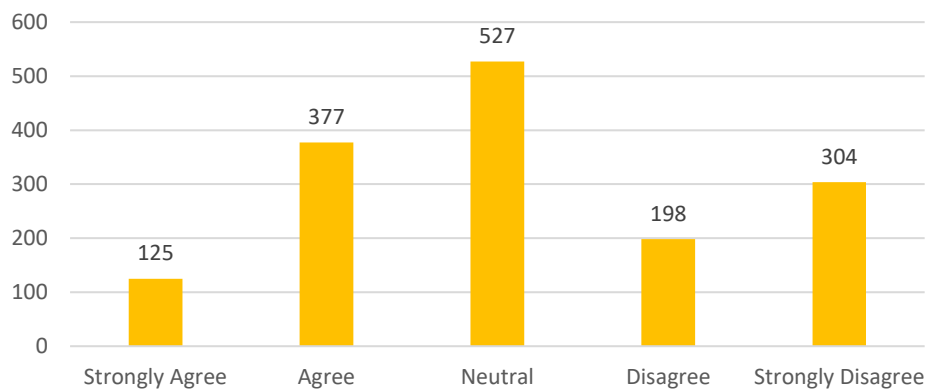
Q13. I attend pre-game events with other alumni.		
Answer Choices	Response Percentage	Responses
Yes	10.52%	161
No	89.48%	1370
Answered		1531
Skipped		48



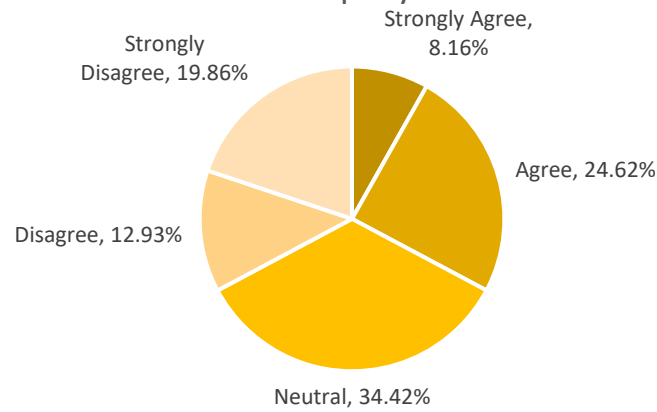
Question 14: A business's sponsorship of PSU athletics positively influences my opinion of that company.

Q14. A business's sponsorship of PSU athletics positively influences my opinion of that company.		
Answer Choices	Response Percentage	Responses
Strongly Agree	8.16%	125
Agree	24.62%	377
Neutral	34.42%	527
Disagree	12.93%	198
Strongly Disagree	19.86%	304
Answered		1531
Skipped		48

Q14. A business's sponsorship of PSU athletics positively influences my opinion of that company.

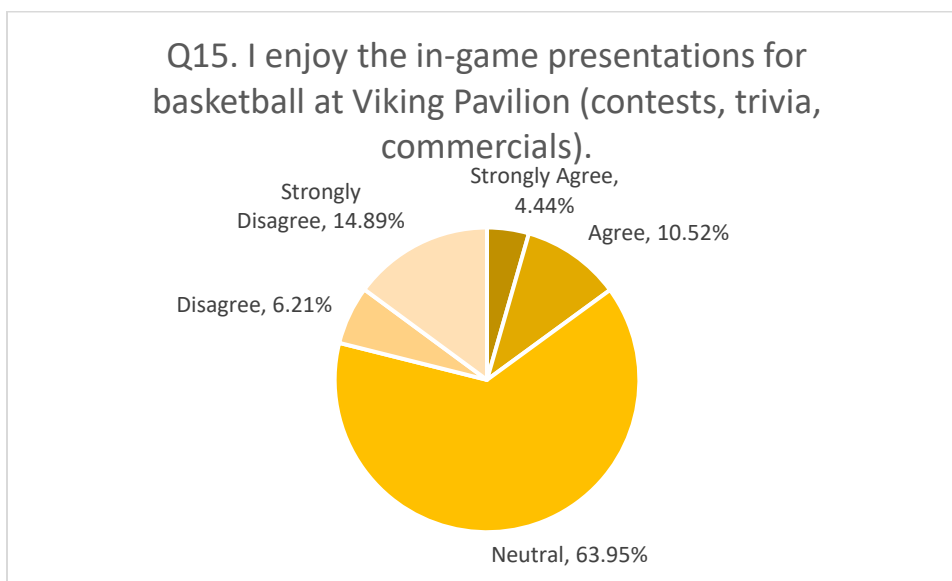
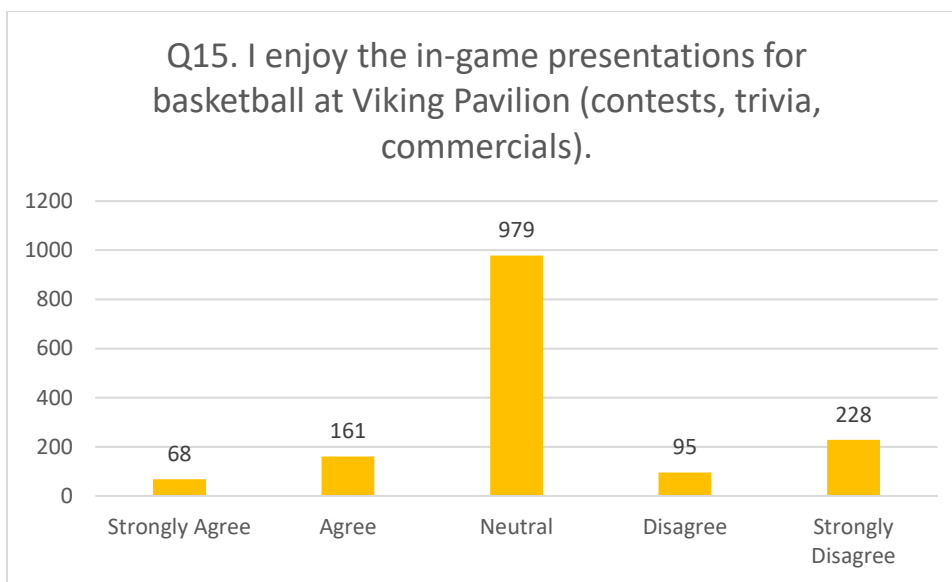


Q14. A business's sponsorship of PSU athletics positively influences my opinion of that company.



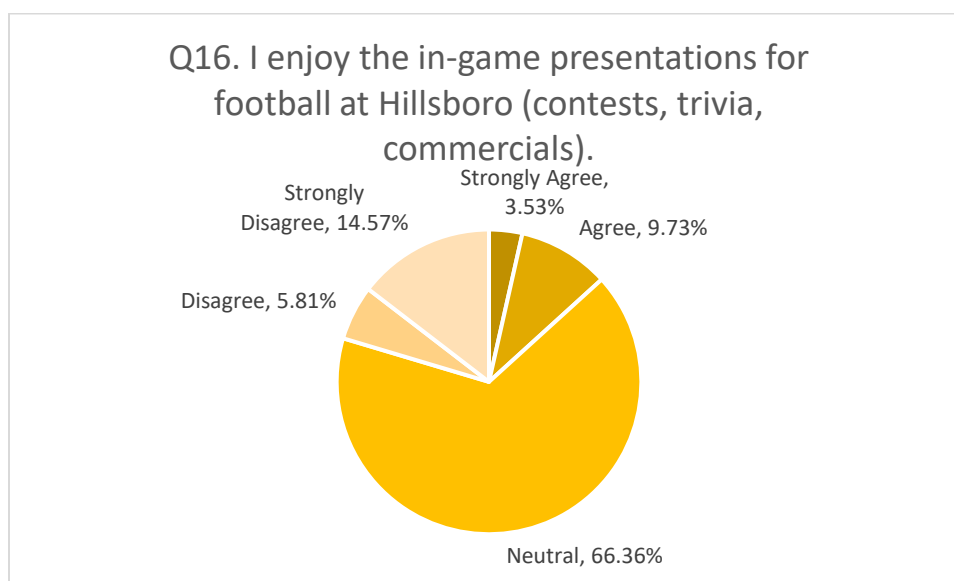
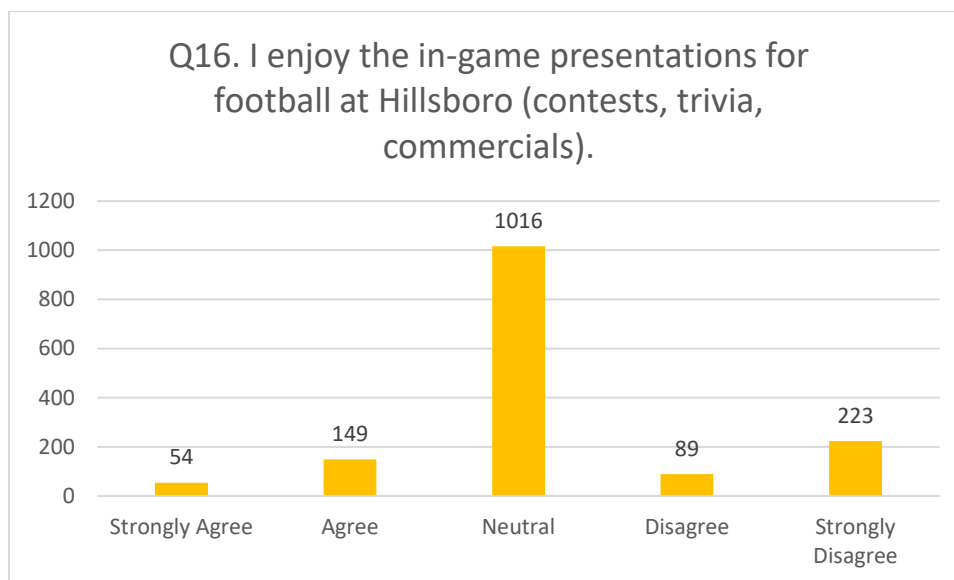
Question 15: I enjoy the in-game presentations for basketball at Viking Pavilion (contests, trivia, commercials).

Q15. I enjoy the in-game presentations for basketball at Viking Pavilion (contests, trivia, commercials).		
Answer Choices	Response Percentage	Responses
Strongly Agree	4.44%	68
Agree	10.52%	161
Neutral	63.95%	979
Disagree	6.21%	95
Strongly Disagree	14.89%	228
Answered		1531
Skipped		48



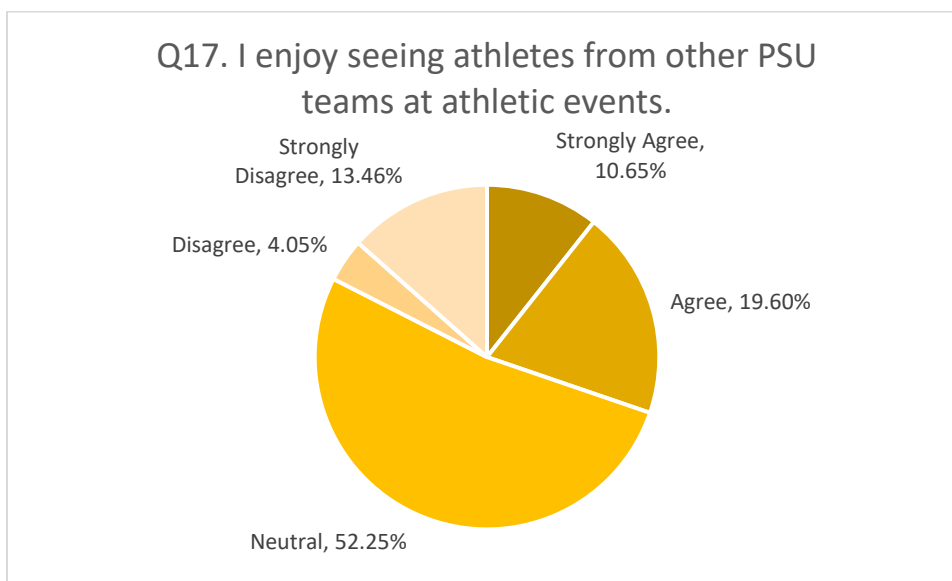
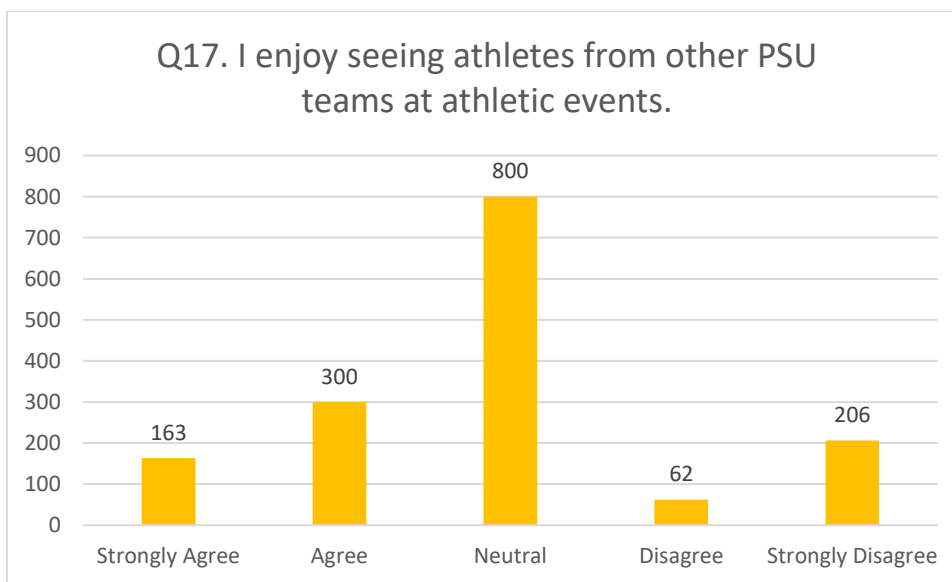
Question 16: I enjoy the in-game presentations for football at Hillsboro (contests, trivia, commercials).

Q16. I enjoy the in-game presentations for football at Hillsboro (contests, trivia, commercials).		
Answer Choices	Response Percentage	Responses
Strongly Agree	3.53%	54
Agree	9.73%	149
Neutral	66.36%	1016
Disagree	5.81%	89
Strongly Disagree	14.57%	223
Answered		1531
Skipped		48



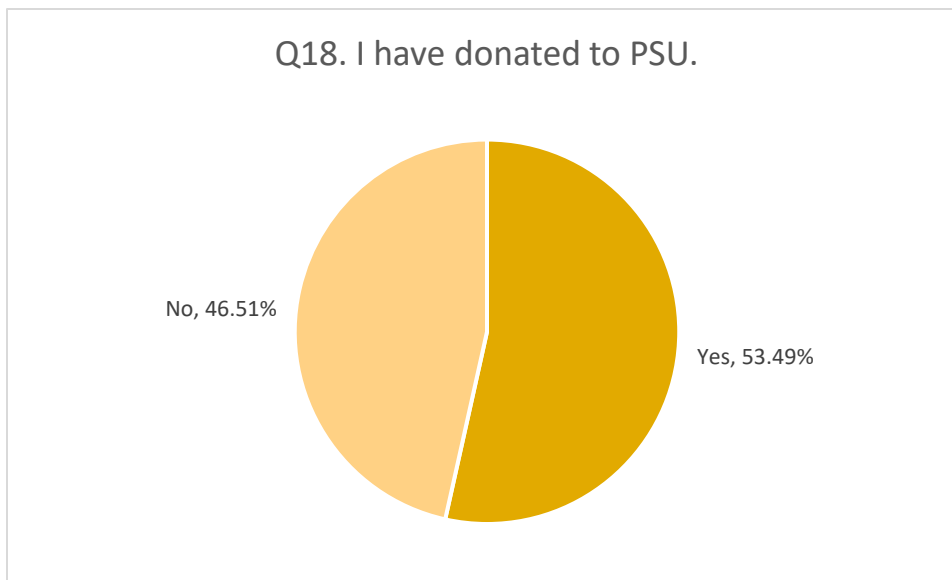
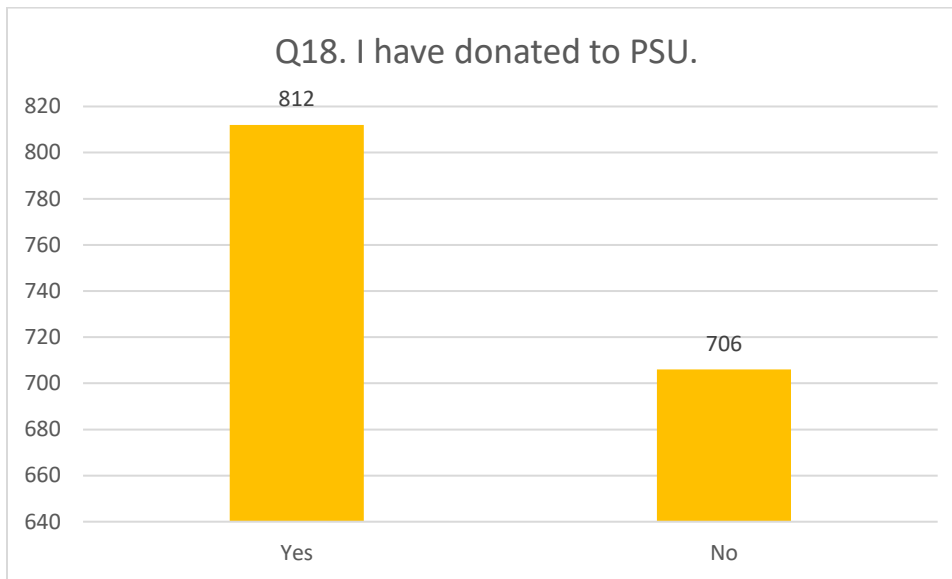
Question 17: I enjoy seeing athletes from other PSU teams at athletic events.

Q17. I enjoy seeing athletes from other PSU teams at athletic events.		
Answer Choices	Response Percentage	Responses
Strongly Agree	10.65%	163
Agree	19.60%	300
Neutral	52.25%	800
Disagree	4.05%	62
Strongly Disagree	13.46%	206
Answered		1531
Skipped		48



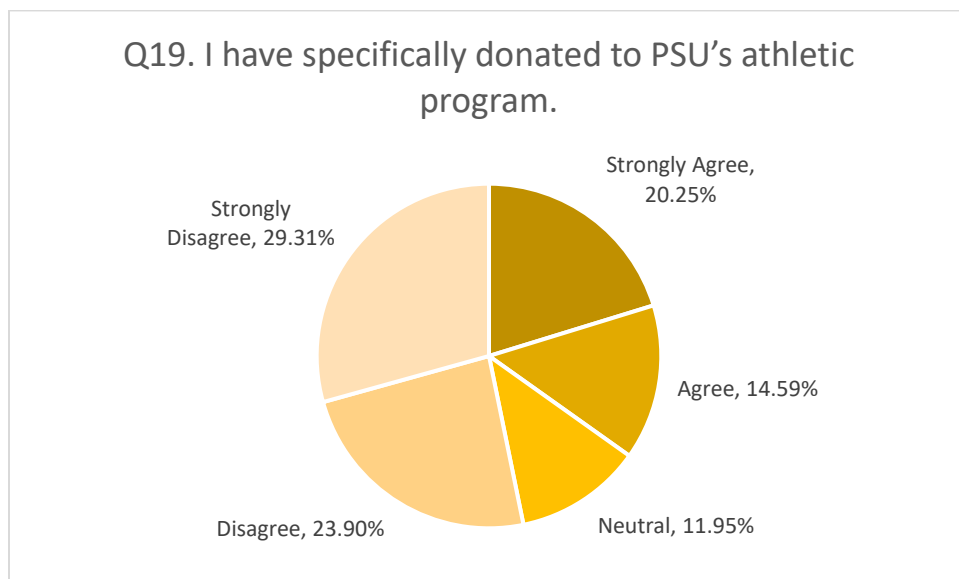
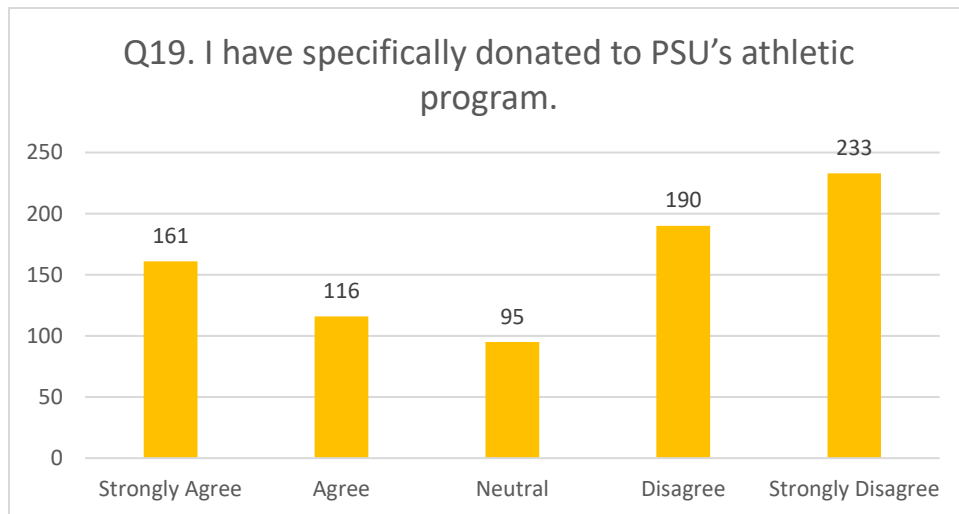
Question 18: I have donated to PSU.

Q18. I have donated to PSU.		
Answer Choices	Response Percentage	Responses
Yes	53.49%	812
No	46.51%	706
Answered		1518
Skipped		61



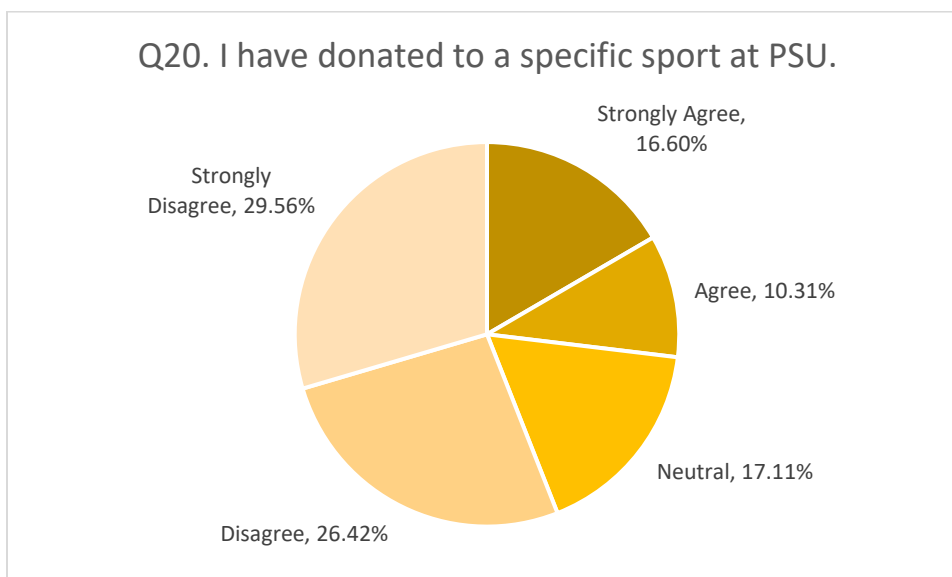
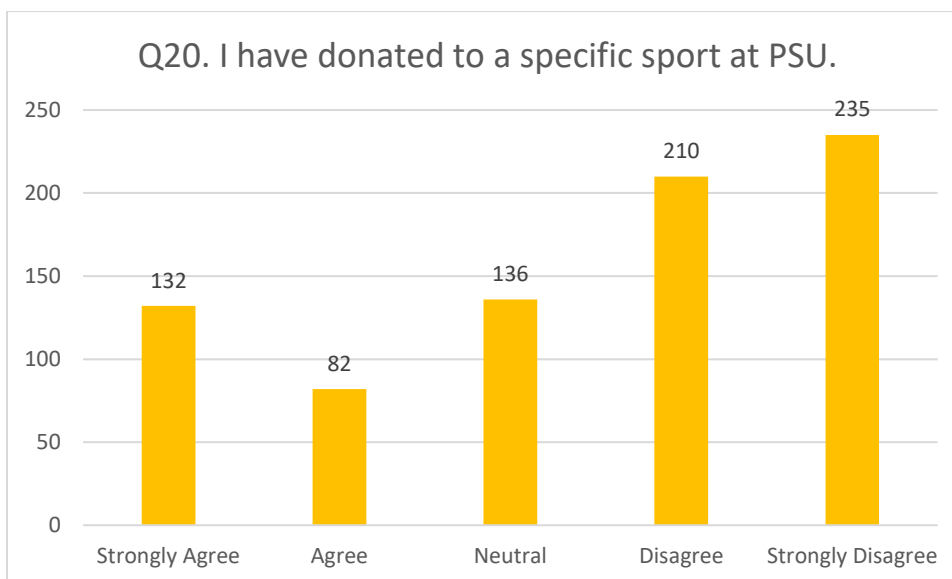
Question 19: I have specifically donated to PSU's athletic program. (It is important to note that those who answered no to the previous question, question 18, did not get the opportunity to answer questions 19 through 25.)

Q19. I have specifically donated to PSU's athletic program.		
Answer Choices	Response Percentage	Responses
Strongly Agree	20.25%	161
Agree	14.59%	116
Neutral	11.95%	95
Disagree	23.90%	190
Strongly Disagree	29.31%	233
Answered		795
Skipped		784



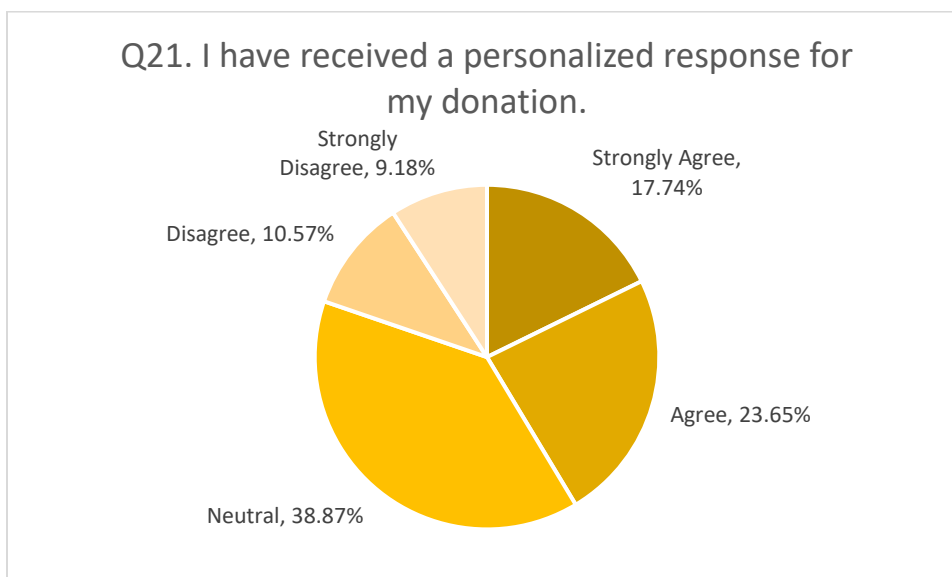
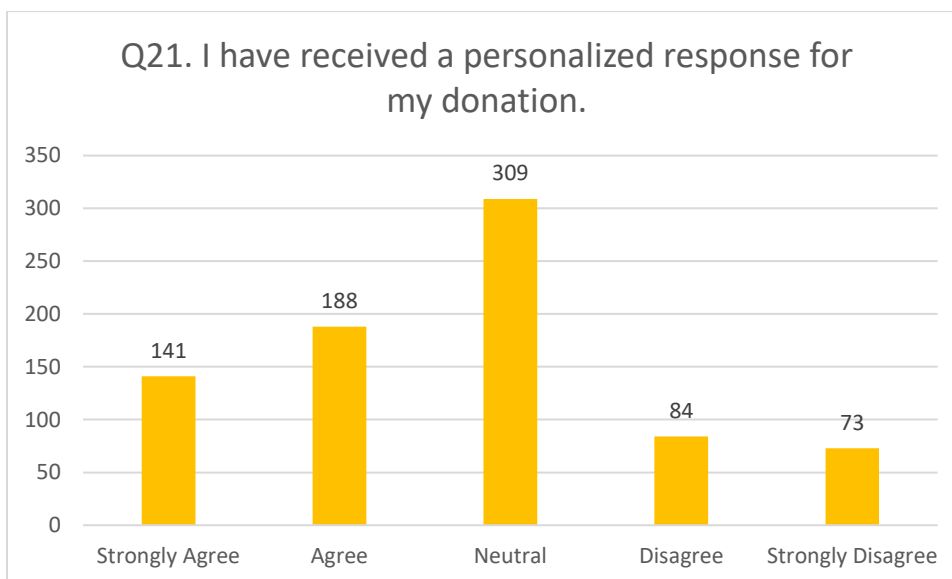
Question 20: I have donated to a specific sport at PSU.

Q20. I have donated to a specific sport at PSU.		
Answer Choices	Response Percentage	Responses
Strongly Agree	16.60%	132
Agree	10.31%	82
Neutral	17.11%	136
Disagree	26.42%	210
Strongly Disagree	29.56%	235
Answered		795
Skipped		784



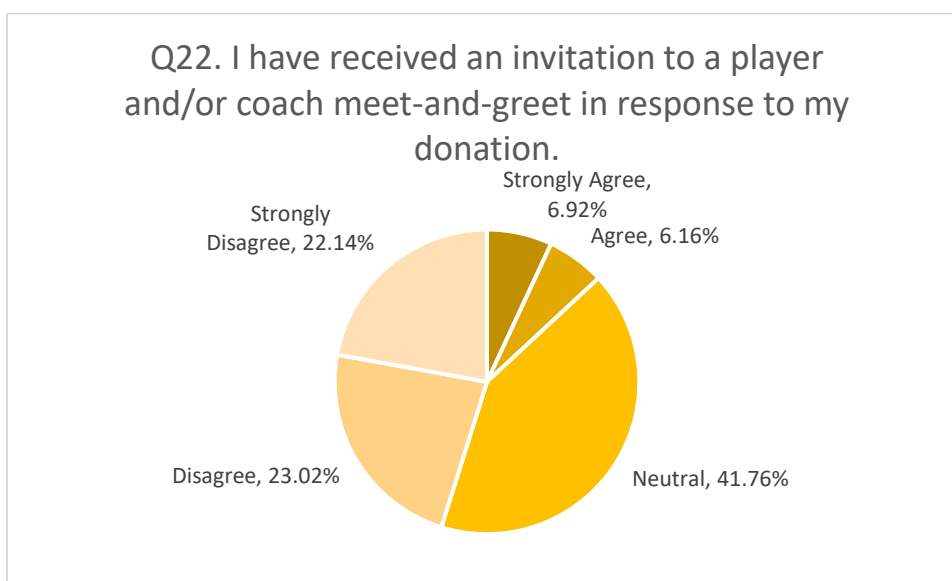
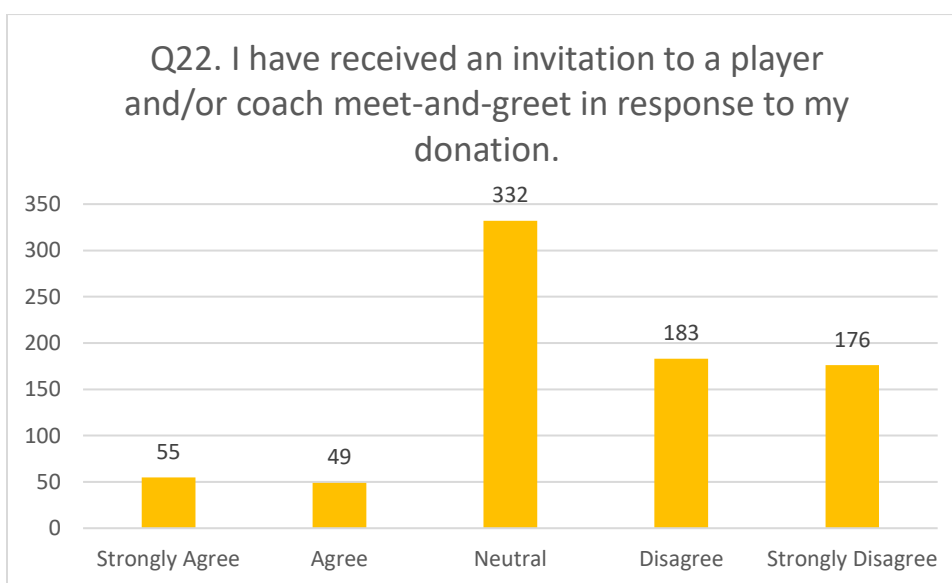
Question 21: I have received a personalized response for my donation.

Q21. I have received a personalized response for my donation.		
Answer Choices	Response Percentage	Responses
Strongly Agree	17.74%	141
Agree	23.65%	188
Neutral	38.87%	309
Disagree	10.57%	84
Strongly Disagree	9.18%	73
Answered		795
Skipped		784



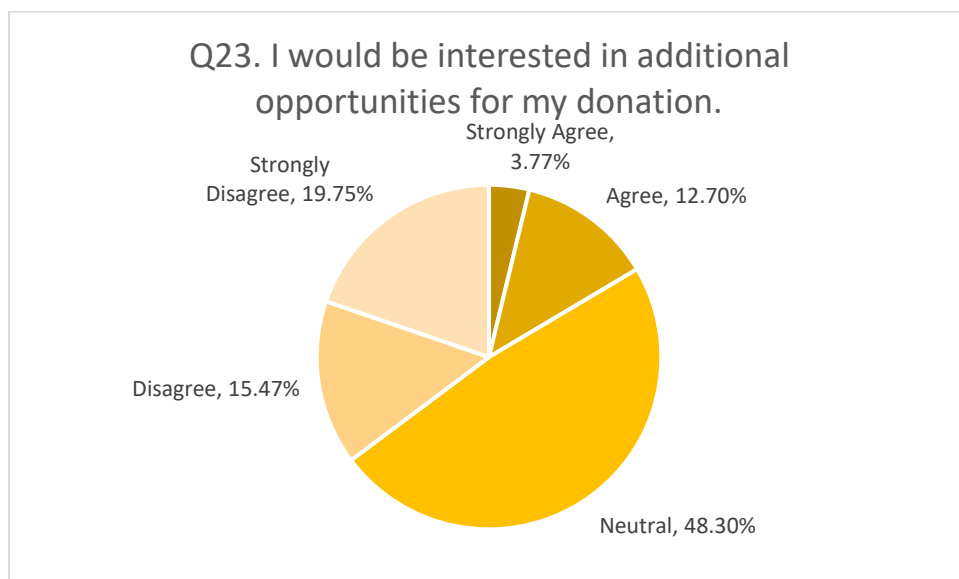
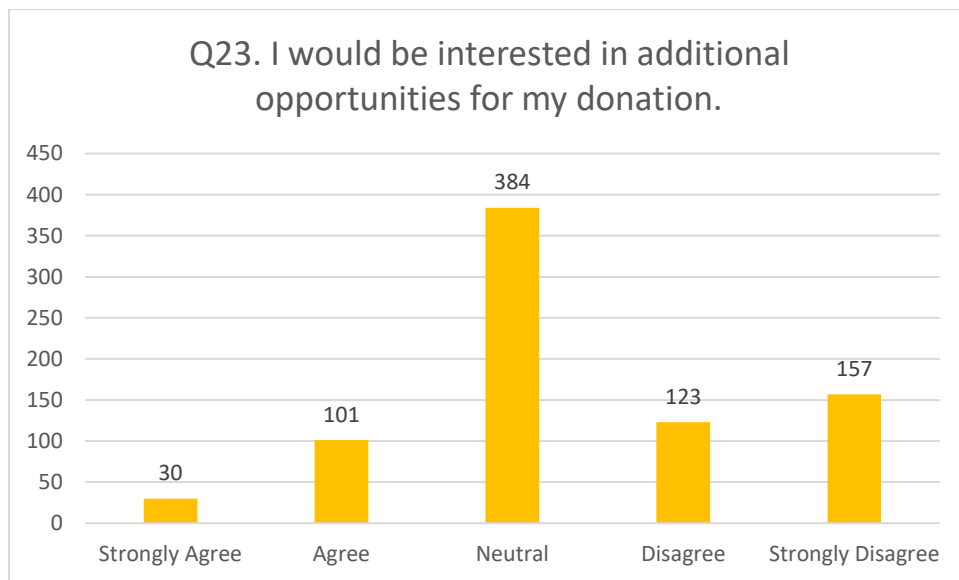
Question 22: I have received an invitation to a player and/or coach meet-and-greet in response to my donation.

Q22. I have received an invitation to a player and/or coach meet-and-greet in response to my donation.		
Answer Choices	Response Percentage	Responses
Strongly Agree	6.92%	55
Agree	6.16%	49
Neutral	41.76%	332
Disagree	23.02%	183
Strongly Disagree	22.14%	176
Answered		795
Skipped		784



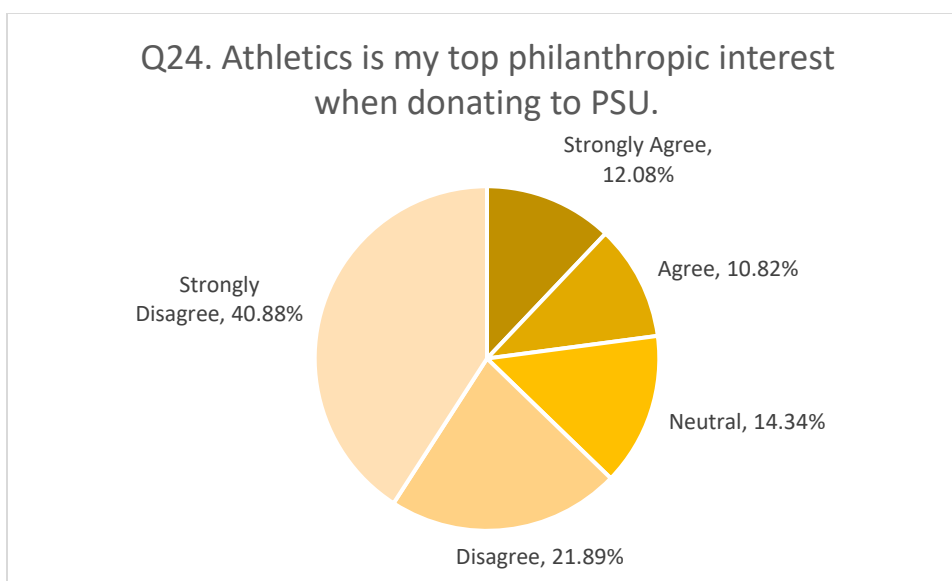
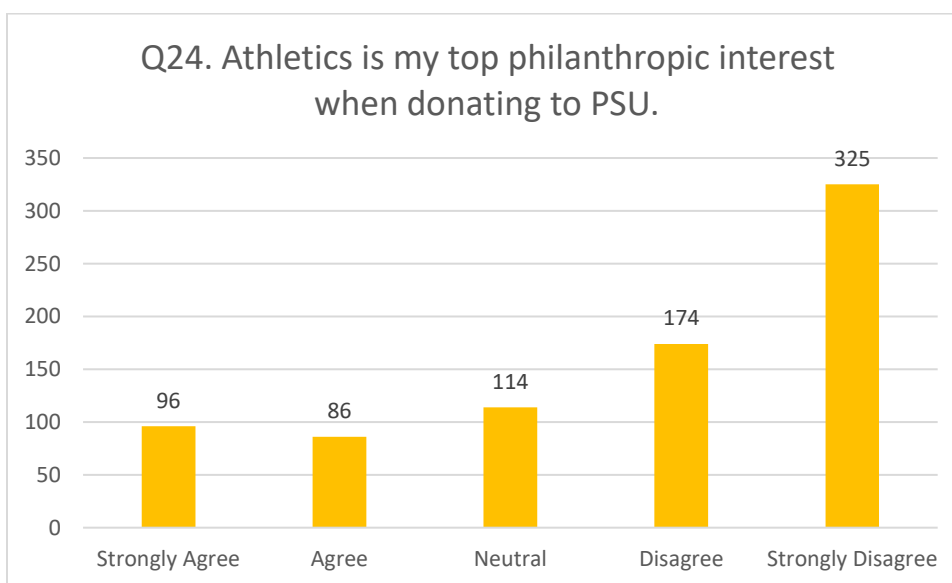
Question 23: I would be interested in additional opportunities for my donation.

Q23. I would be interested in additional opportunities for my donation.		
Answer Choices	Response Percentage	Responses
Strongly Agree	3.77%	30
Agree	12.70%	101
Neutral	48.30%	384
Disagree	15.47%	123
Strongly Disagree	19.75%	157
Answered		795
Skipped		784



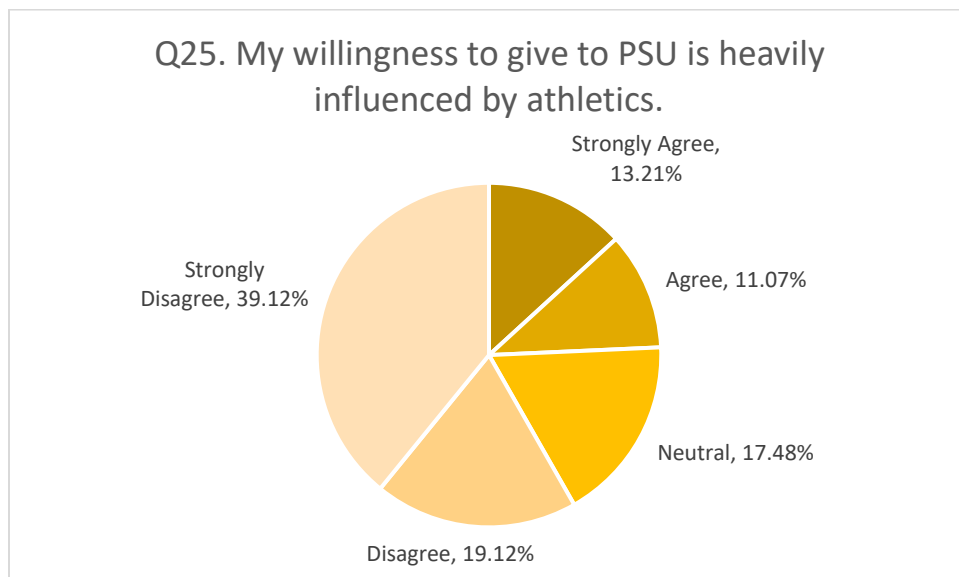
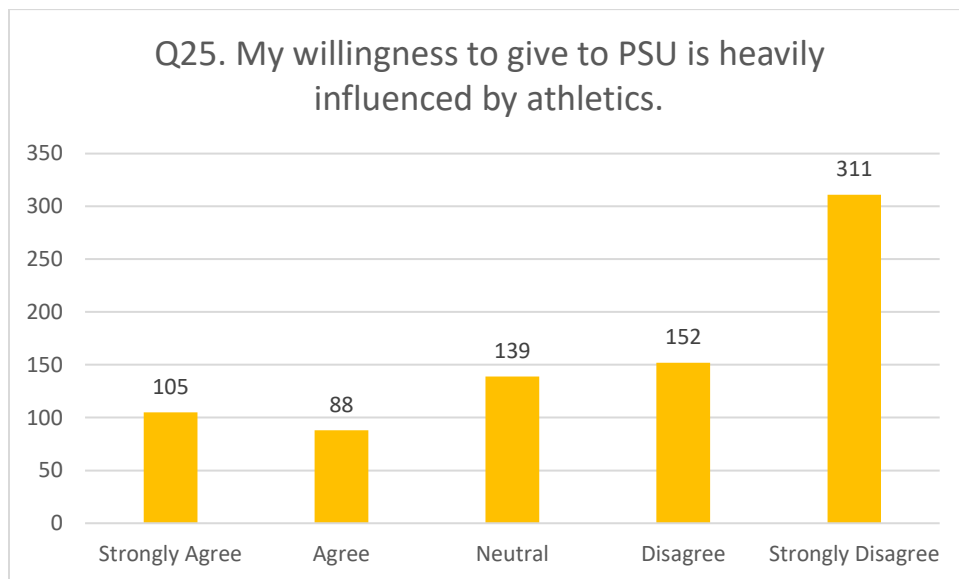
Question 24: Athletics is my top philanthropic interest when donating to PSU.

Q24. Athletics is my top philanthropic interest when donating to PSU.		
Answer Choices	Response Percentage	Responses
Strongly Agree	12.08%	96
Agree	10.82%	86
Neutral	14.34%	114
Disagree	21.89%	174
Strongly Disagree	40.88%	325
Answered		795
Skipped		784



Question 25: My willingness to give to PSU is heavily influenced by athletics.

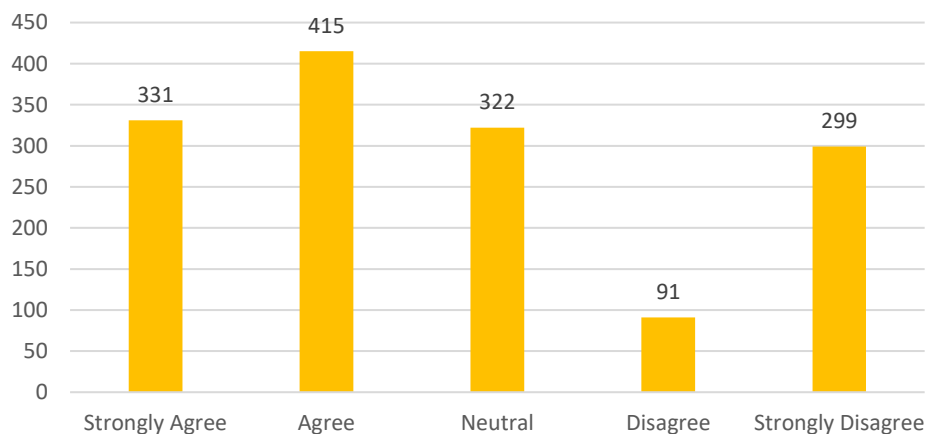
Q25. My willingness to give to PSU is heavily influenced by athletics.		
Answer Choices	Response Percentage	Responses
Strongly Agree	13.21%	105
Agree	11.07%	88
Neutral	17.48%	139
Disagree	19.12%	152
Strongly Disagree	39.12%	311
Answered		795
Skipped		784



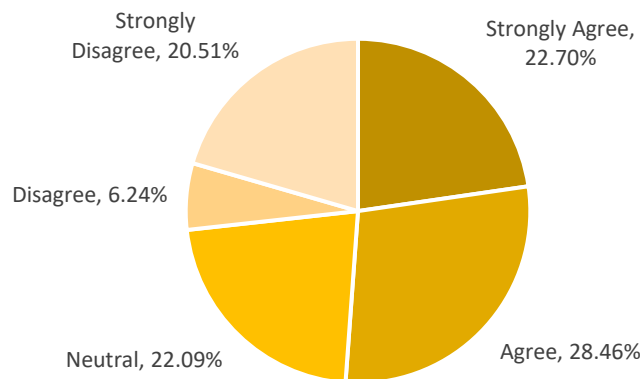
Question 26: I believe it is important that all PSU teams are competitive within the Big Sky Conference.

Q26. I believe it is important that all PSU teams are competitive within the Big Sky Conference.		
Answer Choices	Response Percentage	Responses
Strongly Agree	22.70%	331
Agree	28.46%	415
Neutral	22.09%	322
Disagree	6.24%	91
Strongly Disagree	20.51%	299
Answered		1458
Skipped		121

Q26. I believe it is important that all PSU teams are competitive within the Big Sky Conference.



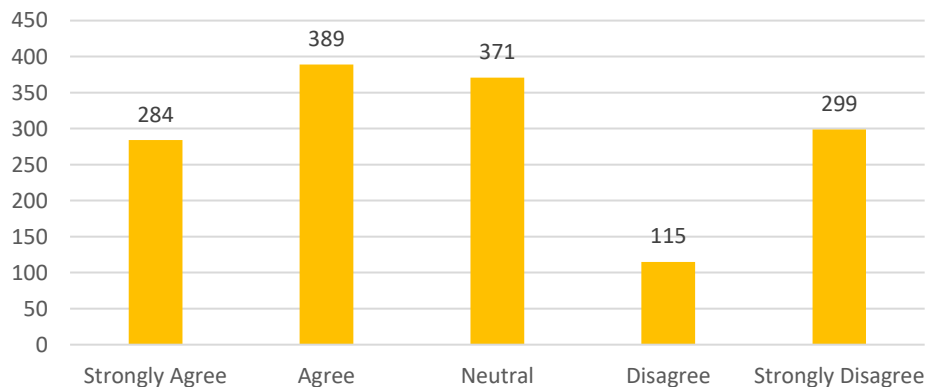
Q26. I believe it is important that all PSU teams are competitive within the Big Sky Conference.



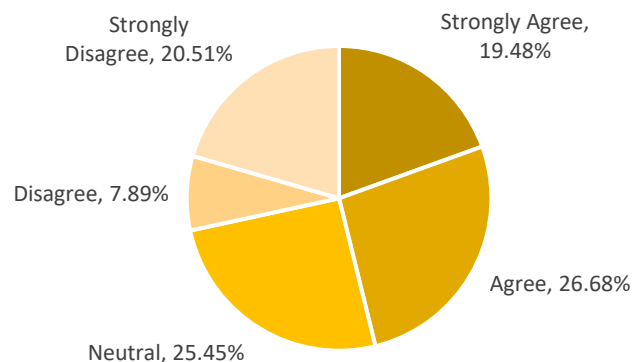
Question 27: I believe it is important that the PSU men's basketball team competes annually for the Big Sky championship and NCAA tournament bid.

Q27. I believe it is important that the PSU men's basketball team competes annually for the Big Sky championship and NCAA tournament bid.		
Answer Choices	Response Percentage	Responses
Strongly Agree	19.48%	284
Agree	26.68%	389
Neutral	25.45%	371
Disagree	7.89%	115
Strongly Disagree	20.51%	299
Answered		1458
Skipped		121

Q27. I believe it is important that the PSU men's basketball team competes annually for the Big Sky championship and NCAA tournament bid.

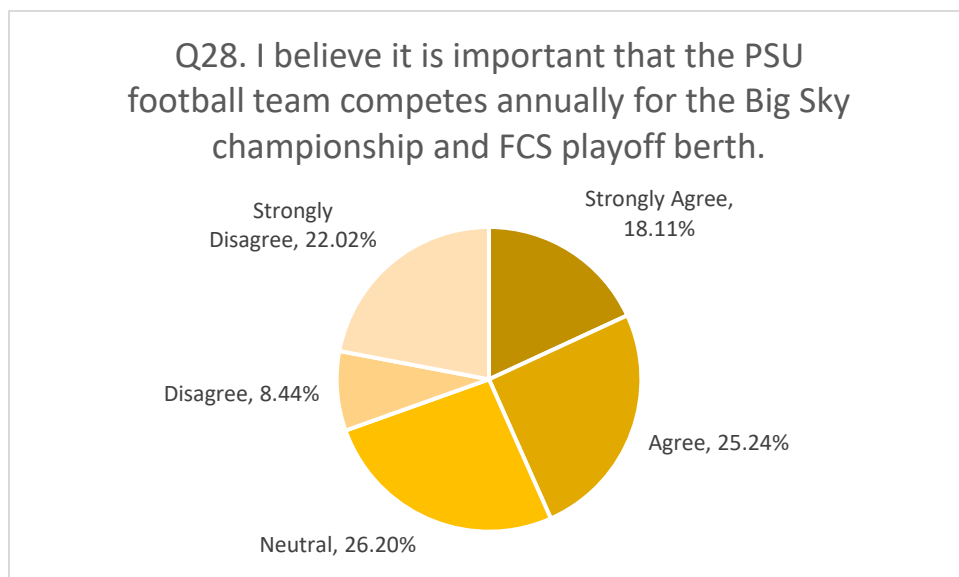
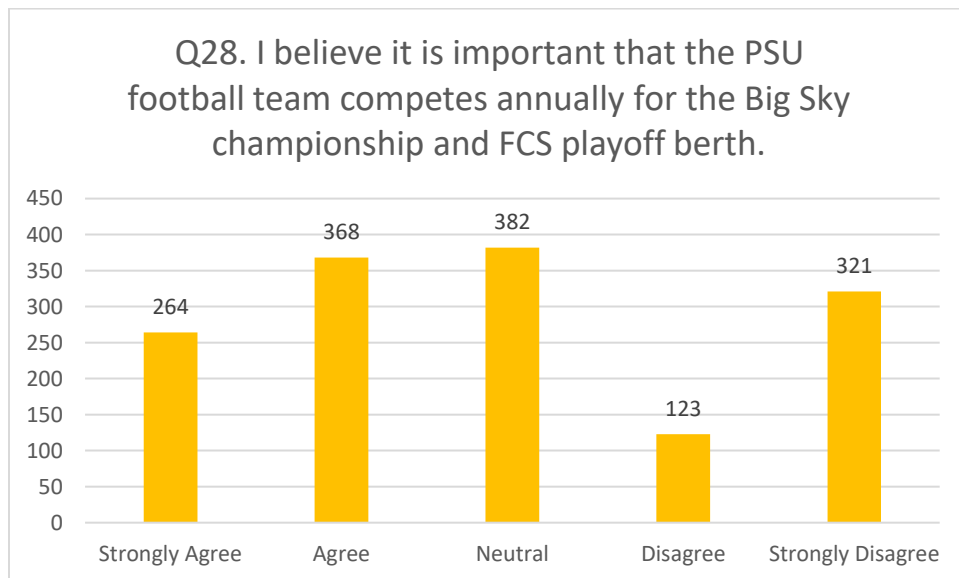


Q27. I believe it is important that the PSU men's basketball team competes annually for the Big Sky championship and NCAA tournament bid.



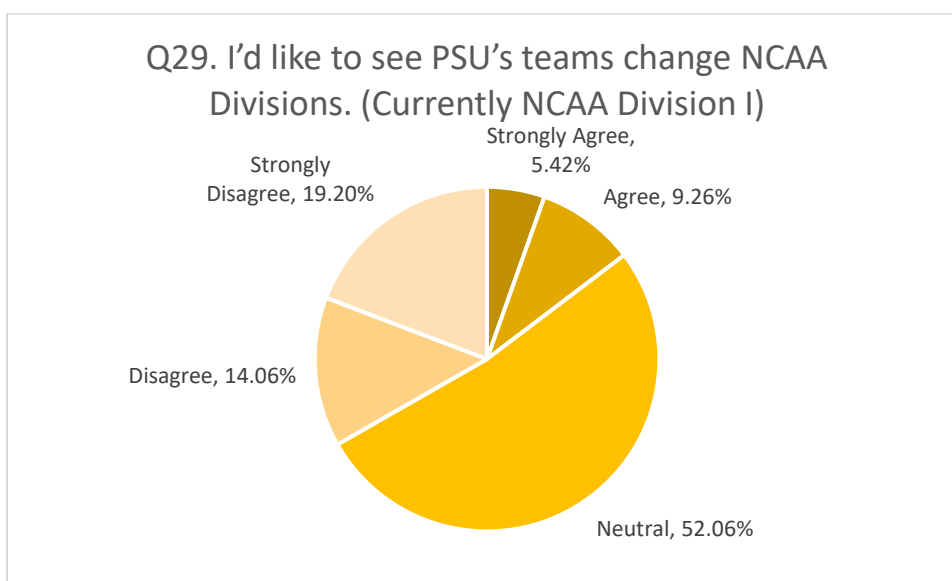
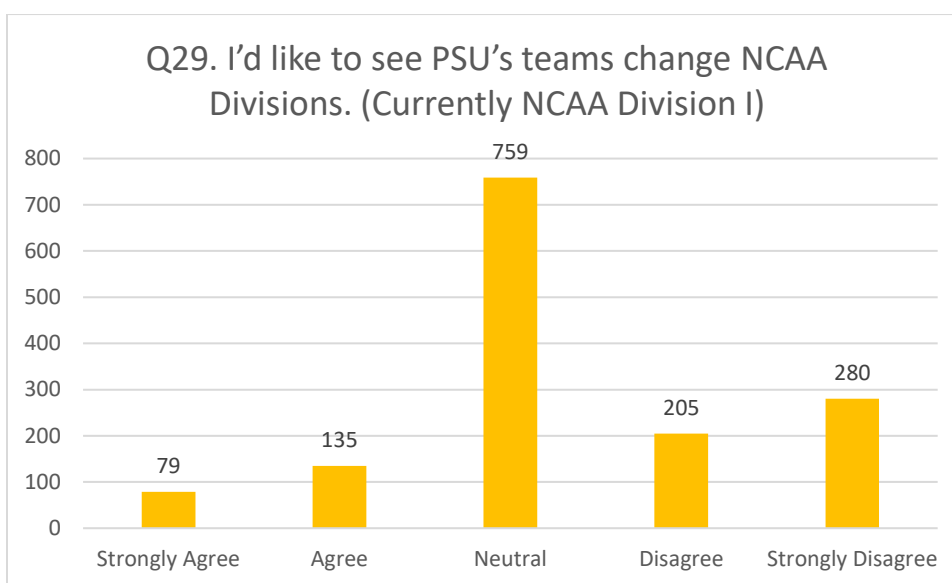
Question 28: I believe it is important that the PSU football team competes annually for the Big Sky championship and FCS playoff berth.

Q28. I believe it is important that the PSU football team competes annually for the Big Sky championship and FCS playoff berth.		
Answer Choices	Response Percentage	Responses
Strongly Agree	18.11%	264
Agree	25.24%	368
Neutral	26.20%	382
Disagree	8.44%	123
Strongly Disagree	22.02%	321
Answered		1458
Skipped		121



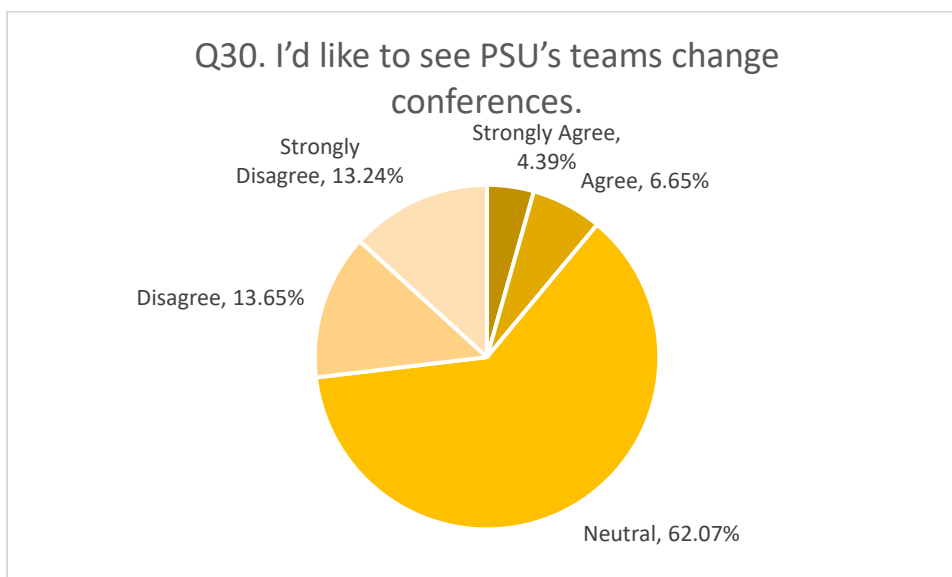
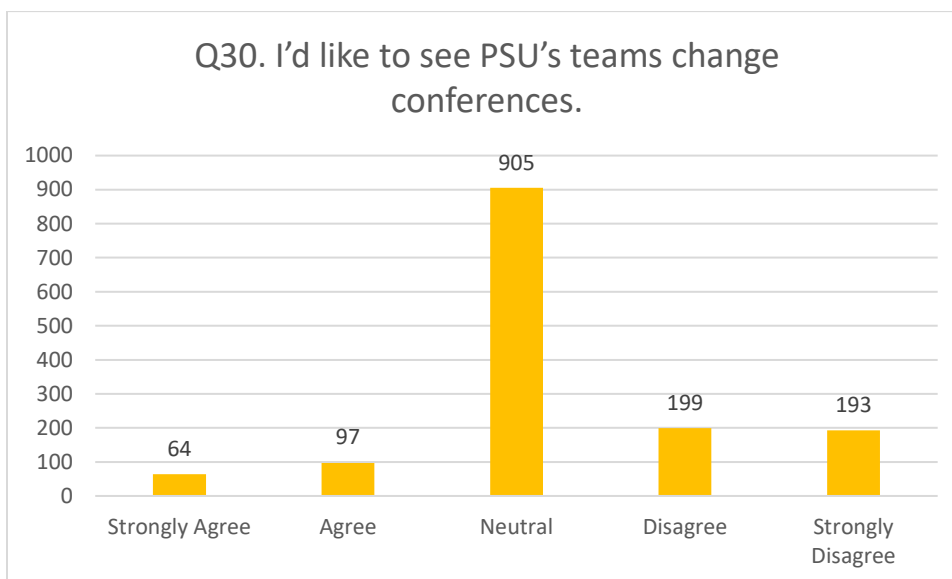
Question 29: I'd like to see PSU's teams change NCAA Divisions. (Currently NCAA Division I)

Q29. I'd like to see PSU's teams change NCAA Divisions. (Currently NCAA Division I)		
Answer Choices	Response Percentage	Responses
Strongly Agree	5.42%	79
Agree	9.26%	135
Neutral	52.06%	759
Disagree	14.06%	205
Strongly Disagree	19.20%	280
Answered		1458
Skipped		121



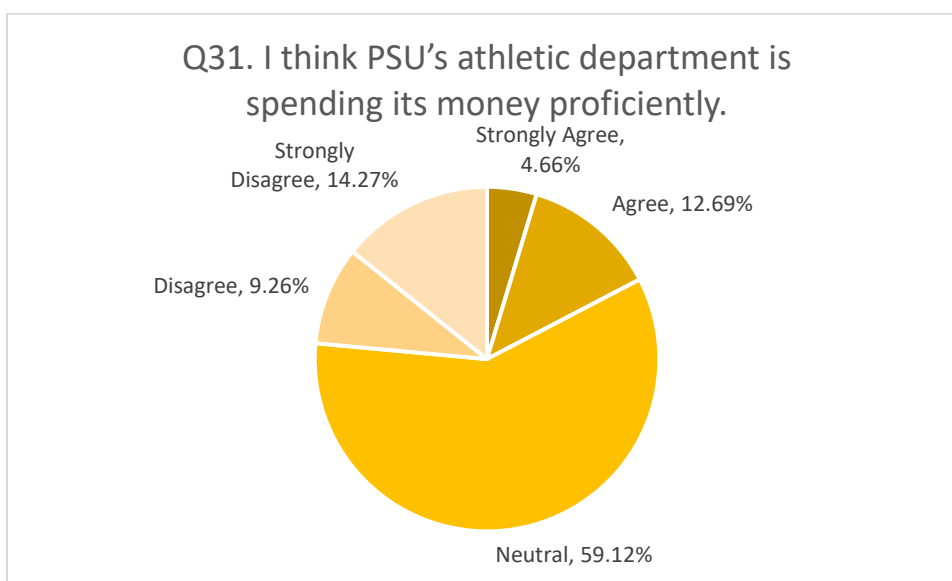
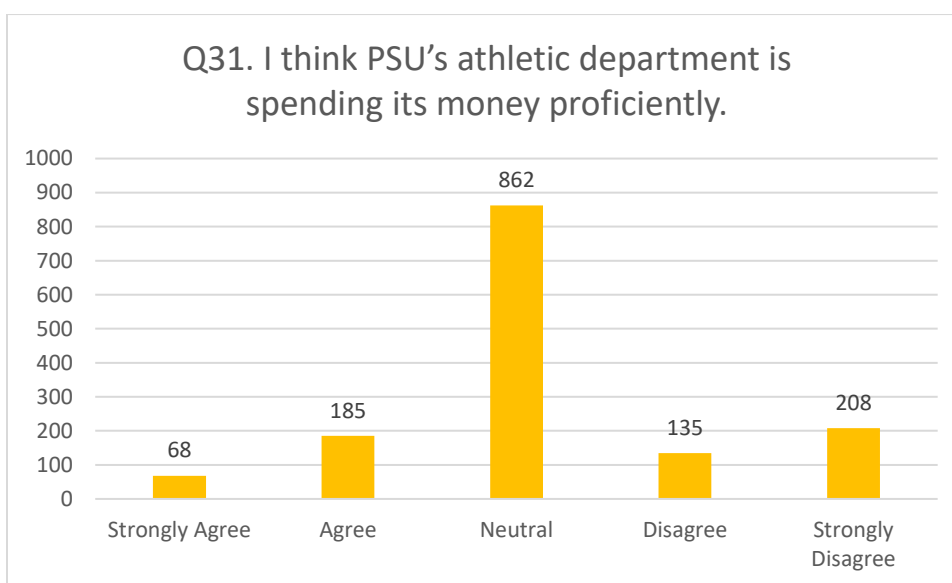
Question 30: I'd like to see PSU's teams change conferences.

Q30. I'd like to see PSU's teams change conferences.		
Answer Choices	Response Percentage	Responses
Strongly Agree	4.39%	64
Agree	6.65%	97
Neutral	62.07%	905
Disagree	13.65%	199
Strongly Disagree	13.24%	193
Answered		1458
Skipped		121



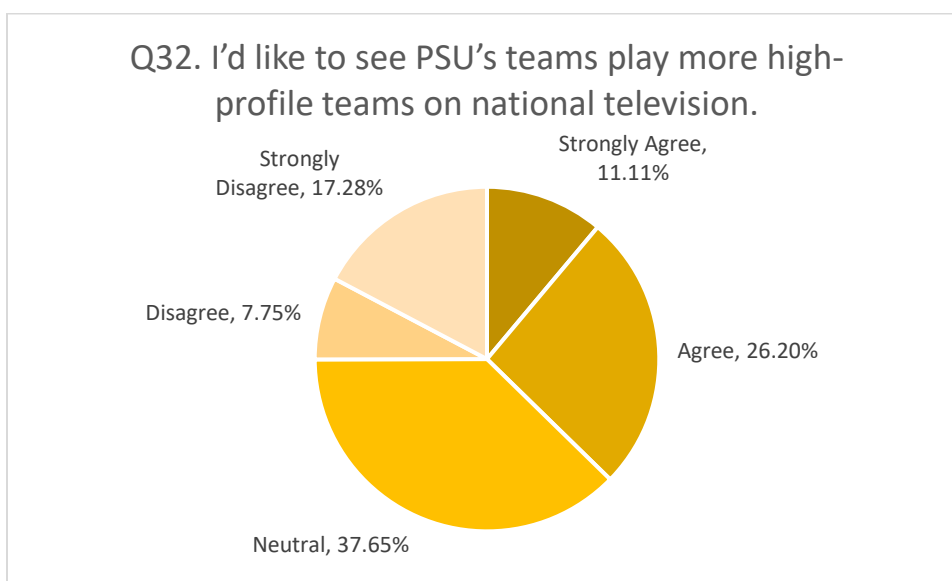
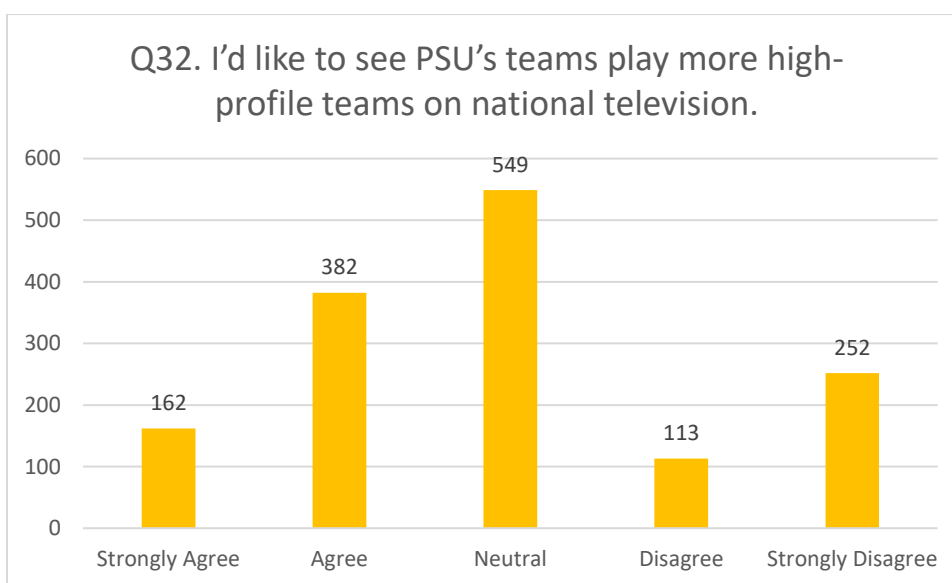
Question 31: I think PSU's athletic department is spending its money proficiently.

Q31. I think PSU's athletic department is spending its money proficiently.		
Answer Choices	Response Percentage	Responses
Strongly Agree	4.66%	68
Agree	12.69%	185
Neutral	59.12%	862
Disagree	9.26%	135
Strongly Disagree	14.27%	208
Answered		1458
Skipped		121



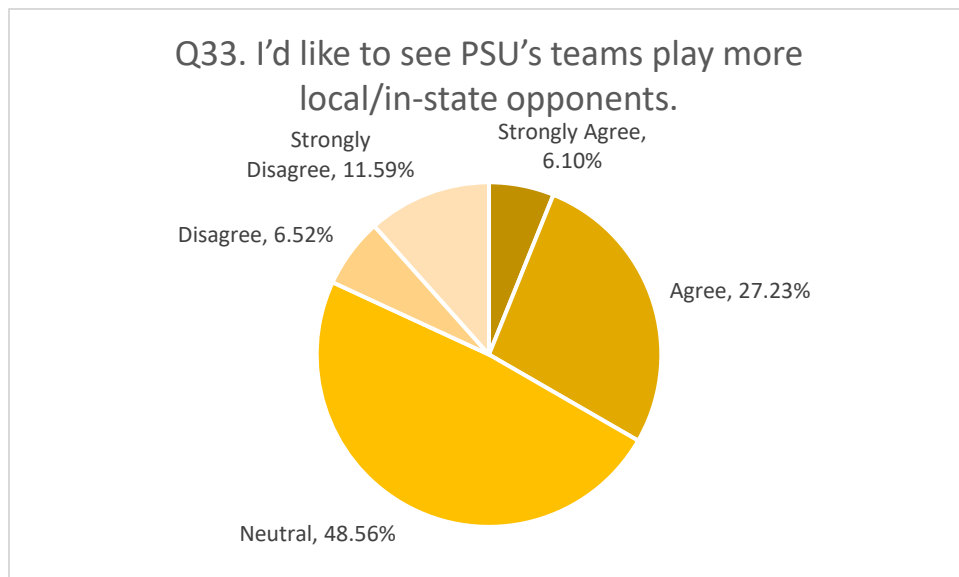
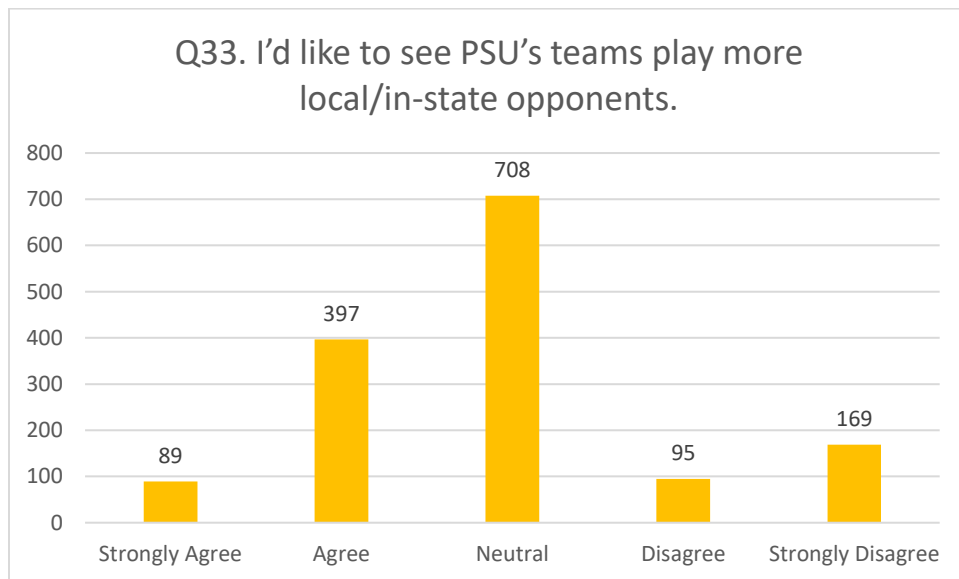
Question 32: I'd like to see PSU's teams play more high-profile teams on national television.

Q32. I'd like to see PSU's teams play more high-profile teams on national television.		
Answer Choices	Response Percentage	Responses
Strongly Agree	11.11%	162
Agree	26.20%	382
Neutral	37.65%	549
Disagree	7.75%	113
Strongly Disagree	17.28%	252
Answered		1458
Skipped		121



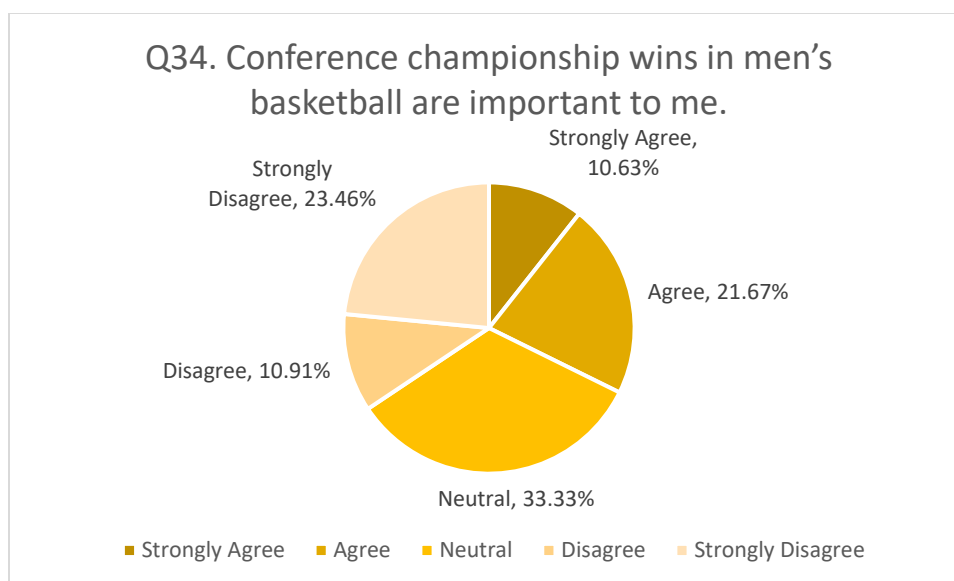
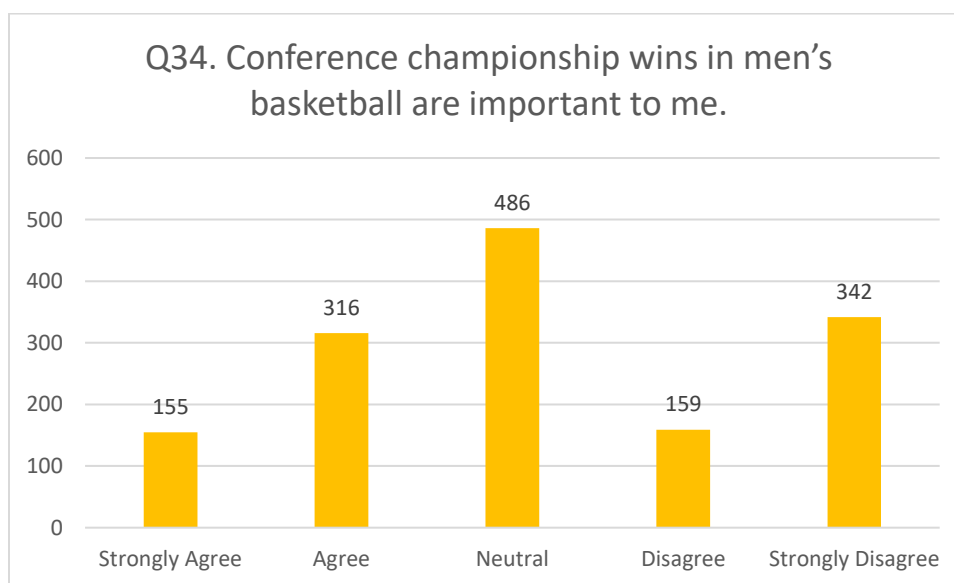
Question 33: I'd like to see PSU's teams play more local/in-state opponents.

Q33. I'd like to see PSU's teams play more local/in-state opponents.		
Answer Choices	Response Percentage	Responses
Strongly Agree	6.10%	89
Agree	27.23%	397
Neutral	48.56%	708
Disagree	6.52%	95
Strongly Disagree	11.59%	169
Answered		1458
Skipped		121



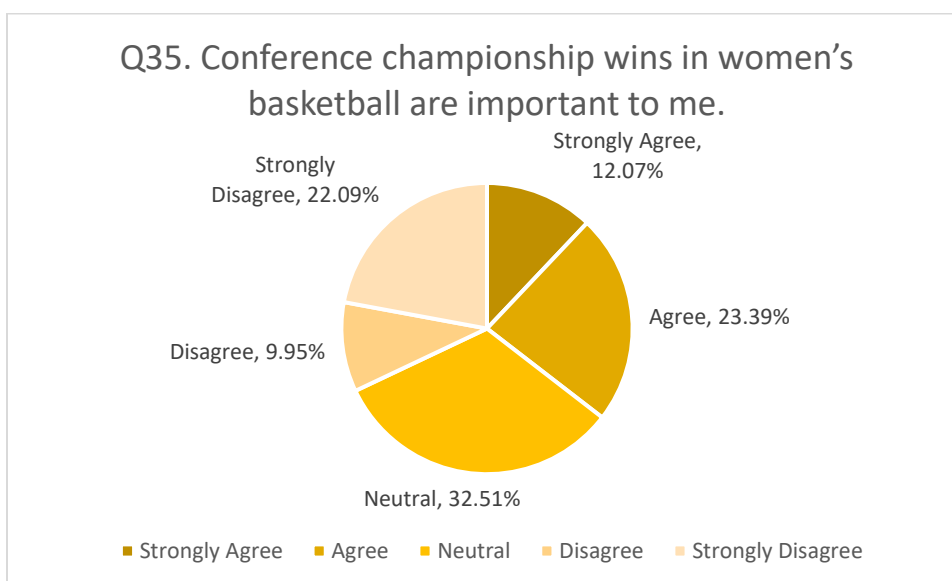
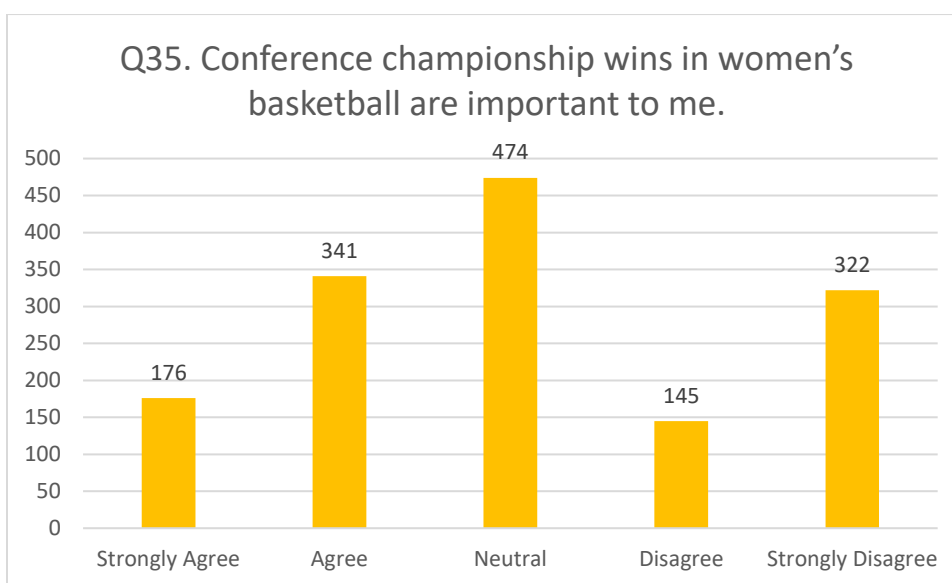
Question 34: Conference championship wins in men's basketball are important to me.

Q34. Conference championship wins in men's basketball are important to me.		
Answer Choices	Response Percentage	Responses
Strongly Agree	10.63%	155
Agree	21.67%	316
Neutral	33.33%	486
Disagree	10.91%	159
Strongly Disagree	23.46%	342
Answered		1458
Skipped		121



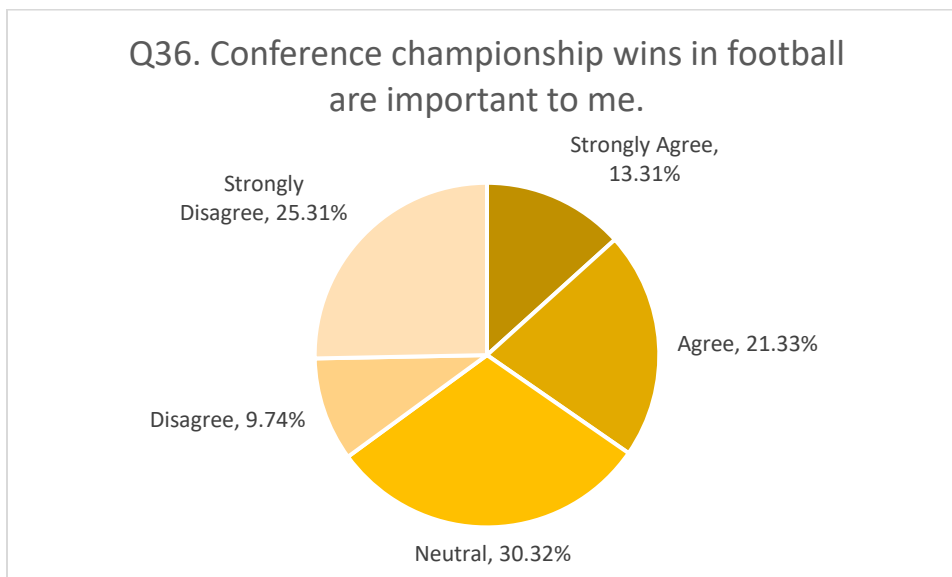
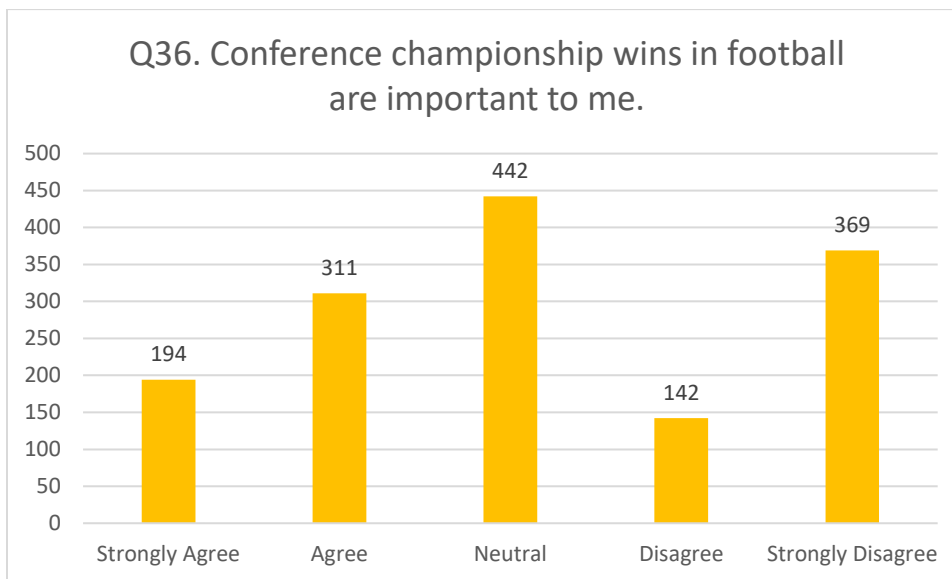
Question 35: Conference championship wins in women's basketball are important to me.

Q35. Conference championship wins in women's basketball are important to me.		
Answer Choices	Response Percentage	Responses
Strongly Agree	12.07%	176
Agree	23.39%	341
Neutral	32.51%	474
Disagree	9.95%	145
Strongly Disagree	22.09%	322
Answered		1458
Skipped		121



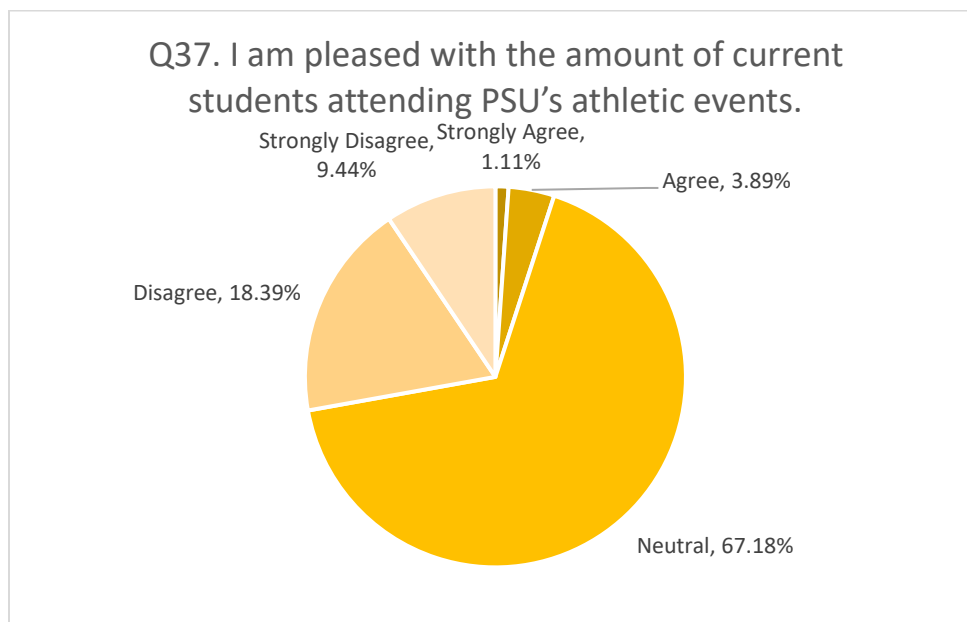
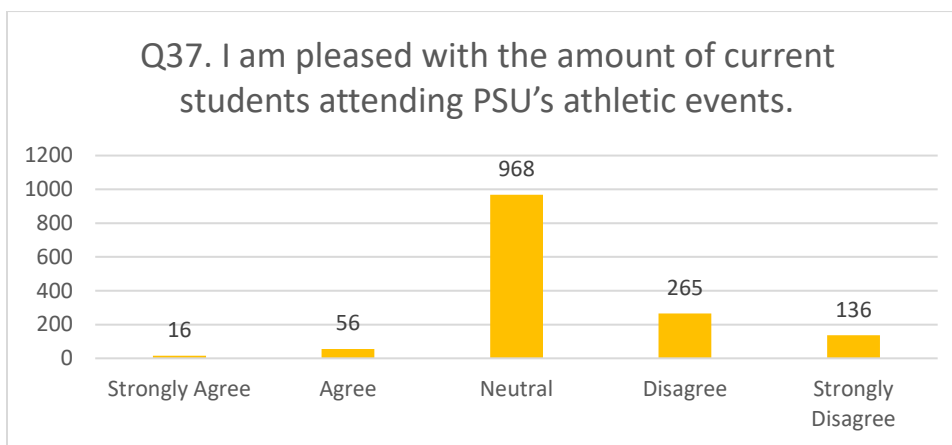
Question 36: Conference championship wins in football are important to me.

Q36. Conference championship wins in football are important to me.		
Answer Choices	Response Percentage	Responses
Strongly Agree	13.31%	194
Agree	21.33%	311
Neutral	30.32%	442
Disagree	9.74%	142
Strongly Disagree	25.31%	369
Answered		1458
Skipped		121



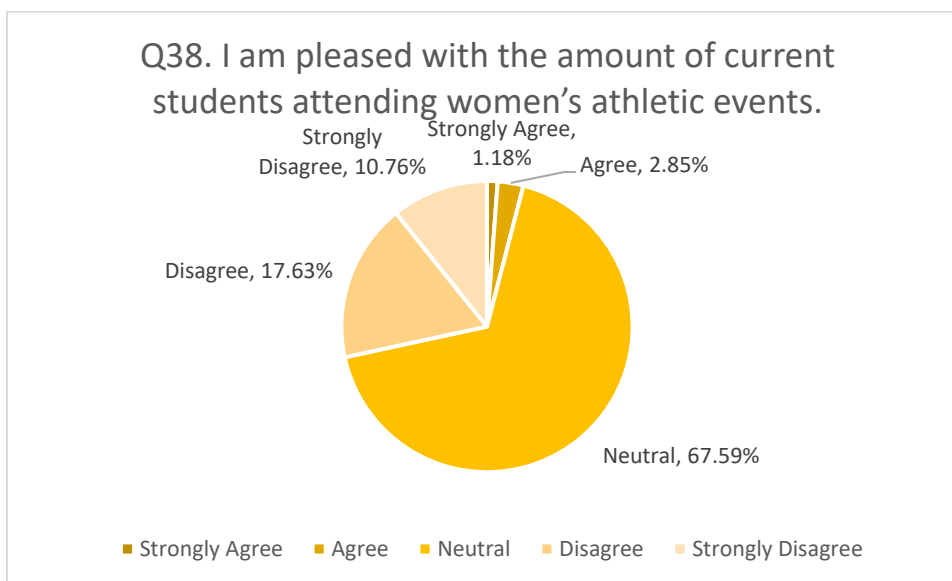
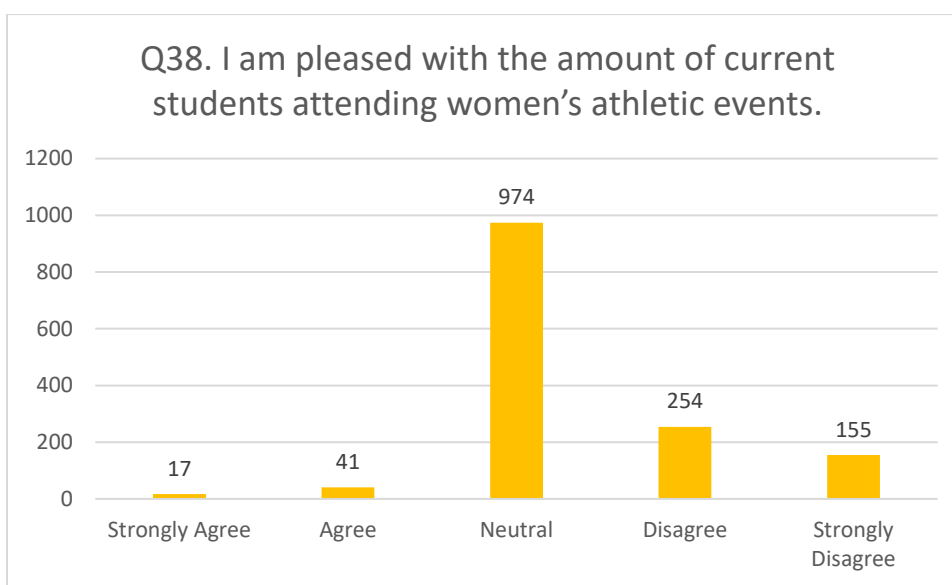
Question 37: I am pleased with the amount of current students attending PSU's athletic events.

Q37. I am pleased with the amount of current students attending PSU's athletic events.		
Answer Choices	Response Percentage	Responses
Strongly Agree	1.11%	16
Agree	3.89%	56
Neutral	67.18%	968
Disagree	18.39%	265
Strongly Disagree	9.44%	136
Answered		1441
Skipped		138



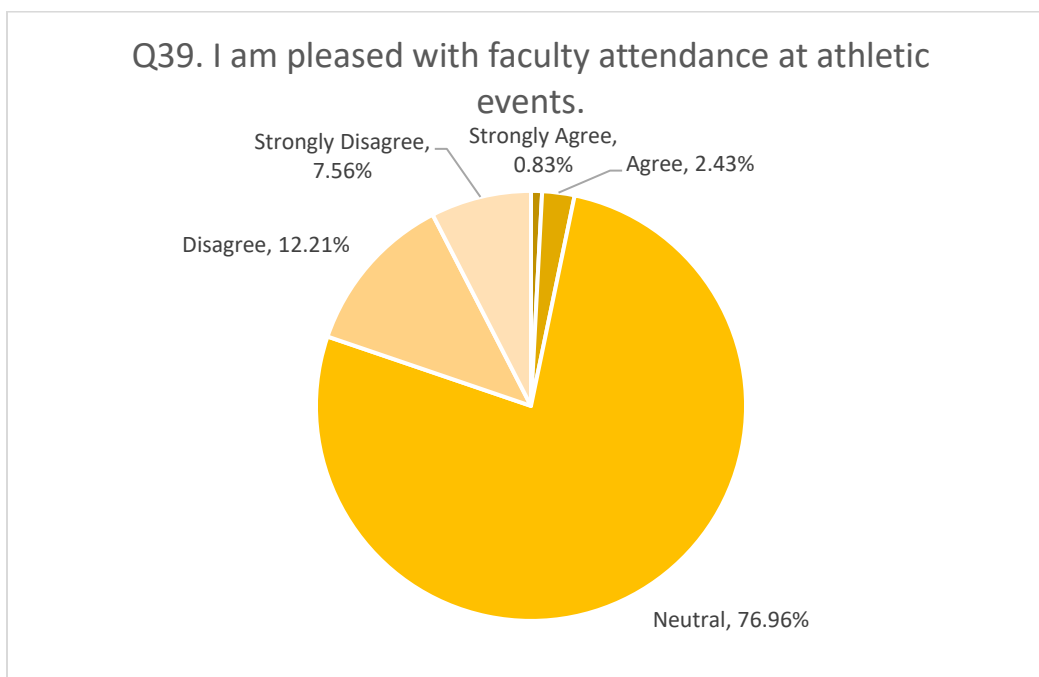
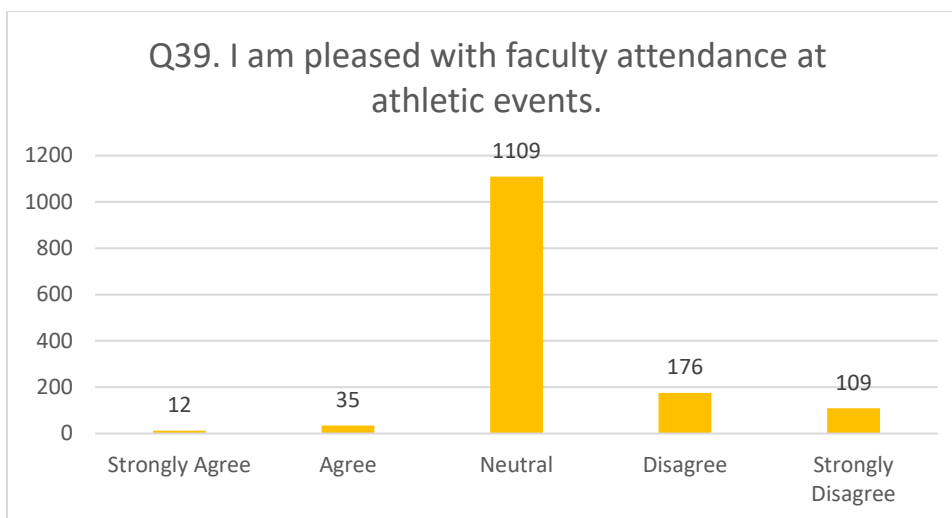
Question 38: I am pleased with the amount of current students attending women's athletic events.

Q38. I am pleased with the amount of current students attending women's athletic events.		
Answer Choices	Response Percentage	Responses
Strongly Agree	1.18%	17
Agree	2.85%	41
Neutral	67.59%	974
Disagree	17.63%	254
Strongly Disagree	10.76%	155
Answered		1441
Skipped		138



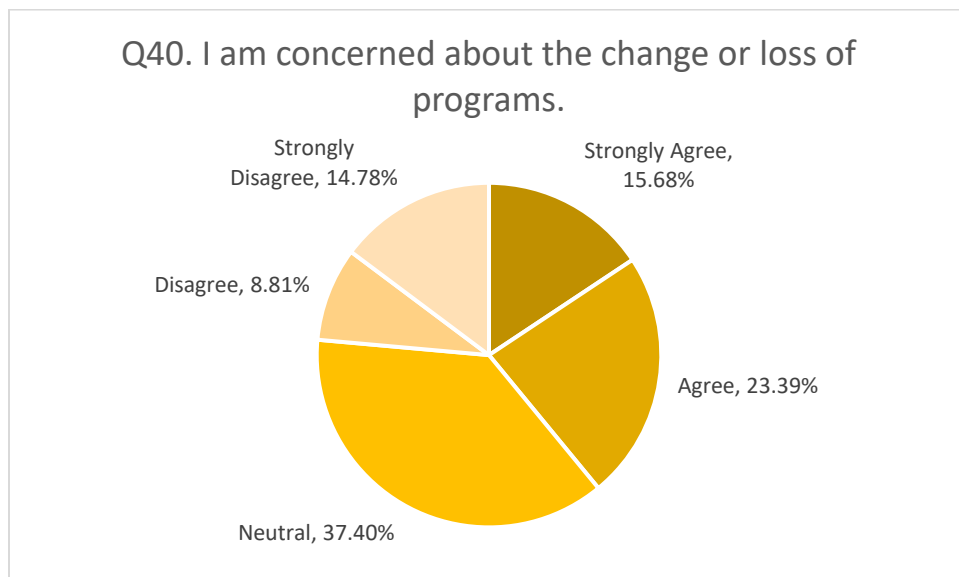
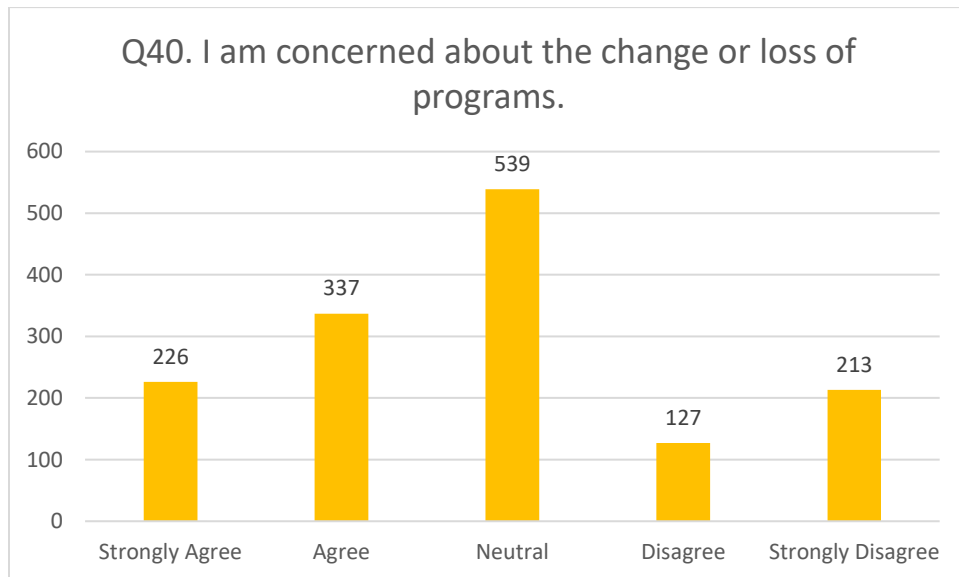
Question 39: I am pleased with faculty attendance at athletic events.

Q39. I am pleased with faculty attendance at athletic events.		
Answer Choices	Response Percentage	Responses
Strongly Agree	0.83%	12
Agree	2.43%	35
Neutral	76.96%	1109
Disagree	12.21%	176
Strongly Disagree	7.56%	109
Answered		1441
Skipped		138



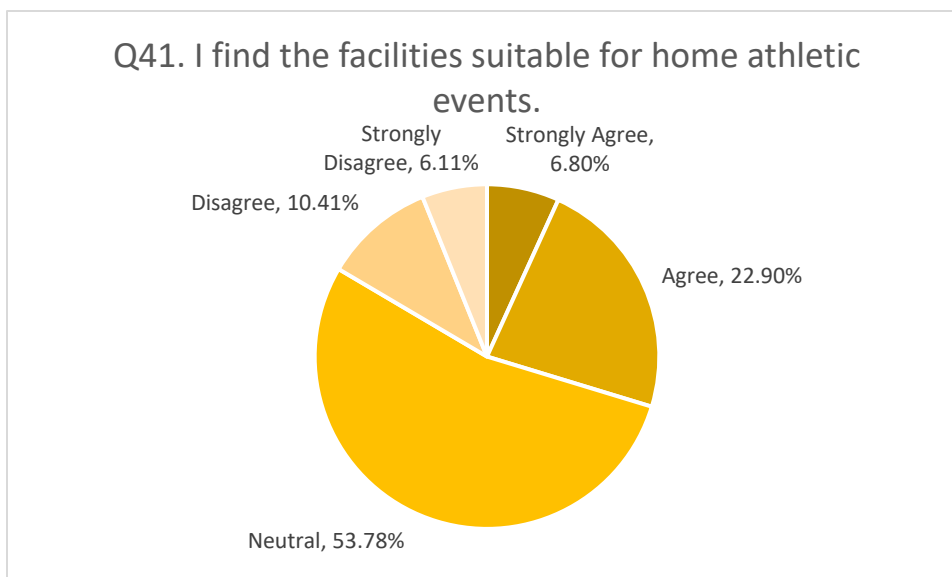
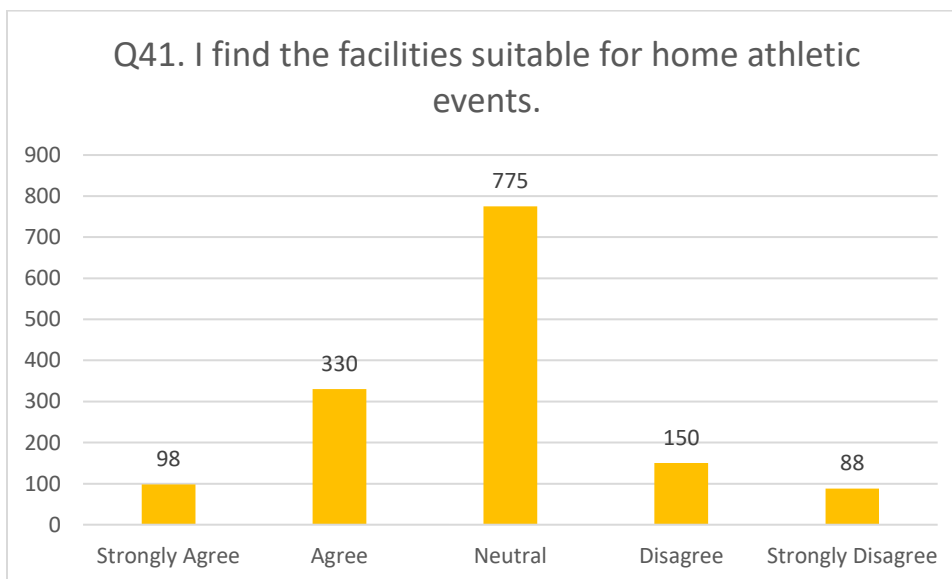
Question 40: I am concerned about the change or loss of programs.

Q40. I am concerned about the change or loss of programs.		
Answer Choices	Response Percentage	Responses
Strongly Agree	15.68%	226
Agree	23.39%	337
Neutral	37.40%	539
Disagree	8.81%	127
Strongly Disagree	14.78%	213
Answered		1441
Skipped		138



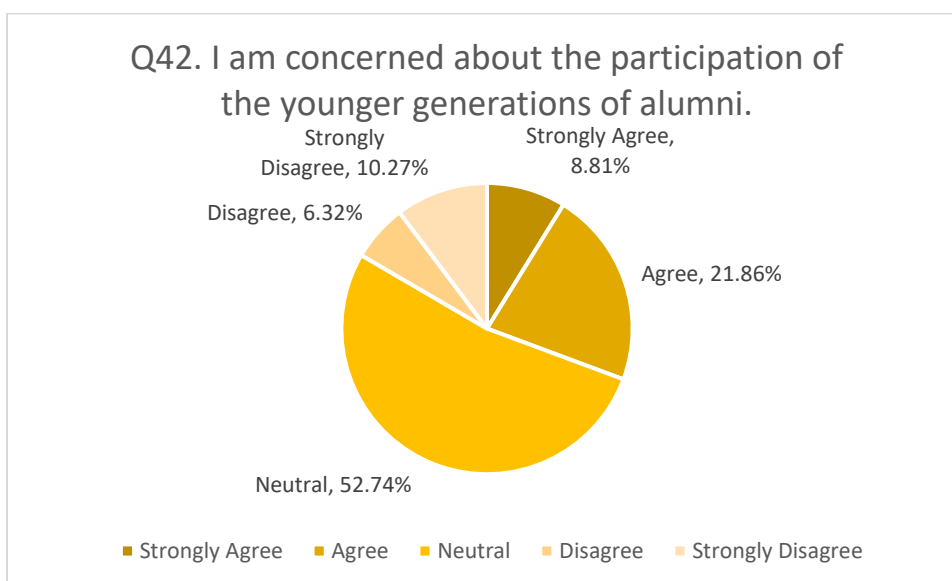
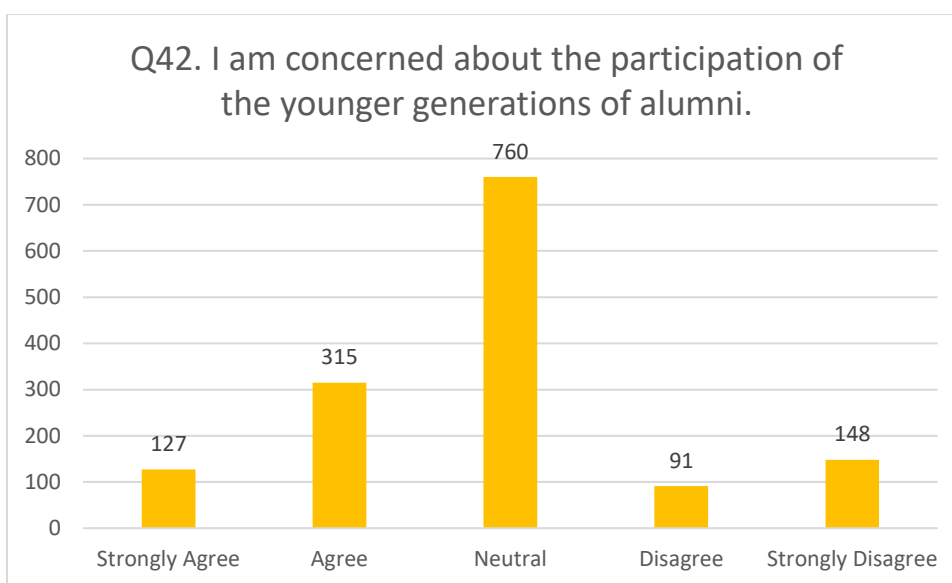
Question 41: I find the facilities suitable for home athletic events.

Q41. I find the facilities suitable for home athletic events.		
Answer Choices	Response Percentage	Responses
Strongly Agree	6.80%	98
Agree	22.90%	330
Neutral	53.78%	775
Disagree	10.41%	150
Strongly Disagree	6.11%	88
Answered		1441
Skipped		138



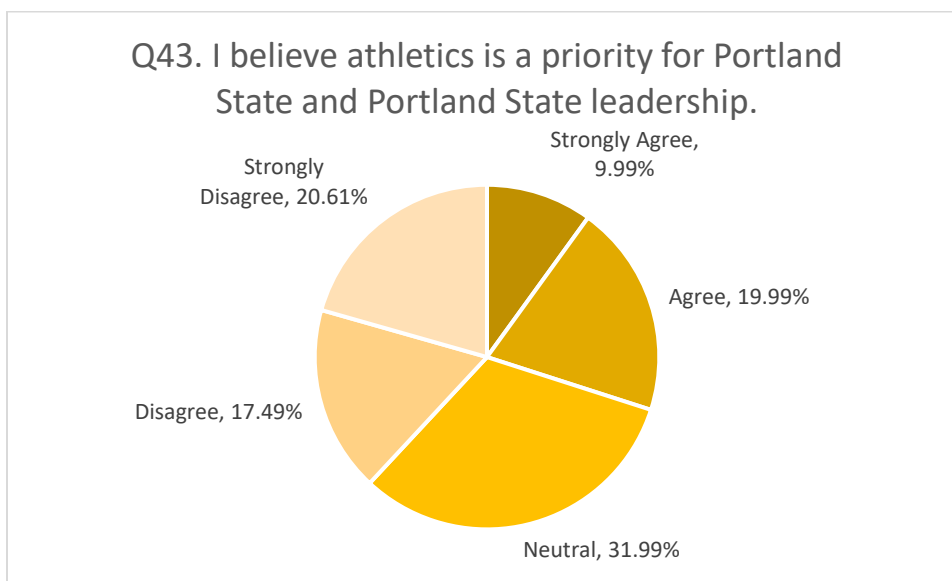
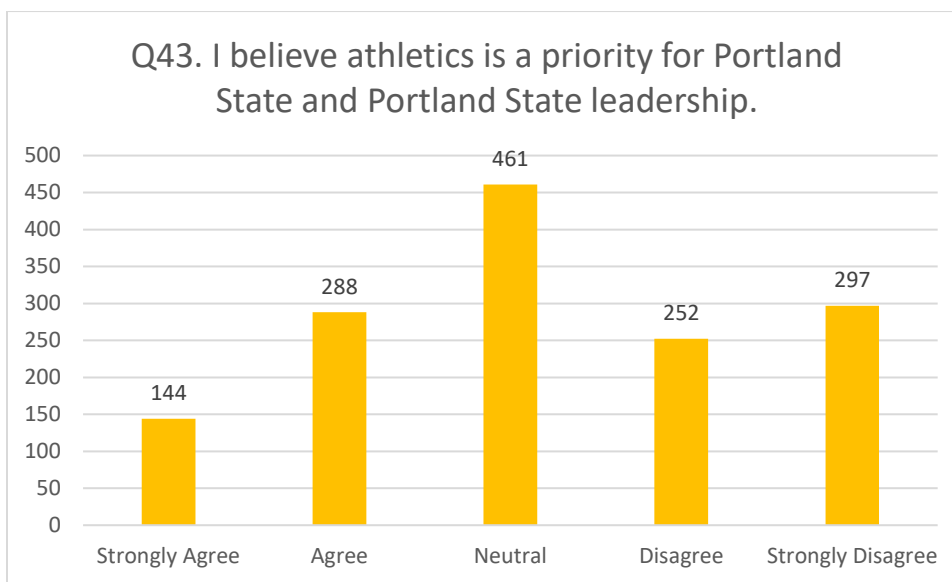
Question 42: I am concerned about the participation of the younger generations of alumni.

Q42. I am concerned about the participation of the younger generations of alumni.		
Answer Choices	Response Percentage	Responses
Strongly Agree	8.81%	127
Agree	21.86%	315
Neutral	52.74%	760
Disagree	6.32%	91
Strongly Disagree	10.27%	148
Answered		1441
Skipped		138



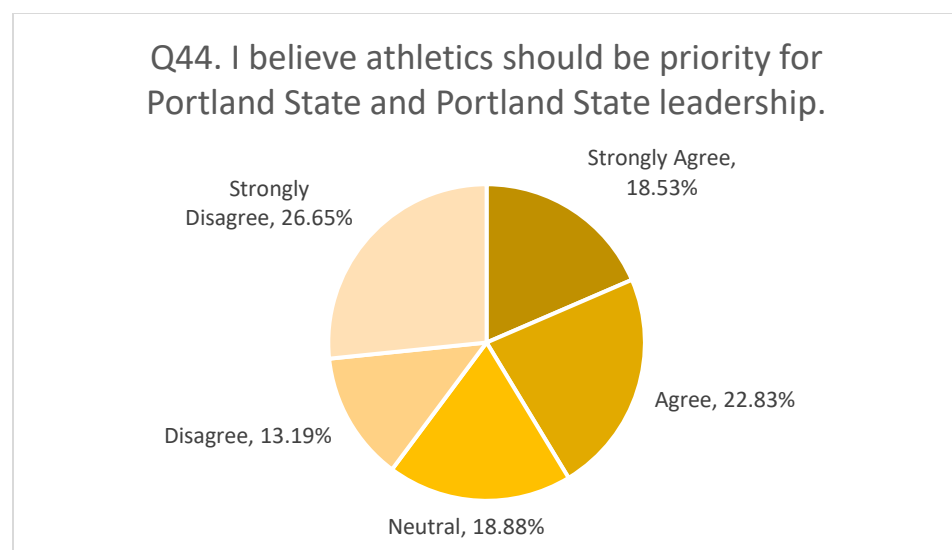
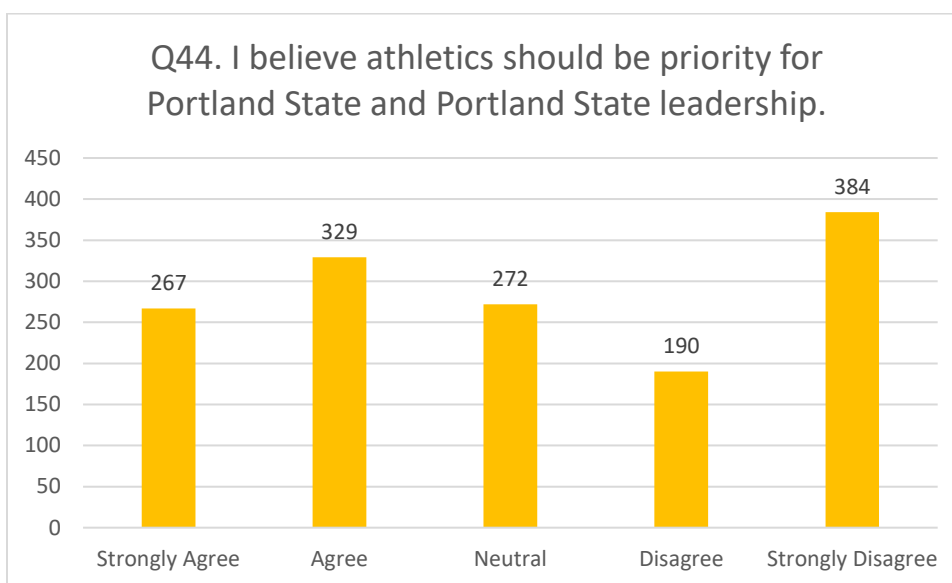
Question 43: I believe athletics is a priority for Portland State and Portland State leadership.

Q43. I believe athletics is a priority for Portland State and Portland State leadership.		
Answer Choices	Response Percentage	Responses
Strongly Agree	9.99%	144
Agree	19.99%	288
Neutral	31.99%	461
Disagree	17.49%	252
Strongly Disagree	20.61%	297
Answered		1441
Skipped		138



Question 44: I believe athletics should be priority for Portland State and Portland State leadership.

Q44. I believe athletics should be priority for Portland State and Portland State leadership.		
Answer Choices	Response Percentage	Responses
Strongly Agree	18.53%	267
Agree	22.83%	329
Neutral	18.88%	272
Disagree	13.19%	190
Strongly Disagree	26.65%	384
Answered		1441
Skipped		138



APPENDIX A – Can College Athletics Fundraisers Generate More Revenue By Adjusting Their Tiered Reward System?

By: Nels Popp, Athletic Director U

Published: 2021

Nearly all NCAA Division I development teams utilize tiered reward systems with donors. Tiered reward systems determine gift value levels, then offer donors better rewards as they increase their giving level. Ultimately, the goal of any tiered reward system is to incentivize those at lower levels to take action in order to move to a higher level and acquire greater benefits. An airline, for example, hopes their frequent flier tiered reward system incentivizes travelers to consistently book with their airline (rather than shop around), due to the allure of free flights or better seat upgrades.

Past research suggests ([Harbaugh, 1998](#); [McCall & Voorhees, 2010](#)) when donors give to programs with tiered reward systems, the large majority give only enough to put them into the desired tier. For example, if an athletics department requires a gift of between \$500 and \$1,499 to qualify for a tier which includes the ability to buy four football season tickets, the large majority of donors are going to give \$500 to \$600. Almost no donor is going to give \$1,450; instead, that donor is more likely going to give \$1,500 and move into the next tier, which (presumably) includes better benefits.

Because we understand this about consumer behavior, it is important for development staffs to strategically design their tiered reward systems, begging the question: How are the number of tiers or the minimum gifts required to join those tiers established? And more importantly, what would be the impact on donor behavior if those levels were manipulated? A few years ago, one of our Sport Administration graduate students here at the University of North Carolina, Javonte Lipsey, asked those very questions. Unable to find a great answer, Javonte turned his questions into a graduate thesis project, the results of which we would like to share.

Uncovering the optimal number of reward tiers and price points for each of those tiers is not a simple question to answer. For example, some research related to online crowdfunding campaigns suggests utilizing fewer reward tiers is linked to greater goal achievement, ([Chen et al., 2016](#)) while other studies suggest online fundraising is more likely to hit a financial goal with more reward tiers ([Sattler et al., 2019](#)). Analyzing college athletics fundraising is complicated by the mediating effect of athletic success on donor giving. As just about anyone who works or follows college athletics

understands, departments with successful football and men's basketball programs (or the programs which draw the largest crowds for football), lead the way in donor giving (Humphreys & Mondello, 2007; Stinson & Howard, 2004). For example, according to the College Athletics Financial Information (CAFI) Database provided by the Knight Commission, the top 10 schools for donor contributions in 2019 were:

Top Donor Contributions			
			Amount
1.	Texas A&M		\$85.4M
2.	Georgia		\$52.6M
3.	Texas		\$51.2M
4.	Oklahoma		\$45.6M
5.	Florida		\$45.0M
6.	LSU		\$42.1M
7.	Florida State		\$40.3M
8.	Kansas		\$39.9M
9.	Iowa		\$38.6M
10.	Louisville		\$38.2M



Many of these schools have a history of success in football and play their games in some of the largest football stadiums in college sports. But when Javonte examined the number of reward tiers for 121 FBS schools, he found something a little unexpected. Football or basketball success was not correlated with the *number* of reward tiers established by the development team. Similarly, there was also no relationship between the total value of annual donations and the total number of reward tiers. In other words, schools which have a lot of success (either athletically or in fundraising) are just as likely to have five reward tiers as they are to have 12 reward tiers. The same is true for schools which have not had much success. If the

number of reward tiers were developed strategically, one would guess a pattern would emerge. That was not the case. In fact, when examining the average number of reward tiers among all the schools in his sample, the mean number of tiers was 8.8, with nearly 60% of schools offering either 8, 9, or 10 giving levels. Schools in the lowest quartile of total annual donation value had an average of 8.5 tiers. Schools in the highest quartile of total annual donation value had an average of 8.3 tiers. We are still not sure why 8 to 10 tiers seem to be the number of reward levels most schools offer. Our guess is that many institutions have not analyzed the impact of establishing different tiers on revenue. Instead, many likely opt to either imitate what other athletics departments are doing or they continue doing what has already been established at their school. If this is the case, in an age where sport organizations are now using advanced analytics and predictive modeling in a variety of capacities, it is likely an inefficient approach.

After Javonte's initial foray investigating fundraising reward tiers, a second graduate student of ours, Sarah Watson, took another stab at defining best practices in developing a tiered reward system. Sarah read Javonte's paper and noticed football and basketball success did seem to predict one thing: the mean minimum gift amount among all reward tiers. While interesting, this relationship didn't really tell us much because the mean minimum gift amount for all tiers was a poor practical metric. A school with five tiers and a school with 12 tiers might have the same mean minimum gift amount because it was calculated by simply adding up the minimum gift at each tier and dividing it by the total number of tiers. (For example, if a school had five tiers and the minimum gift for each tier was \$100, \$300, \$500, \$1000, and \$5000, the mean minimum gift = \$6,900 divided by 5 or \$1,380.) After thinking about this, Sarah came to the conclusion a better way to measure might be to use the minimum gift amount required to join the highest tier available. Regardless of whether a program offered five tiers or 15 tiers, all schools have a top tier. In addition, the minimum gift required to join the top level varied considerably, which is a good thing when it comes to developing predictive regression models. Among the 112 FBS schools in her dataset, the average minimum gift required to join the top donation level was \$35,818, but one school in her dataset required a gift of \$250 to join the top tier and another school required \$100,000. With such a range, we felt confident Sarah would see a relationship between the minimum gift required at this highest tier and the total amount raised. It seems logical that the more schools charged to join their top donor level, the more likely they would be to generate the most money.

We were wrong.

Sarah's models revealed no statistically significant relationship between total development revenue generated and the minimum gift requirement to join the top tier. Highly successful fundraisers are just as likely to charge \$5,000 to join their top reward tier as they are to charge \$50,000. Her results, seen in conjunction with Javonte's, support the notion that the manner in which tiered reward levels within FBS athletics departments are established is suboptimal and likely not maximizing revenue.

Another intriguing finding from Sarah's work was the factors which did predict the minimum gift requirement for the top reward tier. This amount seemed to be influenced by the prior season's football attendance, all-time men's basketball winning percentage, and household income in the region; all logical conclusions. Schools which draw a lot of football fans or have a historically successful men's basketball program establish a higher price point at their top giving level. They also set higher prices in parts of the country where income is highest. But Sarah also had variables in her model which were nonsignificant, such as Director's Cup standings or the number of athletics department Twitter followers. One would think such variables, which should serve as a proxy for overall athletic prowess or general popularity, should predict how much an athletic department is charging to join their elite donor level. Sarah found that not to be the case.

If the current system is not operating at maximum proficiency, as this evidence suggests, what can be done? We hope our results would lead to more discussions within athletics departments about how they have structured their system. But it also probably leaves many athletics administrators asking "So what is the optimal structure? How many tiers should we have? What should we be charging at each level?" These are excellent and logical questions. Currently, we don't have the perfect formula to provide that answer.

But we have a start.

Last year, a third graduate student of ours, Ashley Kavanagh, suggested she was interested in looking at issues related to development. After hearing about Javonte's and Sarah's projects, Ashley decided she wanted to move their research line forward. She figured while schools have many different reward tiers and various price points, they all have one thing in common; an entry level. So she asked what impact would a change in price have on total number of donors and total revenue generated *at the lowest tier level*. To solve this specific riddle, she requested all NCAA Division I development teams to share one simple piece of data; the number of donors at their lowest giving level. Ultimately, 129 schools provided the information. Once

she obtained that number from the schools, she then collected all the attributes she could think of which might impact how many people donate, such as football and men's basketball success, Director's Cup standings, conference affiliation, school enrollment, tuition costs, and other factors. In addition to these variables, she added two other key metrics: (a) the minimum gift requirement needed to join the lowest tier of the development program and (b) the total number of people working in development at a particular school. Among the schools in the dataset, the average number of donors at the lowest giving tier averaged 1,124. The minimum gift requirement necessary to join this tier ranged from \$1 to \$1,500, with a mean of \$94.19 (of note, 64% of schools set this minimum gift requirement at one of two price points, either \$50 or \$100). Development staff ranged from 1 to 44, with a mean of 8.

Ashley's model explained more than 73% of the variance in total number of donors at the lowest reward tier, which is considered a highly predictive model. Perhaps most impressive, however, was that after controlling for factors like athletic success and conference affiliation (which allowed her to compare Alabama to Akron), the total number of development staff and the donation amount required to join the lowest tier still explained more than 20% of the variance in total number of donors, which was a terrific statistical outcome. The results from her model suggest for every additional development employee hired, athletics departments would see an additional 99 donors at the lowest giving tier (additional staff are likely to increase the number of donors at higher levels as well, but Ashley was not able to test for that with this model). And for every \$1 increase in the minimum cost to join a development program, an athletics department is likely to see four fewer donors at the lowest tier. In other words, a school with 3,000 donors giving the minimum gift of \$100 to join the program hypothetically generates \$300,000 at the bottom tier. If this same school increased the minimum gift to \$150, they would likely lose 200 donors, but would generate \$420,000, a 40% increase in revenue. At a school with far fewer donors, the opposite is likely to occur. For example, if a school has 300 donors and a minimum gift requirement of \$150, they hypothetically generate \$45,000 at this level. Raising the gift level to \$175 would likely cost them 100 donors and bring total giving down to \$35,000 but lowering the minimum gift requirement to \$100 is likely to add 200 donors, which would generate \$50,000 (and nearly double the number of donors now in the lowest tier).

Predictive models like the ones utilized in these three graduate theses are not perfect. The greater number of variables included, the stronger the validity and reliability. But what these models clearly illustrate is the need for greater analytical rationale behind the development of the tiered reward

models used in college athletics fundraising. We have already seen the secondary ticket market clearly demonstrate a need for better ticket pricing strategies in college athletics, something many departments are beginning to embrace. The same should be said regarding the continued need to apply analytics to development. Data should be driving, or at least guiding, the decision-making process if administrators want to maximize revenue during this pivotal time for college athletics.

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Javonte Lipsey is currently a doctoral student at the Ohio State University.

Sarah Watson currently works for the Rams Club, the development arm for UNC Athletics.

Ashley Kavanagh currently works for LEARFIELD at its Rutgers property.