

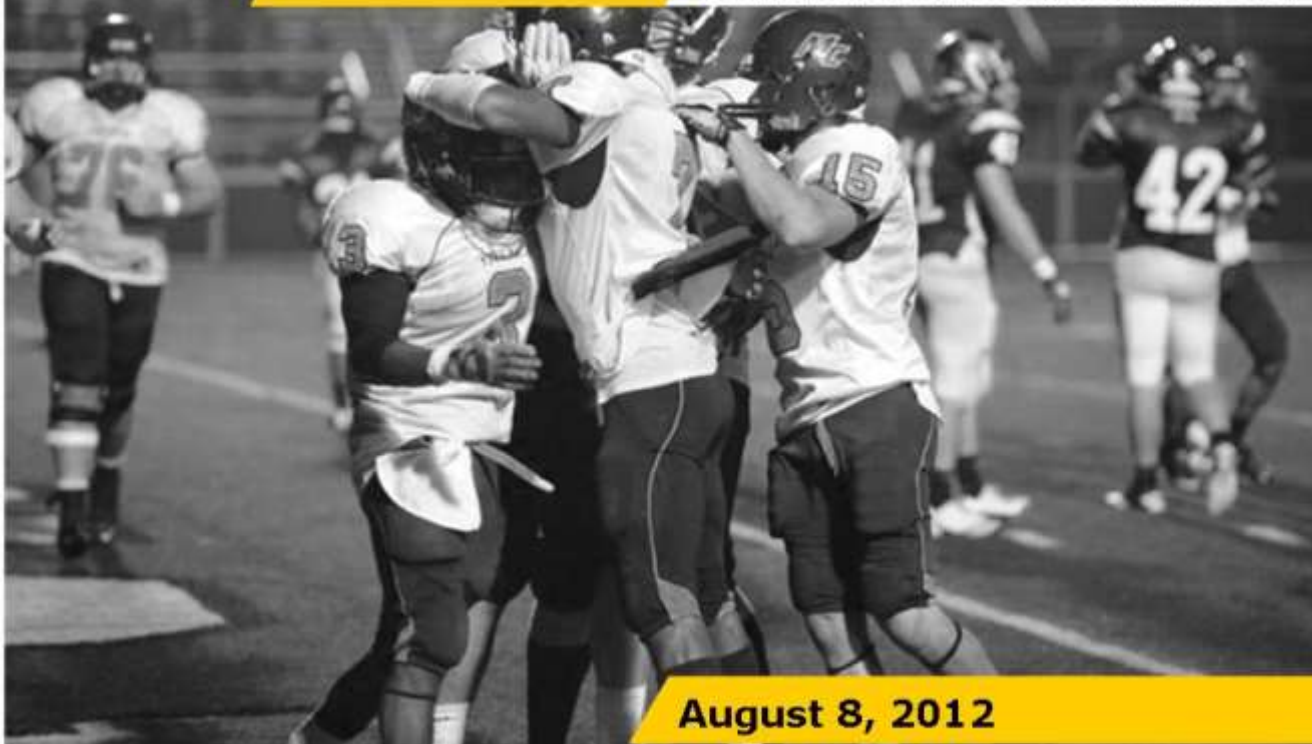


**NCAA Division I  
Feasibility Study  
DRAFT**



**PREPARED FOR:**

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## EXECUTIVE SUMMARY

Merrimack College engaged Collegiate Consulting to conduct a feasibility study evaluating its athletic department and potential movement to Division I. Merrimack is a member of the Northeast-10 Conference and sponsors 25 total sports – 12 men’s and 13 women’s. The men’s hockey team participates in the Hockey East at the Division I level. Collegiate Consulting spent time on Merrimack’s campus in March of 2012.

Founded in 1947, Merrimack had a 2010 enrollment of 2,168 undergraduate and graduate students. The 220-acre college has graduated nearly 22,000 students and has grown to almost 40 buildings. Merrimack is accredited by the New England Association of Schools and Colleges. The College offers 35 undergraduate majors as well as a diverse field of graduate programs. U.S. News ranked the institution 10<sup>th</sup> among north regional colleges in 2012.

Collegiate Consulting identified several categories to analyze Merrimack’s potential transition to Division I. These include:

- Division I Philosophy
- Division I Analysis
- Metro Atlantic Athletic Conference Analysis
- America East Conference Analysis
- Pioneer Football League Analysis
- Division II Pro Forma

The data used in this report came from public sources such as the National Center for Education Statistics (NCES), the Equity in Athletics Data Analysis (EADA) and individual conference and institution websites.

Located in North Andover, Massachusetts, has a Carnegie Classification of a Diverse Field Baccalaureate College. The institution had a 2010-11 endowment of \$30,837,487, over 60% below the MAAC average. Like all other MAAC members, Merrimack is a private institution and has a tuition rate that is in line with the rest of the conference.

Merrimack offers more sports than all Metro Atlantic Athletic Conference members, which have an average of 18.3 total sports per institution. MC’s 25 varsity sports are in line with the MAAC’s 24 conference championship sports. Merrimack ranked 123<sup>rd</sup> in the 2011-12 Learfield Division II Directors’ Cup, while the MAAC had an average ranking of 213<sup>rd</sup> in the Division I Directors’ Cup. On average, MC is 288 miles, or 5.3 hours, away from MAAC institutions.



Merrimack College would have the lowest total enrollment out of all America East institutions, which average 16,586 total students. Additionally, MC would be only one of three private institutions in America East and would have one of the highest tuition rates. With an average endowment of \$209 million, AE institutions ranked 85% greater than Merrimack for the 2010-11 year.

America East members sponsor on average 19.4 varsity programs – 9 men’s and 10.4 women’s. The conference has 20 championship sports. The AE had an average Directors’ Cup ranking of 156<sup>th</sup> amongst all Division I institutions. Merrimack is an average of 202 miles, or 3.6 hours, away from all AE institutions, and would be the second member in Massachusetts with Boston University.

Merrimack’s 2010-11 athletic budget of \$7.6 million would rank 10<sup>th</sup> in both the MAAC and AE, which both averaged \$10.8 million and \$17 million, respectively. Additionally, MC had a sports operating budget of \$725,958. Merrimack falls 56% below the average MAAC budget of \$1.9 million and 74% below the average AE budget of \$2.7 million. Among the public institutions in the America East, athletic revenues for the 2011 FY averaged \$18.2 million.

Merrimack College has a financial aid goal of 228.35 scholarship equivalencies – 127.8 men’s and 100.55 women’s. The NCAA allows maximum financial aid of 159.7 and 143 equivalencies for the sports the Merrimack sponsors. MC’s equivalency goal meets the maximum for men’s and women’s basketball, ice hockey, men’s and women’s lacrosse and men’s soccer. Merrimack would also total 6% above the America East, which has an equivalency average of 159.75.

Collegiate Consulting assessed the administrative and coach staffing of the Metro Atlantic Athletic Conference and America East. Merrimack’s administrative staff of 18 falls 8% below the MAAC and 54% below the AE averages. MC’s coaching staff of 50 is 12 and 11 positions short of the MAAC and AE averages, respectively.

Salaries for athletic administration and coaches were provided for Merrimack College as well as similar positions in the MAAC and AE. Merrimack administrative positions were moderately under-compensated in comparison to both conferences, though the athletic director salary is almost exactly in line with the MAAC average. On average, men’s coaches were 64% and 71% undercompensated when compared to the MAAC and AE, respectively. Likewise, women’s sports coaching salaries were 58% and 71% below the MAAC and AE.

Collegiate Consulting researched the staffing and salaries of the Pioneer Football League. The PFL has on average 8.8 coaches per team. Head coaches earn an average salary of \$106,462 per year while assistant coaches earn \$41,656 on average. Collegiate Consulting estimates total personnel expenses for football to be approximately \$361,550.



## Collegiate Consulting Report

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Pioneer Football League stadiums had an average capacity of 7,306 with an average attendance between 3,100 and 3,400. Strength and conditioning facilities have an average square footage of just over 5,000



## **BACKGROUND INFORMATION**

## NCAA DIVISION I

The following includes information about NCAA Division I including the philosophy statement, membership reclassification and financial aid.

### Philosophy Statement

The following is the exact text of the Division I philosophy statement in the NCAA Division I manual:

In addition to the purposes and fundamental policy of the National Collegiate Athletic Association, as set forth in Constitution 1, members of Division I support the following principles in the belief that these statements assist in defining the nature and purposes of the division. These statements are not binding on member institutions but serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences. A member of Division I:

- (a) Subscribes to high standards of academic quality, as well as breadth of academic opportunity;
- (b) Strives in its athletics program for regional and national excellence and prominence. Accordingly, its recruitment of student-athletes and its emphasis on and support of its athletics program are, in most cases, regional and national in scope;
- (c) Recognizes the dual objective in its athletics program of serving both the university or college community (participants, student body, faculty-staff, alumni) and the general public (community, area, state, nation);
- (d) Believes in offering extensive opportunities for participation in varsity intercollegiate athletics for both men and women;
- (e) Sponsors at the highest feasible level of intercollegiate competition one or both of the traditional spectator oriented, income-producing sports of football and basketball. In doing so, members of Division I recognize the differences in institutional objectives in support of football; therefore, the division provides competition in that sport in the Bowl Subdivision and the Championship Subdivision; *(Revised: 12/15/06)*
- (f ) Believes in scheduling its athletics contests primarily with other members of Division I, especially in the emphasized, spectator-oriented sports, as a reflection of its goal of maintaining an appropriate competitive level in its sports program;
- (g) Maintains institutional control over all funds supporting athletics; and *(Revised: 1/14/08 effective 8/1/08)*
- (h) Understands, respects and supports the programs and philosophies of other divisions. Occasionally, institutions from other divisions or athletics associations will seek membership in Division I. In such cases, the applicants should be required to meet, over a period of time, prescribed criteria for Division I membership in order to assure that such institutions agree and comply with the principles and program objectives embodied in this statement.

## **Membership Reclassification**

The following is the exact text of the Division I manual regarding membership reclassification to NCAA Division I:

### Eligibility for Reclassification (Bylaw 20.5.1)

A member of Division II may petition to change its membership to Division I subject to the following prerequisites: *(Revised: 1/15/11 effective 8/1/11)*

- (a) The institution shall have been an active Division II member for the preceding five years;
- (b) The institution shall be in compliance with all Division I minimum sports sponsorship and financial aid membership requirements; and
- (c) The institution shall have received a bona fide offer of membership by an active Division I multisport conference.

### Requesting Reclassification (Bylaw 20.5.2)

In order to petition to change its membership to Division I, the institution and its sponsoring conference shall complete an application and submit it to the Administration Cabinet on a form approved by the cabinet. *(Revised: 1/15/11 effective 8/1/11)*

**20.5.2.1 Deadline for Submission of Application.** The application shall be received in the national office (by mail or electronic transmission) not later than June 1 prior to the academic year in which the institution is seeking to begin its first year of the reclassification process. Any application received after that date shall be postmarked not later than May 25. *(Revised: 1/15/11 effective 8/1/11)*

**20.5.2.2 Application Fee.** A fee shall accompany the application. The amount of the fee shall be determined each year based on the estimated annual average value of direct benefits through distributions and championships made available to Division I members. If an institution withdraws from the reclassification process, the application fee shall be refunded to the institution on a prorated basis — 75 percent through year one, 50 percent through year two, 30 percent through year three and no refund thereafter. *(Adopted: 1/15/11 effective 8/1/11)*

**20.5.2.3 Initial Strategic Plan.** The institution's application shall include an initial strategic plan that addresses the Division I philosophy statement (see Bylaw 20.9) and the athletics certification operating principles (see Bylaw 22.2). The initial strategic plan must be approved by the sponsoring conference. *(Adopted: 1/15/11 effective 8/1/11)*

**20.5.2.4 Notification of Infractions Matters.** The institution's application shall include notification whether it is, at the time of application, involved in an investigation of potential rules violations, an infractions case or is on probation for rules violations. *(Adopted: 1/15/11 effective 8/1/11)*



**20.5.2.5 Compliance with Criteria.** The Administration Cabinet shall monitor the institution's progress and compliance with the criteria of the reclassification process. The cabinet shall have the authority to deny advancement to the next year of the process if it determines that deficiencies warrant a requirement that the institution repeat a particular year. If the institution has met the reclassification criteria of this article and has complied for the four years preceding June 1 with all other requirements set forth in this bylaw, the Administration Cabinet shall refer the institution's request for active Division I membership to the Board of Directors for election effective August 1 following such election. However, the Administration Cabinet may deny referral of a reclassifying institution to the Board of Directors for advancement to active Division I status if any of the institution's sport programs are subject to penalties pursuant to the Division I Academic Performance Program. An institution shall not be elected to active membership in Division I if it is subject to an Academic Performance Program historical penalty. *(Revised: 1/10/90, 4/25/02 effective 8/1/02, 1/17/09 effective 8/1/09; applicable to institutions in the provisional or reclassifying processes as of 8/1/09 and those beginning either process on or after 8/1/09, 10/28/10, 1/15/11 effective 8/1/11)*

#### Membership Process

Membership within Division I is a four-year process.

**20.5.2.5.1 First Year.** During the first year of reclassification, an institution shall satisfy the following requirements: *(Adopted: 4/25/02 effective 8/1/02, Revised: 3/10/04, 1/15/11 effective 8/1/11)*

- (a) Attendance at an orientation session conducted by the national office staff related to basic Division I operating rules and membership requirements. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;
- (b) Attendance at the NCAA Convention Division I Issues Forum and Business Session. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;
- (c) Attendance at the Regional Rules Seminar conducted by the NCAA. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;
- (d) Apply all Division I legislation, except scheduling requirements and continuing eligibility requirements (e.g., progress-toward-degree, five-year rule) for student-athletes who are completing their final season of competition and were enrolled at the institution at least one year prior to the institution entering year one of the reclassification process;

- (e) Completion of a preliminary NCAA athletics certification orientation, which shall require attendance by representatives from the sponsoring conference;
- (f) Process institutional and individual student-athlete violations of Division I legislation through Division I enforcement and student-athlete reinstatement processes. The institution shall be subject to any and all sanctions for violations of Division I legislation; and
- (g) Submit an annual report and a strategic plan by June 1. The institution shall report all violations to the Administration Cabinet as part of the annual report and provide notice whether it is involved in an investigation of potential rules violations, an infractions case or is on probation for rules violations.

20.5.2.5.2 Second Year. During the second year of reclassification, an institution shall satisfy the following requirements: *(Adopted: 4/25/02 effective 8/1/02, Revised: 1/15/11 effective 8/1/11)*

- (a) Full compliance with all Division I legislation and membership requirements;
- (b) Attendance at the NCAA Convention Division I Issues Forum and Business Session. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator.
- (c) Attendance at a Regional Rules Seminar conducted by the NCAA. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;
- (d) Completion of a compliance review conducted by the national office and submission of a report with an institutional response to the findings and recommendations;
- (e) Process institutional and individual student-athlete violations of Division I legislation through the Division I enforcement and student-athlete reinstatement processes. The institution shall be subject to any and all sanctions for violations of Division I legislation; and
- (f) Submit an annual report and an updated strategic plan by June 1 based on feedback related to the previous year's plan. The institution shall report all violations to the Administration Cabinet as part of the annual report and provide notice whether it is involved in an investigation of potential rules violations, an infractions case or is on probation for rules violation.

**20.5.2.5.3 Third Year.** During the third year of reclassification, an institution shall satisfy the following requirements: *(Adopted: 4/25/02 effective 8/1/02, Revised: 1/15/11 effective 8/1/11)*

- (a) Attendance at the NCAA Convention Division I Issues Forum and Business Session. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the

institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;

(b) Attendance at a Regional Rules Seminar conducted by the NCAA. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;

(c) Completion of an NCAA athletics certification orientation;

(d) Process institutional and individual student-athlete violations of Division I legislation through Division I enforcement and student-athlete reinstatement processes. The institution shall be subject to any and all sanctions for violations of Division I legislation; and

(e) Submit an annual report and an updated strategic plan by June 1 based on feedback related to the previous year's plan. The institution shall report all violations to the Administration Cabinet as part of the annual report and provide notice whether it is involved in an investigation of potential rules violations, an infractions case or is on probation for rules violations.

**20.5.2.5.4 Fourth Year.** During the fourth year of reclassification, an institution shall satisfy the following requirements: *(Adopted: 4/25/02 effective 8/1/02, Revised: 1/15/11 effective 8/1/11)*

(a) Successfully complete an NCAA athletics certification self-study and evaluation visit;

(b) Attendance at the NCAA Convention Division I Forum and Business Session. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;

(c) Attendance at a Regional Rules Seminar conducted by the NCAA. Institutional representatives required to attend are the chancellor or president (or an individual appointed by the chancellor or president with executive status at the institution), the director of athletics, the senior woman administrator, the faculty athletics representative and the senior compliance administrator;

(d) Process institutional and individual student-athlete violations of Division I legislation through the Division I enforcement and student-athlete reinstatement processes. The institution shall be subject to any and all sanctions for violations of Division I legislation; and

(e) Submit an annual report and an updated strategic plan by June 1 based on feedback related to the previous year's plan. The institution shall report all violations to the Administration Cabinet as part of the annual report and provide notice whether it is involved in an investigation

### **Financial Aid**

An institution may award financial aid to student-athletes who meet the "cost of attendance" incurred by the general student body. According to the NCAA, the cost of

attendance is an amount calculated by an institution's financial aid office, using federal regulations. This includes the total cost of tuition and fees, room and board, books and supplies, transportation and other expenses related to attendance at the institution.

NCAA Division I has limits on the maximum amount of allowable financial aid by sport. There is a limit on the value (equivalency) of financial aid awards. One equivalency is equal to a full grant-in-aid award. The equivalency calculation is based only on the athletic financial aid awarded. A full description of financial aid is available in the NCAA Division I Manual. Unlike Division II, NCAA Division I has some sports which are designated as head count sports. In head-count sports, the limitations on the re-awarding of aid shall be applied to the full-counter status (1.0) for one full academic year (or the equivalent), regardless of whether the student-athlete was awarded a full or partial athletics scholarship.

Financial aid limitations are provided for each NCAA Division I sport.

Men's Sports	*Division I
Baseball	11.7
Basketball	13.0
Cross Country/Track and Field	12.6
Fencing	4.5
Football	63 FCS 85 FBS
Golf	4.5
Gymnastics	6.3
Ice Hockey	18.0
Lacrosse	12.6
Rifle	3.6
Skiing	6.3
Soccer	9.9
Swimming & Diving	9.9
Tennis	4.5
Volleyball	4.5
Water Polo	4.5
Wrestling	9.9
Cross Country Only	5.0

*\*Men's Ice Hockey, FBS Football and Basketball are head count sports.*

<b>Women's Sports</b>	<b>**Division I</b>
Basketball	15.0
Bowling	5.0
Cross Country/Track and Field	18.0
Equestrian	15.0
Fencing	5.0
Field Hockey	12.0
Golf	6.0
Gymnastics	12.0
Ice Hockey	18.0
Lacrosse	12.0
Rowing	20.0
Rugby	12.0
Skiing	7.0
Soccer	14.0
Softball	12.0
Squash	12.0
Swimming & Diving	14.0
Tennis	8.0
Volleyball	12.0
Water Polo	8.0
Cross Country Only	6.0

*\*\*Women's Tennis, Ice Hockey, Basketball, Gymnastics, and Volleyball are head count sports.*



## METRO ATLANTIC ATHLETIC CONFERENCE

### Conference Background

The Metro Atlantic Athletic Conference was founded in 1980 by six charter members. Competition officially began the following year in the sports of men's cross-country and men's soccer. The members are all relatively small private institutions, many of them with Catholic or formerly Catholic affiliation; the only exception being the private but secular Rider University.

From 1997 to 2003, the MAAC sponsored ice hockey. At that time, the hockey league split from the MAAC and changed its name to Atlantic Hockey. Also in 1997, Marist College and Rider, both members of the Northeast Conference, moved the majority of their intercollegiate athletic programs to the MAAC with the intent the MAAC would enhance media exposure and competition to their men's and women's Division I basketball programs.

In September 2011, the conference announced the launch of MAAC.TV, the league's first broadband network. The MAAC is also in the midst of a three-year agreement to have their men's and women's basketball conference tournaments held at the MassMutual Center.

The conference currently possesses 15 automatic bids to NCAA Championships. In 2013, the MAAC will become eligible for its 15th NCAA Championship when Women's Rowing fulfills qualifying requirements.

### Member Schools

Currently, there are 10 full MAAC members. They include: Canisius College, Fairfield University, Iona College, Loyola University, Manhattan College, Marist College, Niagara University, Rider University, Saint Peter's University and Siena College.

### Championship Sports

The MAAC offers 22 championships in 10 men's and 12 women's sports:

#### Men's

Baseball  
Basketball  
Cross Country  
Golf  
Lacrosse  
Soccer  
Swimming & Diving  
Tennis  
Track & Field

#### Women's

Basketball  
Cross Country  
Golf  
Lacrosse  
Rowing  
Soccer  
Swimming & Diving  
Tennis  
Track & Field  
Volleyball

## Water Polo

### **Institutional Analysis**

Collegiate Consulting researched the enrollments, tuition costs, endowments, Carnegie classifications, sports sponsorship, Directors' Cup rankings and conference footprint for Metro Atlantic Athletic Conference to compare them with Merrimack College. Data came from the National Center for Education Statistics. Enrollment numbers are full-time undergraduate students and full-time students. Information on MC sport sponsorship includes both current sports and planned sports at the institution through 2012-13.

In the MAAC, the average undergraduate enrollment is quite larger than Merrimack's, with the conference average of 3,633 students per institution. MC would have the lowest undergraduate and total student population in the conference. The average gender enrollment ratio for MAAC institutions is 44% male and 56% female. Merrimack, unlike most of the conference has a higher population of males than females.

Tuition in 2010 for Merrimack College was comparable with the MAAC average of \$30,321 per student. Merrimack's cost would rank third in the conference. Like MC, all MAAC institutions are private.

Metro Atlantic Athletic Conference Institutional Analysis							
MAAC Institution	Public-Private	Enrollment Fall 2010		% of Undergraduate		Tuition & Fees 2010-2011	
		Total	Undergrad	Male	Female	In-state	Out-of-State
Merrimack College	Private	2,168	2,074	52%	48%	\$ 31,380	\$ 31,380
Canisius College	Private	5,111	3,369	49%	51%	\$ 30,077	\$ 30,077
Fairfield University	Private	5,181	3,923	41%	59%	\$ 39,040	\$ 39,040
Iona College	Private	4,123	3,256	43%	57%	\$ 28,850	\$ 28,850
Loyola University	Private	6,061	3,807	40%	60%	\$ 39,350	\$ 39,350
Manhattan College	Private	3,412	3,002	54%	46%	\$ 26,920	\$ 26,920
Marist College	Private	6,140	5,189	43%	57%	\$ 27,740	\$ 27,740
Niagara University	Private	4,273	3,308	39%	61%	\$ 25,650	\$ 25,650
Rider University	Private	5,776	4,704	40%	60%	\$ 30,740	\$ 30,740
Saint Peter's College	Private	3,010	2,382	42%	58%	\$ 28,332	\$ 28,332
Siena College	Private	3,423	3,390	46%	54%	\$ 26,510	\$ 26,510
<b>Average</b>		<b>4,651</b>	<b>3,633</b>	<b>44%</b>	<b>56%</b>	<b>\$ 30,321</b>	<b>\$ 30,321</b>
<b>Variance</b>		<b>-53%</b>	<b>-43%</b>	<b>19%</b>	<b>-15%</b>	<b>3%</b>	<b>3%</b>
<b>Rank</b>		<b>11</b>	<b>11</b>	<b>2</b>	<b>10</b>	<b>3</b>	<b>3</b>
<b>Public</b>	<b>0</b>						
<b>Private</b>	<b>10</b>						

Source: National Center for Education Statistics



# Collegiate Consulting Report

MAAC institutions in 2010 have an average endowment of approximately \$80 million. Fairfield University ranked the highest in the conference with over \$203 million, while Saint Peter's College had the lowest total with only \$20.3 million. As a member of the MAAC, Merrimack would rank ninth in the conference and fall 61% below the average endowment. Eight of the ten MAAC institutions are classified as Master's Colleges & Universities (larger programs). Of the remaining two, Manhattan College is a Master's College & University (medium programs) while Siena College is a Baccalaureate College of Arts and Sciences.

Metro Atlantic Athletic Conference Endowment & Carnegie Classification			
Institution	Endowment	Carnegie Classification	
Merrimack College	\$ 30,837,487	Baccalaureate Colleges--Diverse Fields	
Canisius College	\$ 71,790,755	Master's Colleges & Universities (larger programs)	
Fairfield University	\$ 203,162,000	Master's Colleges & Universities (larger programs)	
Iona College	\$ 21,495,471	Master's Colleges & Universities (larger programs)	
Loyola University	\$ 122,605,187	Master's Colleges & Universities (larger programs)	
Manhattan College	\$ 42,844,985	Master's Colleges & Universities (medium programs)	
Marist College	\$ 106,542,266	Master's Colleges & Universities (larger programs)	
Niagara University	\$ 63,681,167	Master's Colleges & Universities (larger programs)	
Rider University	\$ 44,019,000	Master's Colleges & Universities (larger programs)	
Saint Peter's College	\$ 20,395,874	Master's Colleges & Universities (larger programs)	
Siena College	\$ 104,126,730	Baccalaureate College--Arts and Sciences	
<b>Average</b>	<b>\$ 80,066,344</b>	<b>Classification</b>	<b># of Institutions</b>
<b>Variance</b>	<b>-61%</b>	Baccalaureate College--Arts and Sciences	1
<b>Rank</b>	<b>9</b>	Master's Colleges & Universities (medium programs)	1
		Master's Colleges & Universities (larger programs)	8

Source: National Center for Education Statistics



## **Sports Sponsorship**

The conference average in the MAAC is 18.3 total sports sponsored per institution. Merrimack has one more men’s sport than the conference sports sponsorship, putting the institution just over the conference total of 24. The sports for Merrimack include the new sports offered through 2012-13. Fairfield, Manhattan, Marist and Saint Peter’s all offer the most sports in the conference with 20 each. Canisius and Iona both sponsor 16 programs, the lowest total in the MAAC.

<b>MAAC Total Sports Sponsored</b>			
<b>Institution</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
<b>Metro Atlantic Athletic Conference</b>	<b>13</b>	<b>11</b>	<b>24</b>
<b>Merrimack College</b>	13	12	<b>25</b>
Canisius College	8	8	<b>16</b>
Fairfield University	11	9	<b>20</b>
Iona College	8	8	<b>16</b>
Loyola University	10	7	<b>17</b>
Manhattan College	10	10	<b>20</b>
Marist College	9	11	<b>20</b>
Niagara University	9	8	<b>17</b>
Rider University	10	9	<b>19</b>
Saint Peter's College	11	9	<b>20</b>
Siena College	11	7	<b>18</b>
<b>Average</b>	<b>9.7</b>	<b>8.6</b>	<b>18.3</b>

*Source: Official Athletic Site of each institution.*

The average total of men’s programs offered in the MAAC is slightly lower at 8.6 sports per institution. All member institutions sponsor basketball, cross country and soccer. Baseball, golf and swimming & diving are offered at all but one. With the addition of swimming & diving, MC will offer all MAAC sports except for crew. It is important to note that men’s crew is not presently an NCAA sponsored sport. Additionally, MC sponsors non-conference sports of football and ice hockey. The new sports of golf, swimming & diving, and track & field align with the conference sport sponsorship.

MAAC Sport Sponsorship																	
Men's Sports	Total	BASE	MBB	CREW	X-C	FB	GOLF	IHCKY	LAX	ROW	SOCC	SWM	TENN	I-T/F	O-T/F	WP	WRES
<b>MAAC Sports</b>	<b>11</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		<b>X</b>		<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
<b>Merrimack College</b>	<b>12</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
Canisius College	8	X	X		X		X	X	X		X	X					
Fairfield University	9	X	X		X		X		X	X	X	X	X				
Iona College	8	X	X		X		X			X	X	X				X	
Loyola University	7		X		X		X		X		X	X	X				
Manhattan College	10	X	X	X	X		X		X		X	X		X	X		
Marist College	11	X	X	X	X	X			X		X	X	X	X	X		
Niagara University	8	X	X		X		X	X			X	X	X				
Rider University	9	X	X		X		X				X	X	X	X	X		X
Saint Peter's College	9	X	X		X		X				X	X	X	X	X		
Siena College	7	X	X		X		X		X		X		X				
<b>Average/Total</b>	<b>8.6</b>	<b>9</b>	<b>10</b>	<b>2</b>	<b>10</b>	<b>1</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>10</b>	<b>9</b>	<b>7</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>

Source: Official Athletic Site of each institution.

On average, 9.7 women's sports are offered at each MAAC member institution. Basketball, cross country, soccer and swimming & diving are sponsored at every conference member institution. With the addition of swimming & diving, Merrimack participates in all MAAC championship sports except for water polo, and additionally offers field hockey.

MAAC Sport Sponsorship																
Women's Sports	Total	WBB	X-C	BOWL	FH	GOLF	LAX	ROW	SOCC	SOFT	SWIM	TENN	I-T/F	O-T/F	VB	WP
<b>MAAC Sports</b>	<b>13</b>	<b>X</b>	<b>X</b>			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Merrimack College</b>	<b>13</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Canisius College	8	X	X				X	X	X	X	X				X	
Fairfield University	11	X	X		X	X	X	X	X	X	X	X			X	
Iona College	8	X	X				X	X	X		X				X	X
Loyola University	10	X	X				X	X	X		X	X	X	X	X	
Manhattan College	10	X	X				X	X	X		X	X	X	X	X	
Marist College	9	X	X				X	X	X		X	X	X	X		
Niagara University	9	X	X			X	X		X	X	X	X			X	
Rider University	10	X	X		X				X	X	X	X	X	X	X	
Saint Peter's College	11	X	X	X		X			X	X	X	X	X	X	X	
Siena College	11	X	X		X	X	X		X	X	X	X			X	X
<b>Average/Total</b>	<b>9.7</b>	<b>10</b>	<b>10</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>8</b>	<b>6</b>	<b>10</b>	<b>6</b>	<b>10</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>2</b>

Source: Official Athletic Site of each institution.

## **Directors' Cup Standings**

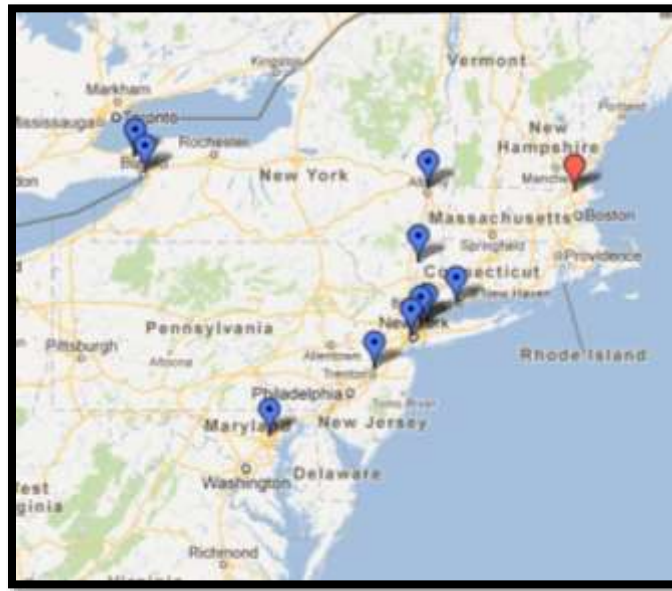
Collegiate Consulting researched two years of Directors' Cup standings for institutions in the the MAAC. The Directors' Cup ranks institutions based on the success of their teams in the postseason. Merrimack ranked 123<sup>rd</sup> in the Division II Directors' Cup in 2011-12 and 152 in 2010-11. In the MAAC, three institutions finished in the top-150 of the two-year time span: Loyola University, Iona College and Marist College.. The average ranking for member institutions was 213.4 with 58.05 points per institution in 2011-12.

MAAC 2011-2012 Director's Cup Standings			MAAC 2010-2011 Directors' Cup Standings		
School	Rank	Points	School	Rank	Points
Merrimack College	123	155.00	Merrimack College	152	114.00
Canisius College	242	25.00	Canisius College	280	0.00
Fairfield University	182	75.00	Fairfield University	280	0.00
Iona College	117	147.00	Iona College	81	231.50
Loyola University	96	190.00	Loyola University	187	65.00
Manhattan College	242	25.00	Manhattan College	238	25.00
Marist College	182	75.00	Marist College	150	100.00
Niagara University	242	25.00	Niagara University	238	25.00
Rider University	276	13.50	Rider University	238	25.00
Saint Peter's College	278	0.00	Saint Peter's College	205	50.00
Siena College	277	5.00	Siena College	205	50.00
<b>Average</b>	<b>213.4</b>	<b>58.05</b>	<b>Average</b>	<b>210.2</b>	<b>57.15</b>
<b>Variance</b>	<b>-42%</b>		<b>Variance</b>	<b>-28%</b>	
<b>Rank</b>	<b>3</b>		<b>Rank</b>	<b>3</b>	

## **Conference Footprint**

Collegiate Consulting researched travel distances for each institution in the MAAC to determine their geographic proximity to Merrimack College. Data provided is the calculated distance between cities using googlemaps.com. For consistency, miles indicated represent the shortest travel time. In addition, a driving time estimate is calculated based on travel distance.

The MAAC has a geographical footprint of four states – Connecticut, Maryland, New Jersey and New York. Merrimack would be the easternmost institution and the first in Massachusetts.



Travel distances between Merrimack and MAAC members are an average driving time of 5.3 hours. The closest institution is Fairfield University in Fairfield, CT at 173 miles and slightly over three hours away. Other institutions less than 250 miles from North Andover include Siena College, Iona College, Manhattan College, Marist College and Saint Peter’s College.

MAAC One Way Travel Distance				
Institution	Location	Distance	Time Estimate	
			Hours	Min
Canisius College	Buffalo, NY	464	8	5
Fairfield University	Fairfield, CT	173	3	11
Iona College	New Rochelle, NY	207	3	53
Loyola University	Baltimore, MD	416	7	53
Manhattan College	Bronx, NY	213	4	4
Marist College	Poughkeepsie, NY	220	4	7
Niagara University	Lewiston, NY	484	8	21
Rider University	Lawrenceville, NJ	283	5	28
Saint Peter's College	Jersey City, NJ	234	4	31
Siena College	Latham, NY	185	3	18
<b>Average from Merrimack (North Andover, MA)</b>		<b>288</b>	<b>5.3</b>	

Source: [www.googlemaps.com](http://www.googlemaps.com) - "Shortest Time"



## **AMERICA EAST CONFERENCE**

### **Conference Background**

Now in its fourth decade of operation, America East has evolved into one of the most comprehensive NCAA Division I conferences with a commitment to broad-based, competitive athletics programs, complementing the academic integrity and missions of the member institutions.

### Member Schools

With a geographic footprint covering the Mid-Atlantic to Northeast regions of the United States, America East strives to develop champions in academics, athletics and leadership at its nine member institutions: University of Albany, Binghamton University, Boston University, University of Hartford, University of Maine, UMBC, University of New Hampshire, Stony Brook University and University of Vermont.

### Championship Sports

Progressive in its approach to its more than 3,400 student-athletes, America East recognizes champions in each of its 20 sports:

#### Men's

Baseball  
Basketball  
Cross Country  
Indoor Track & Field  
Lacrosse  
Outdoor Track & Field  
Soccer  
Swimming & Diving  
Tennis

#### Women's

Basketball  
Cross Country  
Field Hockey  
Indoor Track & Field  
Lacrosse  
Outdoor Track & Field  
Soccer  
Softball  
Swimming & Diving  
Tennis  
Volleyball

### Awards

#### Academics

America East also conducts the nation's most comprehensive academic recognition program for student-athletes. Vermont captured its seventh straight America East Academic Cup in 2011 after its student-athletes registered a cumulative 3.17 grade-point average. Six of the nine schools earned a 3.0 GPA or better. America East's 3,400 student-athletes registered a combined 3.07 GPA during the 2010-11 academic year and more than half of them were named to America East's Academic Honor Roll for recording GPAs of 3.0 or better. Twenty-nine America East student-athletes earned All-America recognition, including one each in men's basketball and men's and women's soccer, five in men's lacrosse, two each in women's lacrosse, baseball and field hockey and 15 in cross country/track & field. Binghamton University's Sven Vloedgraven (tennis) and University at Albany's Nikki Branchini (lacrosse) were named 2010-11 America East Male

and Female Scholar-Athletes of the Year, respectively. Nineteen student-athletes were recognized as America East Scholar-Athletes and 169 received All-Academic recognition in their respective sports. Thirty America East teams were publicly recognized by the NCAA for their multiyear Academic Progress Rate (APR) for finishing among the top 10% of teams in the nation. Three Schools (Boston U., New Hampshire, Vermont) ranked among the nation's best in Graduation Success Rate (GSR), with scores of 94 or better. Nearly one-third of all America East teams had perfect GSR scores.

## Leadership

For the second straight year, America East partnered with Newman's Own Foundation to encourage community service among students through the NOF Campus Community Challenge. Nine grants of \$7,500 to \$25,000 were awarded to honor and support student groups engaged in philanthropy and community service. In total, more than \$100,000 was given to America East student groups. University at Albany women's lacrosse standout Nikki Branchini was selected the 2011 America East Woman of the Year for a distinguished career in the areas of academic achievement, athletics excellence, service and leadership. Student-athletes who competed in the America East Swimming & Diving Championship and University at Albany's men's basketball team were named the 2011 America East Sportsmanship Award winners. Five America East institutions are ranked among the top 105 national universities according to the U.S News and World Report America's Best College Guide and UMBC was recognized as the top "Up-and-Coming" university in the country for the second straight year.

## **Institutional Analysis**

The average fall 2010 undergraduate enrollment for America East is 11,998. Merrimack's undergraduate population of 2,074 would be the lowest in the conference, as would its total student population. The average gender enrollment ratio in America East is 49% male and 51% female, while Merrimack's ratio is 52% male, 48% female.

America East member institutions for 2010-11 had an average in-state tuition of \$15,304 and an out-of-state cost of \$24,430. With tuition of \$31,380, Merrimack would rank second for in-state and third for out-of-state costs. Seven AE members are public institutions and two are private.

America East Institutional Analysis							
America East Conference	Public-Private	Enrollment Fall 2010		% of Undergraduate		Tuition & Fees 2010-2011	
		Total	Undergrad	Male	Female	In-state	Out-of-State
Merrimack College	Private	2,168	2,074	52%	48%	\$ 31,380	\$ 31,380
University of Albany	Public	17,615	12,959	51%	49%	\$ 7,172	\$ 15,282
Binghamton University	Public	14,895	11,787	53%	47%	\$ 7,216	\$ 15,326
Boston University	Private	32,179	18,166	41%	59%	\$ 39,864	\$ 39,864
University of Hartford	Private	7,180	5,498	48%	52%	\$ 29,852	\$ 29,852
University of Maine	Public	11,501	9,183	51%	49%	\$ 10,142	\$ 25,172
University of Maryland, Baltimore County	Public	12,888	10,210	55%	45%	\$ 9,171	\$ 19,108
University of New Hampshire	Public	15,095	12,458	45%	55%	\$ 13,672	\$ 27,642
Stony Brook University	Public	24,363	16,126	52%	48%	\$ 6,580	\$ 14,990
University of Vermont	Public	13,554	11,593	43%	57%	\$ 14,066	\$ 32,630
<b>Average</b>		<b>16,586</b>	<b>11,998</b>	<b>49%</b>	<b>51%</b>	<b>\$ 15,304</b>	<b>\$ 24,430</b>
<b>Variance</b>		<b>-87%</b>	<b>-83%</b>	<b>7%</b>	<b>-6%</b>	<b>105%</b>	<b>28%</b>
<b>Rank</b>		<b>10</b>	<b>10</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>3</b>
<b>Public</b>	<b>7</b>						
<b>Private</b>	<b>2</b>						

Source: National Center for Education Statistics



The average endowment in America East is over \$209 million. Boston University had the highest endowment with more than \$1 billion, while Albany had the lowest endowment with just under \$30 million. MC would rank second to last in the conference with a reported endowment of \$30.8 million, 85% below the conference average. Of the nine AE institutions, five are classified as Research Universities (high research activity). Merrimack would be the only Baccalaureate College. Of the remaining AE institutions, three are classified as Research Universities (very high research activity) and the other is a Master's College and University (larger programs).

America East Conference			
Institution	Endowment	Carnegie Classification	
Merrimack College	\$ 30,837,487	Baccalaureate Colleges--Diverse Fields	
University of Albany	\$ 29,523,196	Research Universities (very high research activity)	
Binghamton University	\$ 63,071,835	Research Universities (high research activity)	
Boston University	\$ 1,022,401,170	Research Universities (very high research activity)	
University of Hartford	\$ 91,397,000	Master's Colleges & Universities (larger programs)	
University of Maine	\$ 54,467,000	Research Universities (high research activity)	
University of Maryland, Baltimore County	\$ 48,874,880	Research Universities (high research activity)	
University of New Hampshire	\$ 194,753,318	Research Universities (high research activity)	
Stony Brook University	\$ 101,139,144	Research Universities (very high research activity)	
University of Vermont	\$ 276,153,000	Research Universities (high research activity)	
<b>Average</b>	<b>\$ 209,086,727</b>	<b>Classification</b>	<b># of Institutions</b>
<b>Variance</b>	<b>-85%</b>	Research Universities (high research activity)	5
<b>Rank</b>	<b>9</b>	Research Universities (very high research activity)	3
		Master's Colleges & Universities (larger programs)	1

Source: National Center for Education Statistics

## Sports Sponsorship

Collegiate Consulting researched the America East Conference's sports participation, including sports offered at each institution. The conference average for total number of sports sponsored is 19.4. Merrimack has two more women's and men's sports than the conference, with a total of 25 sports. Binghamton University and Boston University both have more than 20 sports, with New Hampshire and Stony Brook having the same total as the Conference. Albany, Hartford, Maine, UMBC and Vermont are all below the America East average.

America East Conference Total Sports Sponsored			
Institution	Women	Men	Total
<b>America East Conference</b>	<b>11</b>	<b>9</b>	<b>20</b>
<b>Merrimack College</b>	<b>13</b>	<b>12</b>	<b>25</b>
University of Albany	11	8	19
Binghamton University	10	11	21
Boston University	13	10	23
University of Hartford	9	9	18
University of Maine	9	8	17
University of Maryland, Baltimore County	10	9	19
University of New Hampshire	12	8	20
Stony Brook University	10	10	20
University of Vermont	10	8	18
<b>Average</b>	<b>10.4</b>	<b>9.0</b>	<b>19.4</b>

Source: Official Athletic Site of each institution.

America East institutions sponsor an average of nine men's sports. All offer basketball as well as indoor and outdoor track & field. The AE also offers conference championships in baseball, cross-country, lacrosse, soccer, swimming & diving, and tennis. By adding swimming & diving for the 2012-13 season, Merrimack offers all AE championship sports in addition to football and ice hockey. MC will also sponsor golf beginning in 2012-13.

America East Conference Sport Sponsorship																
Men's Sports	Total	BASE	MBB	CREW	X-C	FB	GOLF	IHKY	LAX	SOCC	SKI	SWM	TENN	I-T/F	O-T/F	WRES
<b>America East Sports</b>	<b>9</b>	<b>X</b>	<b>X</b>		<b>X</b>				<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	
<b>Merrimack College</b>	<b>12</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	
University of Albany	8	X	X		X	X			X	X				X	X	
Binghamton University	11	X	X		X		X		X	X		X	X	X	X	X
Boston University	10		X	X	X			X		X		X	X	X	X	X
University of Hartford	9	X	X		X		X		X	X			X	X	X	
University of Maine	8	X	X		X	X		X				X		X	X	
University of Maryland, Baltimore County	9	X	X		X				X	X		X	X	X	X	
University of New Hampshire	8		X		X	X		X		X	X			X	X	
Stony Brook University	10	X	X	X		X			X	X		X	X	X	X	
University of Vermont	8		X		X			X	X	X	X			X	X	
<b>Average/Total</b>	<b>9.0</b>	<b>6</b>	<b>9</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>9</b>	<b>2</b>

Source: Official Athletic Site of each institution.

America East institutions average 10.4 women's sports each. Every school offers basketball, cross country and soccer as well as indoor and outdoor track & field. The AE also offers a conference championship in field hockey, lacrosse, softball, swimming & diving, tennis and volleyball. Merrimack will add swimming & diving in the 2012-13 year, and plans to sponsor ice hockey in the future.

America East Conference Sport Sponsorship																	
Women's Sports	Total	WBB	X-C	FH	Golf	GYM	IHCKY	LAX	ROW	SKI	SOCC	SOFT	SWIM	TENN	I-T/F	O-T/F	VB
<b>Conference Sports</b>	<b>11</b>	X	X	X				X			X	X	X	X	X	X	X
<b>Merrimack College</b>	<b>13</b>	X	X	X	X			X	X		X	X	X	X	X	X	X
University of Albany	11	X	X	X	X			X			X	X		X	X	X	X
Binghamton University	10	X	X					X			X	X	X	X	X	X	X
Boston University	13	X	X	X	X		X	X	X		X	X	X	X	X	X	
University of Hartford	9	X	X		X						X	X		X	X	X	X
University of Maine	9	X	X	X			X				X	X	X		X	X	
University of Maryland, Baltimore County	10	X	X					X			X	X	X	X	X	X	X
University of New Hampshire	12	X	X	X		X	X	X		X	X		X		X	X	X
Stony Brook University	10	X	X					X			X	X	X	X	X	X	X
University of Vermont	10	X	X	X			X	X		X	X		X		X	X	
<b>Average/Total</b>	<b>10.4</b>	<b>9</b>	<b>9</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>9</b>	<b>9</b>	<b>6</b>

Source: Official Athletic Site of each institution.

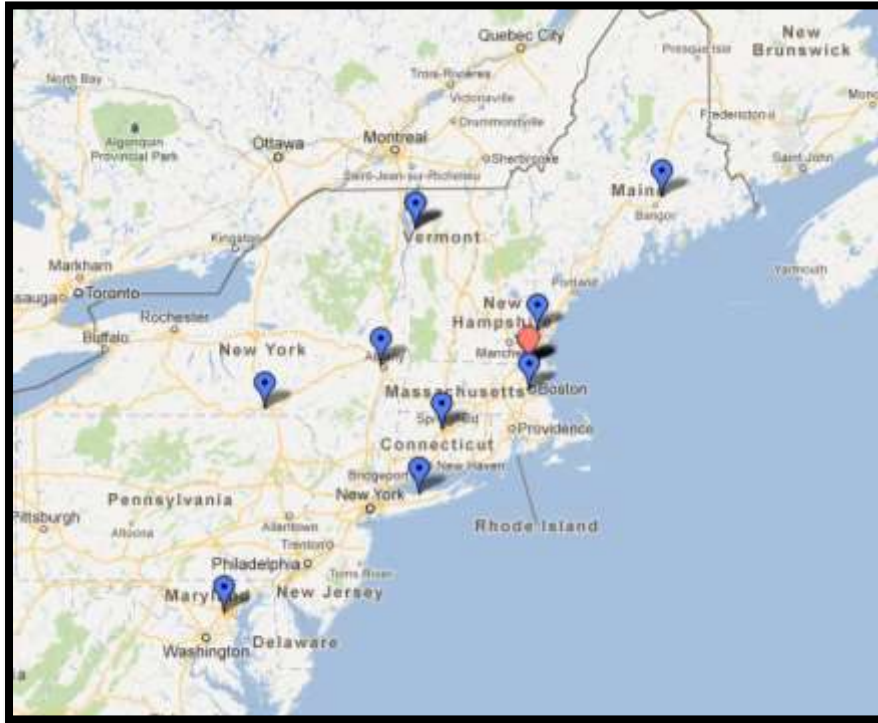
## Directors' Cup Standings

Five institutions in the AE finished in the top-150 over the two-year period: University of Albany, University of Maine, Stony Brook University, Boston University, University of New Hampshire, University of Vermont and Binghamton University. The average rank for the America East Conference was 156.1 in 2011-12.

America East 2011-2012 Director's Cup Standings			America East 2010-2011 Directors' Cup Standings		
School	Rank	Points	School	Rank	Points
<b>Merrimack College</b>	<b>123</b>	<b>155.00</b>	<b>Merrimack College</b>	<b>152</b>	<b>114.00</b>
University of Albany	154	100.00	University of Albany	123	135.00
Binghamton University	147	107.50	Binghamton University	164	86.50
Boston University	83	230.00	Boston University	82	229.00
University of Hartford	278	0.00	University of Hartford	205	50.00
University of Maine	163	95.00	University of Maine	25	238.00
University of Maryland, Baltimore County	278	0.00	University of Maryland, Baltimore County	205	50.00
University of New Hampshire	102	177.00	University of New Hampshire	76	242.50
Stony Brook University	68	276.00	Stony Brook University	116	149.00
University of Vermont	132	125.00	University of Vermont	176	72.00
<b>Average</b>	<b>156.1</b>	<b>123.39</b>	<b>Average</b>	<b>130.2</b>	<b>139.11</b>
<b>Variance</b>	<b>-21%</b>		<b>Variance</b>	<b>17%</b>	
<b>Rank</b>	<b>4</b>		<b>Rank</b>	<b>6</b>	

## **Conference Footprint**

The America East has a footprint of seven states – Connecticut, Maine, Maryland, Massachusetts, New Hampshire, New York, and Vermont. North Andover’s location is very centralized in comparison with other AE member institutions.



The closest institution to Merrimack is Boston University, which is 36 miles away. The University of Albany, University of Hartford, University of Maine, University of New Hampshire, and University of Vermont are all less than 250 miles away. The farthest is UMBC in Baltimore, Maryland, at 423 miles away. On average, AE institutions are just over 3.5 hours (202 miles) away from the Merrimack College campus.



# Collegiate Consulting Report

America East One Way Travel Distance				
Institution	Location	Distance	Time Estimate	
			Hours	Min
University of Albany	Albany, NY	186	3	18
Binghamton University	Vestal, NY	319	5	23
Boston University	Boston, MA	28	0	36
University of Hartford	Hartford, CT	118	2	9
University of Maine	Orono, ME	232	3	50
University of Maryland, Baltimore County	Baltimore, MD	423	7	57
University of New Hampshire	Durham, NH	48	0	54
Stony Brook University	Stony Brook, NY	268	5	2
University of Vermont	Burlington, VT	197	3	7
<b>Average from Merrimack (North Andover, MA)</b>		<b>202</b>	<b>3.6</b>	

## ATHLETIC EXPENSES

Collegiate Consulting researched athletic expenses for the America East and Metro Atlantic Athletic Conference using the 2010-11 EADA report. Information is provided for total athletic expenses and sports operating expenditures. For sports operating expenses, information is provided for all current Merrimack sports. In addition, data is provided for men’s golf which was scheduled to begin in 2012-13. Merrimack information is based on the 2010-11 EADA report, and therefore does not include information on some of the current sports. In those instances, averages for the conference are provided by sport, though current analysis for Merrimack is shown.

### Metro Atlantic Athletic Conference

Collegiate Consulting researched the total athletic expenses for MAAC institutions. On average MAAC members have a total expense of \$10.8 million approximately \$3.2 million above that of Merrimack. Merrimack falls 29% and \$3.18 million below this conference average. Fairfield has the largest budget with \$15.6 million, while Saint Peter’s spends the least with only \$7.1 million. Merrimack ranks tenth in the conference.

MAAC Total Athletic Expenses	
School	Budget
<b>Merrimack</b>	<b>\$ 7,615,916</b>
Canisius	\$ 9,681,252
Fairfield	\$ 15,681,051
Iona	\$ 9,690,609
Loyola	\$ 14,504,154
Manhattan	\$ 9,007,037
Marist	\$ 10,677,531
Niagara	\$ 9,731,582
Rider	\$ 10,710,354
Saint Peter's	\$ 7,143,180
Siena	\$ 11,191,721
<b>MAAC Average</b>	<b>\$ 10,801,847</b>
<b>Variance</b>	<b>-29%</b>
<b>Rank</b>	<b>10</b>

Source: 2010-11 EADA



## Sports Operating Expenses

All sports for Merrimack where data was available fall below the average for the MAAC. Men's ice hockey is the closest falling only \$2,444 below. For sports with data available, MC falls approximately \$1.25 million behind the average. The greatest discrepancy is men's and women's basketball at \$222,874 and \$130,139 below respectively. On average Merrimack is 56% below the average.

MAAC Sports Operating Expenses				
Sport	Merrimack	Average	Variance	Differential
<b>Men's Sports</b>				
Baseball	\$ 58,018	\$ 118,329	-51%	\$ 60,311
Basketball	\$ 33,631	\$ 256,505	-87%	\$ 222,874
Football	\$ 98,781	\$ 361,727	-73%	\$ 262,946
Golf		\$ 39,084		
Hockey	\$ 204,014	\$ 206,458	-1%	\$ 2,444
Lacrosse	\$ 71,867	\$ 145,708	-51%	\$ 73,841
Soccer	\$ 41,755	\$ 69,184	-40%	\$ 27,429
Swimming & Diving		\$ 47,268		
Tennis	\$ 13,698	\$ 22,605	-39%	\$ 8,907
Track & Field/CC	\$ 8,789	\$ 42,255	-79%	\$ 33,466
<b>Women's Sports</b>				
Basketball	\$ 41,412	\$ 171,551	-76%	\$ 130,139
Field Hockey	\$ 16,318	\$ 36,727	-56%	\$ 20,409
Golf		\$ 29,678		
Lacrosse	\$ 35,848	\$ 78,393	-54%	\$ 42,545
Rowing		\$ 53,403		
Soccer	\$ 28,449	\$ 72,438	-61%	\$ 43,989
Softball	\$ 28,800	\$ 64,849	-56%	\$ 36,049
Swimming & Diving		\$ 46,238		
Tennis	\$ 13,698	\$ 17,835	-23%	\$ 4,137
Track & Field/CC	\$ 8,802	\$ 36,964	-76%	\$ 28,162
Volleyball	\$ 22,078	\$ 65,734	-66%	\$ 43,656
<b>Total</b>	<b>\$ 725,958</b>	<b>\$ 1,982,933</b>	<b>-56%</b>	<b>\$ 1,256,975</b>

## **America East**

Based on 2010-11 data, the average total athletic expenses for America East is \$17 million with a conference high of \$27.5 million at Boston University. Hartford had the lowest budget at \$11.2 million. Merrimack's budget of \$7.6 million is 55% below the conference average and ranks tenth in the conference.

<b>America East Total Athletic Expenses</b>	
<b>School</b>	<b>Budget</b>
<b>Merrimack</b>	<b>\$ 7,615,916</b>
Albany	\$ 14,672,538
Binghamton	\$ 11,527,385
Boston University	\$ 27,542,310
Hartford	\$ 11,232,756
Maine	\$ 15,936,344
Maryland - Baltimore Co.	\$ 11,436,691
New Hampshire	\$ 27,292,423
Stony Brook	\$ 17,765,883
Vermont	\$ 15,599,768
<b>AE Average</b>	<b>\$ 17,000,678</b>
<b>Variance</b>	<b>-55%</b>
<b>Rank</b>	<b>10</b>

Source: 2010-11 EADA



## Sports Operating Expenses

Similar to the MAAC, all sports for Merrimack where data was available fall below the average for the America East. Men's tennis is the closest to the average falling only \$19,692 below. For sports with data available, MC falls approximately \$2 million below the average, a deficit of approximately \$750,000 greater than that of the MAAC. Men's and women's basketball and hockey have the largest differential. These sports are more than \$150,000 or more below. On average Merrimack is 74% below the average.

America East Sports Operating Expenses				
Sport	Merrimack	Average	Variance	Differential
<b>Men's Sports</b>				
Baseball	\$ 58,018	\$ 136,484	-57%	\$ 78,466
Basketball	\$ 33,631	\$ 242,855	-86%	\$ 209,224
Football	\$ 98,781	\$ 505,907	-80%	\$ 407,126
Golf		\$ 58,715		
Hockey	\$ 204,014	\$ 363,052	-44%	\$ 159,038
Lacrosse	\$ 71,867	\$ 121,643	-41%	\$ 49,776
Soccer	\$ 41,755	\$ 78,169	-47%	\$ 36,414
Swimming & Diving		\$ 58,434		
Tennis	\$ 13,698	\$ 33,390	-59%	\$ 19,692
Track & Field/CC	\$ 8,789	\$ 113,946	-92%	\$ 105,157
<b>Women's Sports</b>				
Basketball	\$ 41,412	\$ 201,304	-79%	\$ 159,892
Field Hockey	\$ 16,318	\$ 105,425	-85%	\$ 89,107
Golf		\$ 47,445		
Lacrosse	\$ 35,848	\$ 92,000	-61%	\$ 56,152
Rowing		\$ 133,489		
Soccer	\$ 28,449	\$ 79,819	-64%	\$ 51,370
Softball	\$ 28,800	\$ 101,555	-72%	\$ 72,755
Swimming & Diving		\$ 69,391		
Tennis	\$ 13,698	\$ 39,245	-65%	\$ 25,547
Track & Field/CC	\$ 8,802	\$ 88,371	-90%	\$ 79,569
Volleyball	\$ 22,078	\$ 71,412	-69%	\$ 49,334
<b>Total</b>	<b>\$ 725,958</b>	<b>\$ 2,742,050</b>	<b>-74%</b>	<b>\$ 2,016,092</b>

\*Data based on 2010-11 season Operating



## ATHLETIC REVENUES

Collegiate Consulting researched athletic revenues using data available from the USA Today for 2010-11. This data is only available for public institutions and was obtained through open record requests. Information was gathered for ticket sales, student fees, school funds, contributions, rights/licensing and other revenues for informational purposes. No data was available for Merrimack in order to complete a benchmarking assessment. Consisting entirely of private institutions, USA Today did not report the sources of revenue for MAAC members.

In the America East, the average revenue for reporting institutions in 2010-11 was \$18.2 million. New Hampshire earned the most in revenue with \$26.2 million, while UMBC earned only slightly over \$13.4 million. School funds provided the most revenue for conference member institutions, accounting for 44% of total revenue, while ticket sales revenue only accounted for 4%. On average ticket sales accounted for \$809,282, contributions for \$1,026,859 and rights/licensing for \$1,165,527.

America East Athletic Revenue							
School	Ticket Sales	Student Fees	School Funds	Contributions	Rights/Licensing	Other Revenue	Total Revenue
Albany	\$92,295	\$5,856,032	\$6,588,292	\$614,179	\$1,031,882	\$625,517	\$ 14,808,197
Binghamton	\$ 401,556	\$ 5,134,149	\$ 5,554,484	\$ 450,904	\$ 1,549,354	\$ 496,150	\$ 13,586,597
Boston University	Data not provided						
Hartford	Data not provided						
Maine	\$ 1,344,794	\$ -	\$ 12,096,275	\$ 1,446,805	\$ 1,904,081	\$ 1,651,664	\$ 18,443,619
Maryland - Baltimore Co.	\$ 41,413	\$ 7,684,365	\$ 3,975,866	\$ 113,407	\$ 679,868	\$ 922,611	\$ 13,417,530
New Hampshire	\$ 2,021,290	\$ 10,204,082	\$ 8,144,360	\$ 989,121	\$ 2,978,218	\$ 1,900,261	\$ 26,237,332
Stony Brook	\$ 238,183	\$ 7,289,961	\$ 10,597,183	\$ 2,962,821	\$ 1,717,743	\$ 1,531,074	\$ 24,336,965
Vermont	\$ 1,525,514	\$ 2,512,943	\$ 9,459,534	\$ 610,776	\$ 1,531,722	\$ 1,031,414	\$ 16,671,903
<b>AE Average</b>	<b>\$ 809,292</b>	<b>\$ 5,525,933</b>	<b>\$ 8,059,428</b>	<b>\$ 1,026,859</b>	<b>\$ 1,627,553</b>	<b>\$ 1,165,527</b>	<b>\$ 18,214,592</b>

Source: USA Today - 2010-11 data.

## **ATHLETIC FINANCIAL AID**

Collegiate Consulting has provided financial aid benchmarking for the NCAA maximum allowable financial aid and America East. Data for the MAAC is not available. Within each section a variance and differential is calculated comparing Merrimack to the benchmarking point. Merrimack College data for financial aid equivalencies are based on the athletic departments five year budget plan and goals for athletic financial aid using the 45% discount rate. Merrimack has a goal of 228.35 equivalencies with 127.8 for men and 100.55 for women.

### **NCAA Maximum Allowable Aid**

Based on institution goals, MC would fund six sports at the NCAA maximum. These sports include men's and women's basketball, hockey, men's and women's lacrosse and men's soccer. All other sports are funded below. In total, men's sports fall 31.9 equivalencies below the available maximum. Women's sports fall 42.45 below the maximum. The greatest differential was in men's football with athletic financial aid at 23 equivalencies below, accounting for approximately 31% of the total differential.

NCAA Maximum Athletic Financial Aid				
	Merrimack Goal	Maximum Allowable	Variance	Differential
<b>Men's Sport</b>				
Baseball	10.70	11.70	-9%	-1.00
Basketball	13.00	13.00	0%	0.00
Football	40.00	63.00	-37%	-23.00
Golf	2.65	4.50	-41%	-1.85
Hockey	18.00	18.00	0%	0.00
Lacrosse	12.60	12.60	0%	0.00
Soccer	9.90	9.90	0%	0.00
Swim & Dive	6.70	9.90	-32%	-3.20
Tennis	2.65	4.50	-41%	-1.85
Track & Field/XC	11.60	12.60	-8%	-1.00
<b>Men's Total</b>	<b>127.8</b>	<b>159.70</b>	<b>-93%</b>	<b>-31.90</b>
<b>Women's Sport</b>				
Basketball	15.00	15.00	0%	0.00
Field Hockey	7.00	12.00	-42%	-5.00
Golf	3.30	6.00	-45%	-2.70
Lacrosse	12.00	12.00	0%	0.00
Soccer	9.90	14.00	-29%	-4.10
Softball	7.65	12.00	-36%	-4.35
Swim & Dive	8.40	14.00	-40%	-5.60
Rowing	13.25	20.00	-34%	-6.75
Tennis	2.65	8.00	-67%	-5.35
Track & Field/XC	16.70	18.00	-7%	-1.30
Volleyball	4.70	12.00	-61%	-7.30
<b>Women's Total</b>	<b>100.55</b>	<b>143.00</b>	<b>-30%</b>	<b>-42.45</b>
<b>Total</b>	<b>228.35</b>	<b>302.70</b>	<b>-25%</b>	<b>-74.35</b>

Merrimack College - Financial aid goal is based on the Merrimack 5 Year Budget using the 45% discount rate.

## **America East**

Data is provided for the average spending and equivalencies for the America East Conference. Totals were based only on the sports where America East data was available. The AE has a total average equivalency of 159.75. The MC goal for the same sports is 169.15 totaling 6% above the conference.

Overall MC goals are at or above the conference average for all men's sports. For the men's programs, the AE average is 66.09. Merrimack's total for those respective sports are 85.15 falling 29% above the average.

On the women's side, MC's goal of 84 equivalencies is 10% below the AE average of 93.66. In total six women's sports are below the average. The greatest differential is in women's volleyball at 5.31 below the average.

America East Athletic Financial Aid					
	Merrimack Goal	Average Spending	Average Equivalencies	Variance	Differential
<b>Men's Sport</b>					
Baseball	10.70	\$ 253,000	7.54	42%	3.16
Basketball	13.00	\$ 436,000	13.00	0%	0.00
Football					
Golf*					
Hockey*	18.00		18.00	0%	0.00
Lacrosse	12.60	\$ 257,000	7.66	64%	4.94
Soccer	9.90	\$ 272,000	8.11	22%	1.79
Swim & Dive	6.70	\$ 166,000	4.95	35%	1.75
Tennis	2.65	\$ 53,000	1.58	68%	1.07
Track & Field/XC	11.60	\$ 176,000	5.25	121%	6.35
<b>Men's Total</b>	<b>85.15</b>		<b>66.09</b>	<b>29%</b>	<b>19.06</b>
<b>Women's Sport</b>					
Basketball	15.00	\$ 430,000	15.00	0%	0.00
Field Hockey	7.00	\$ 292,000	10.19	-31%	-3.19
Golf*					
Lacrosse	12.00	\$ 261,000	9.10	32%	2.90
Soccer	9.90	\$ 354,000	12.35	-20%	-2.45
Softball	7.65	\$ 287,000	10.01	-24%	-2.36
Swim & Dive	8.40	\$ 271,000	9.45	-11%	-1.05
Rowing*					
Tennis	2.65	\$ 170,000	5.93	-55%	-3.28
Track & Field/XC	16.70	\$ 333,000	11.62	44%	5.08
Volleyball	4.70	\$ 287,000	10.01	-53%	-5.31
<b>Women's Total</b>	<b>84.00</b>		<b>93.66</b>	<b>-10%</b>	<b>-9.66</b>
<b>Total</b>	<b>169.15</b>		<b>159.75</b>	<b>6%</b>	<b>9.40</b>

\*Not an AE championship sport

## Staffing and Salaries

Collegiate Consulting completed staffing and salary research for administrative and coaching positions.

## **Administration**

### Staffing

Collegiate Consulting compared the administrative positions at Merrimack College with the America East and MAAC averages. Data was collected from the Merrimack athletics website and organizational chart, as well as the 2011 ADA Survey.

Compared to the America East, MC fell 54% below the conference staffing average. Merrimack did not have any positions listed for neither development nor administrative assistance, while the AE average for those two position areas were 2.7 and 3.9, respectively.

<b>Administrative Staffing</b>				
<b>Position</b>	<b>Merrimack</b>	<b>America East</b>		<b>AE Variance</b>
	<b>Staff</b>	<b>Staff</b>	<b>GA</b>	<b>Staff</b>
Athletic Director	1.0	1.0	0.0	0%
Compliance/Academics	2.0	6.4	0.0	-69%
Business	1.0	3.0	0.0	-67%
Development	0.0	2.7	0.0	-100%
Sports Information	2.0	3.4	0.2	-41%
Marketing & Ticketing	4.0	3.3	0.1	21%
Sports Medicine/Athletic Trainer	6.0	5.7	0.9	5%
Strength & Conditioning	1.0	2.3	0.3	-57%
Facilities/Equipment/Grounds/Game Operations	1.0	7.2	0.3	-86%
Administrative Ass't	0.0	3.9	0.0	-100%
<b>Total</b>	<b>18</b>	<b>39</b>	<b>2</b>	<b>-54%</b>

Merrimack does fall more in line with the MAAC in regards to administrative staffing, wherein the variance falls to 8% below the conference average. The largest differences in departmental staffing are from sports information, facilities, and administrative assistance.

MAAC Administrative Staffing				
Position	Merrimack	MAAC		MAAC Variance
	Staff	Staff	GA	Staff
Athletic Director	1.0	1.0	0.0	0%
Compliance/Academics	2.0	2.8	0.3	-29%
Business	1.0	1.0	0.1	0%
Development	0.0	0.3	0.0	-100%
Sports Information	2.0	3.1	0.6	-35%
Marketing & Ticketing	4.0	2.0	0.6	100%
Sports Medicine/Athletic Trainer	6.0	4.1	0.8	46%
Strength & Conditioning	1.0	1.1	0.0	-9%
Facilities/Equipment/Grounds/Game Operations	1.0	2.5	0.2	-60%
Administrative Ass't	0.0	1.7	0.0	-100%
<b>Total</b>	<b>18</b>	<b>20</b>	<b>3</b>	<b>-8%</b>

### Salaries

Salaries are provided for Merrimack College as well as similar positions in the America East and MAAC. The Director of Student-Athlete Welfare is benchmarked in comparison to the academic advisor position in the two conferences. Additionally, the SWA also serves as the Compliance Coordinator. Overall, Merrimack positions were moderately undercompensated in comparison to both conferences, though the AD salary is almost exactly in line with the MAAC average.



Administration Salary Comparison					
Position	Merrimack	AE	MAAC	AE Variance	MAAC Variance
<b>Administration</b>					
Athletic Director	\$ 141,984	\$ 187,475	\$ 142,618	-24%	0%
<b>Internal Operations</b>					
Assistant AD/ SWA	\$ 25,000	\$ 91,603	\$ 67,511	-73%	-63%
Director of Operations & Facilities	\$ 32,640	\$ 48,571		-33%	n/a
Director of Sports Turf & Grounds		\$ 56,753		n/a	n/a
Operations Coordinator (Assistant)		\$ 34,683		n/a	n/a
Equipment Manager	\$ 41,116	\$ 43,743		-6%	n/a
Assistant Equipment Manager		\$ 33,224		n/a	n/a
<b>External Operations</b>					
Senior Associate AD - External Affairs	\$ 83,130			n/a	n/a
Assistant (Associate) AD - Marketing		\$ 85,254	\$ 63,866	n/a	n/a
Marketing Coordinator (Assistant Director)	\$ 38,250	\$ 44,629		-14%	n/a
Director of Ticketing		\$ 37,192	\$ 30,300	n/a	n/a
<b>Sports Information</b>					
Assistant AD - Sports Communications (SID)	\$ 38,907	\$ 58,814	\$ 39,776	-34%	-2%
Associate SID	\$ 24,480	\$ 38,261		-36%	n/a
Assistant SID	\$ 13,872	\$ 38,698	\$ 31,275	-64%	-56%
<b>Academics/Compliance</b>					
Assistant AD Student-Athlete Development		\$ 73,349	\$ 52,975	n/a	n/a
Compliance Coord. (Assistant AD - Compliance)	\$ 25,000	\$ 34,750	\$ 36,913	-28%	-32%
Compliance Asst. (Asst. Director of Compliance)	\$ 25,000			n/a	n/a
Life Skills Coordinator (Assistant Director)		\$ 55,458		n/a	n/a
Academic Advisor	\$ 28,760	\$ 42,481	\$ 33,813	-32%	-15%
<b>Business Office</b>					
Sr. Assoc. AD - Finance & Admin.	\$ 82,000	\$ 71,515		15%	n/a
<b>Administration Salary Comparison</b>					
Position	Merrimack	AE	MAAC	AE Variance	MAAC Variance
<b>Athletic Training</b>					
Head Athletic Trainer (Trainer #1)		\$ 69,513	\$ 64,530	n/a	n/a
Associate Athletic Trainer (Trainer #2)		\$ 50,785	\$ 41,682	n/a	n/a
Associate Athletic Trainer (Trainer #3)		\$ 41,463	\$ 36,490	n/a	n/a
<b>Strength &amp; Conditioning</b>					
Strength & Conditioning Coach	\$ 48,223	\$ 55,742	\$ 40,093	-13%	20%
Strength & Conditioning Assistant Coach	\$ 10,200	\$ 39,347		-74%	n/a

## Coaches

### Staffing

Collegiate Consulting compared the number of coaches on staff at Merrimack with the America East, MAAC and the NCAA Division I maximum. Volunteer coaches were not included.

Overall, Merrimack fell 11 coaches below the America East average, eight below the MAAC, and 17 under the maximum number that the NCAA allows. Men's programs were understaffed by six when compared to the AE and seven positions under the MAAC, though both ice hockey and soccer are over the NCAA maximum for Division I. Women's



sports were only three coaches short of both the AE and MAAC averages, and only crew had more coaches than the NCAA allowable. Of the combined sports, only swimming and diving was below the AE and MAAC; the sport was also five coaches short of the NCAA maximum.

Coach Staffing							
Sport	NCAA DI Max	MC	AE	MAAC	Differential		
					NCAA	AE	MAAC
<b>Men's Sports</b>							
Baseball	3	3	3	4	0	0	1
Men's Basketball	4	2	5	5	2	3	3
Football	11	8	11	10	3	3	2
Men's Ice Hockey	3	4	5	4	-1	1	-1
Men's Lacrosse	3	3	3	3	0	0	0
Men's Soccer	3	4	3	4	-1	-1	0
Men's Tennis	2	1	1	2	1	0	1
<b>Women's Sports</b>							
Women's Basketball	4	2	5	5	2	3	3
Women's Crew	3	4	3	2	-1	-1	-2
Field Hockey	3	2	3	2	1	1	0
Women's Golf	2	2	1	1	0	-1	-1
Women's Lacrosse	3	2	3	2	1	1	0
Women's Soccer	3	3	2	3	0	-1	0
Softball	3	2	3	2	1	1	0
Women's Tennis	2	1	1	2	1	0	1
Volleyball	3	2	2	3	1	0	1
<b>Combined Sports</b>							
Swimming & Diving	6	1	3	4	5	2	3
Cross Country/Track & Field	6	4	4	4	2	0	0
<b>Total</b>	<b>67</b>	<b>50</b>	<b>61</b>	<b>62</b>	<b>17</b>	<b>11</b>	<b>12</b>
<b>Men's Sports Total</b>	<b>29</b>	<b>25</b>	<b>31</b>	<b>32</b>	<b>3</b>	<b>6</b>	<b>7</b>
<b>Women's Sports Total</b>	<b>26</b>	<b>20</b>	<b>23</b>	<b>23</b>	<b>6</b>	<b>3</b>	<b>3</b>
<b>Combined Sports Total</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>2</b>	<b>3</b>

## Salaries

Salaries are shown for current coaching positions at Merrimack College. Salary information for the America East and MAAC is provided from the 2010-11 Division I Annual Compensation Survey. A variance is calculated for each current position at Merrimack compared to the conferences. The conference salary information was not provided for field hockey, football, golf, ice hockey, lacrosse, and women's crew.



# Collegiate Consulting Report

Men's coaches are on average 71% below their counterparts in the AE and 64% below the MAAC average. The highest disparity for head coaches is in soccer, wherein MC has a shortfall of \$66,543 and \$49,225 when compared to the AE and MAAC.

Women's sports coaching salaries were 71% and 58% below the AE and MAAC averages. The volleyball head coach compensation had the greatest difference, needing an additional \$54,262 and \$36,585 to meet the conference averages.

Coaches' Salary Comparison					
Coaching Position	Merrimack	AE	MAAC	AE Variance	MAAC Variance
<b>Men's Basketball</b>					
Head Coach	\$ 82,359	\$ 176,205	\$ 189,365	-53%	-57%
Assistant Coach	\$ 32,773	\$ 65,445	\$ 63,053	-50%	-48%
<b>Baseball</b>					
Head Coach	\$ 22,950	\$ 67,695	\$ 48,213	-66%	-52%
Assistant Coach	\$ 5,100	\$ 36,137		-86%	
<b>Men's Soccer</b>					
Head Coach	\$ 15,606	\$ 82,149	\$ 64,831	-81%	-76%
Assistant Coach	\$ 3,912	\$ 35,066	\$ 34,580	-89%	-89%

Coaches' Salary Comparison					
Coaching Position	Merrimack	AE	MAAC	AE Variance	MAAC Variance
<b>Women's Basketball</b>					
Head Coach	\$ 78,234	\$ 128,355	\$ 123,634	-39%	-37%
Assistant Coach	\$ 36,720	\$ 59,311	\$ 59,197	-38%	-38%
<b>Softball</b>					
Head Coach	\$ 19,380	\$ 53,975	\$ 54,740	-64%	-65%
Assistant Coach	\$ 5,100	\$ 34,830		-85%	
<b>Women's Soccer</b>					
Head Coach	\$ 15,444	\$ 64,853	\$ 55,928	-76%	-72%
Assistant Coach	\$ 4,089	\$ 38,411		-89%	
<b>Women's Volleyball</b>					
Head Coach	\$ 10,200	\$ 64,462	\$ 46,785	-84%	-78%
Assistant Coach	\$ 3,570	\$ 40,512		-91%	

Coaches' Salary Comparison					
Coaching Position	Merrimack	AE	MAAC	AE Variance	MAAC Variance
<b>Men's &amp; Women's Cross Country/Track &amp; Field</b>					
Head Coach (T&F)	\$ 5,100	\$ 65,774		-92%	
Assistant Coach	\$ 5,100	\$ 35,914		-86%	
Assistant Coach	\$ 4,080	\$ 27,226		-85%	
<b>Men's/Women's Tennis</b>					
Head Coach	\$ 5,100	\$ 50,101	\$ 54,703	-90%	-91%

## CONFERENCE OVERVIEW

The Pioneer Football League is the only NCAA Football Championship Series non-scholarship conference in the nation. The PFL was developed as a reaction to NCAA legislation passed in 1991 requiring Division I institutions to sponsor all intercollegiate sports at the Division I level. The League formed soon after and began play in 1993, with Dayton winning the first conference title. Five charter members began the PFL, including Butler, Dayton, Drake, and Valparaiso. Evansville, the fifth charter member, stopped sponsoring football in 1997.

The league is comprised of NCAA Division I universities that all previously sponsored intercollegiate football at various levels, with the exception of Jacksonville, which started a non-scholarship program in 1998 and soon to be new additions of Mercer and Stetson. For the past four years, the PFL has jointly held the Gridiron Classic, a postseason championship game which pits the PFL champion and Northeast Conference champion.

### Members and Year Joining the PFL

- Butler (1991 – Charter Member)
- Dayton (1991 – Charter Member)
- Drake (1991 – Charter Member)
- Valparaiso (1991 – Charter Member)
- San Diego (1992)
- Davidson (2001)
- Jacksonville (2001)
- Morehead State (2001)
- Campbell (2008)
- Marist (2009)
- Mercer (2013)
- Stetson (2013)

## **PIONEER FOOTBALL LEAGUE STAFFING**

Collegiate Consulting researched the staffing of PFL institutions in the areas of football coaches, athletic training, strength & conditioning, equipment managers, and academic support/compliance for comparison to Stetson. Other than the football coaching area, staffing is not football exclusive. Averages were calculated based upon the number of people staffed in each category overall, not only football specific.

### Football Coaches

PFL institutions average 8.8 football coaching positions. Each institution has one head coach and two of the institutions, Dayton and Drake, have the head coach acting as either the offensive or defensive coordinator. Two schools, Jacksonville and Marist, do not have a designated offensive coordinator. All the institutions in the PFL have between five and seven position coaches, in addition to the head coach and any coordinators.

Pioneer League	Football Coaches				
	Head Coach	OC	DC	Position	Total
Butler	1	1	1	5	8
Campbell	1	1	1	6	9
Davidson	1	1	1	6	9
Dayton	1	1	HC	7	9
Drake	1	HC	1	6	8
Jacksonville	1	0	1	5	7
Marist	1	0	1	6	8
Morehead State	1	1	1	6	9
San Diego	1	1	1	7	10
Valparaiso*	1	2	1	7	11
<b>Average</b>					<b>8.8</b>

*\*Valparaiso lists co-Offensive Coordinators  
Source: [www.pioneer-football.org](http://www.pioneer-football.org)*

## Athletic Training

Institutions in the PFL average 5.9 staff members for athletic training. Campbell and Jacksonville are tied for the conference high in athletic training staff members at 8, while three schools (Dayton, Marist, and San Diego) are tied for the conference low of four. However, half of Campbell's staff is comprised of GA's or interns, while Dayton and San Diego list no GA's or interns.

Pioneer League	Athletic Trainers				
	Head	Associate	Assistant	GA/Intern	Total
Butler	1	2	2	1	6
Campbell	1	0	3	4	8
Davidson	1	0	5	0	6
Dayton	1	1	2	0	4
Drake	1	0	3	3	7
Jacksonville	1	0	5	2	8
Marist	1	0	2	1	4
Morehead State	2	0	1	2	5
San Diego	1	0	3	0	4
Valparaiso	1	1	2	3	7
<b>Average</b>					<b>5.9</b>

## Strength & Conditioning

PFL institutions average 2.5 strength & conditioning positions. San Diego has the conference high with 5 strength & conditioning staff members, while Marist and Valparaiso are tied for PFL low with only one strength & conditioning position. Dayton is the only institution that has volunteer strength & conditioning coaches. The majority of institutions in the league have one head strength & conditioning coach with either one or two assistants.

Pioneer League	Strength and Conditioning			
	Head	Assistant	Volunteer	Total
Butler	1	1	0	2
Campbell	1	1	0	2
Davidson	1	1	0	2
Dayton	1	1	2	4
Drake	1	2	0	3
Jacksonville	1	2	0	3
Marist	1	0	0	1
Morehead State	1	0.5	0	2
San Diego	1	4	0	5
Valparaiso	1	0	0	1
<b>Average</b>				<b>2.5</b>

## Equipment Managers

Institutions in the PFL average 1.3 staff members for equipment. Drake lists the most staff members (3) with one manager and two assistants. Three institutions (Campbell, Marist, and Morehead State) do not list any staff members for equipment management.

Pioneer League	Equipment Manager		
	Manager	Assistant	Total
Butler	2	0	2
Campbell	0	0	0
Davidson	1	1	2
Dayton	0.5	1	1.5
Drake	1	2	3
Jacksonville	1	1	2
Marist	0	0	0
Morehead State	0	0	0
San Diego	1	0	1
Valparaiso	1	0	1
<b>Average</b>			<b>1.3</b>

## Academic Support & Compliance

Academics and compliance often overlap within athletic departments, so research was conducted combining the two areas. The PFL average number of staff members for academics/compliance is 3.4. Jacksonville has the conference high with seven staff members, while Davidson only lists one staff member within academics or compliance.

Pioneer League	Academic Support					Compliance			Total
	Assoc/Asst AD	Dir/Asst Dir	Coordinator	Assistants	Advisor	Assoc/Asst AD	Dir/Asst. Dir	Coord/Man	
Butler	0	0	1	1	0	1	0	0	3
Campbell	1	1	0	0	0	1	1	0	4
Davidson	0	0	0	0	0	1	0	0	1
Dayton	0	0	3	0	0	0.5	0	1	4.5
Drake	0.5	1	0	0	0	0.5	1	0	3
Jacksonville	1	0	2	0	2	1	0	1	7
Marist	0	2	0	0	1	1	0	0	4
Morehead State*	0	0	1	0	0	1	0	0	2
San Diego	0.5	0	2	0	0.5	0.5	0	0.5	4
Valparaiso	1	0	0.5	0	0	1	0	0	2
<b>Average</b>									<b>3.4</b>

\*Morehead State Academic Staff also includes student workers and volunteers. No specific staffing numbers provided.



## PFL Salaries

Salary data for football coaches in the PFL was collected through a survey during the 2009-10 academic year, with only one institution choosing not to participate. The average head football coach salary in the PFL is \$106,462, with a high of \$200,000 and a low of \$64,100. The number of assistant coaches varied by institution, but the average assistant coach salary was \$41,656, with a high of \$52,530 and a low of \$30,164.

<b>PIONEER LEAGUE FOOTBALL SALARY SURVEY</b>						
<b>Title</b>	<b>Comparison Group Statistics</b>					
	<b>Average</b>	<b>Median</b>	<b>Minimum</b>	<b>Maximum</b>	<b># of Incumbents</b>	<b># of Institutions</b>
Head Coach	\$106,462	\$87,028	\$64,100	\$200,000	9	9
Offensive Coordinator					3	3
Defensive Coordinator					4	4
Assistant Coach	\$41,656	\$41,225	\$30,164	\$52,530	21	9

## FOOTBALL COACHING POSITIONS

Collegiate Consulting determined the staff positions that would be necessary with the addition of non-scholarship football, as well as the costs associated with the new personnel based on benchmarking research and conversations with PFL institutions.

The total personnel expenses for all of the newly created football staff positions would initially be \$361,550. Of the 14 new positions, five are full-time positions, five part-time assistant coaches and four student managers. Of the full-time positions, the head coach would earn the highest salary of approximately \$100,000. Other full-time positions include an administrative assistant, offensive/defensive coordinator and two assistant coaches. The part time positions include five assistant coaches and four student managers. As noted in the *Pioneer Football League Staffing* section, the average PFL coaching staff is 8.8 coaches with Stetson in alignment with nine projected coaching positions. Fringe benefits for the full-time employees was calculated at 29% for an initial cost of \$71,050.

The projected hire date for the head coach, administrative assistant and coordinator would be in the second half of the 2010-11 academic year, based on a first competitive season date of the 2012-13 season. The remaining full- and part-time coaches would be have a start date prior to the beginning of the 2011-12 academic year.

Football Staff	
Position	Salary
Head Coach/Coordinator	\$ 100,000
FB Administrative Assistant	\$ 25,000
Coordinator (OC or DC)	\$ 50,000
Assistant Coach	\$ 35,000
Assistant Coach	\$ 35,000
Assistant Coach (PT)	\$ 7,500
Assistant Coach (PT)	\$ 7,500
Assistant Coach (PT)	\$ 7,500
Assistant Coach (PT)	\$ 7,500
Assistant Coach (PT)	\$ 7,500
Student Managers (4)	\$ 8,000
Fringe Benefits (29%)	\$ 71,050
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 361,550</b>

## PFL FACILITIES

Collegiate Consulting researched football facilities in the PFL. Those included stadiums, strength & conditioning and sports training/medicine.

### Football Stadiums

Overall stadiums ranged from a capacity of 5,000 to 14,557 with the average capacity at approximately 7,300. Nine of the ten stadiums are on campus with Dayton's off campus stadium is located approximately one mile from campus. The average game day attendance as referenced in a previous report section ranged from 3,100 to 3,400.



PIONEER FOOTBALL LEAGUE FACILITIES				
SCHOOL	STADIUM NAME	CAPACITY	ON/OFF CAMPUS	AMENITIES
Butler	Butler Bowl	5,500	on	Artificial playing surface. Currently adding a new press box, with coaches boxes.
Campbell	Barker-Lane Stadium	5,000	on	
Davidson	Richardson Stadium	6,000	on	
Dayton	Welcome Stadium	11,000	off	2-level indoor press box & outer press area, concessions, locker facilities & home to track
Drake	Drake Stadium	14,557	on	FieldTurf surface, home to track
Jacksonville	DB Milne Field	5,000	on	Replacing track around field this summer.
Marist	Tenney Stadium	5,000	on	VIP suites, press & media booths, over 1,700 chairback seats
Morehead State	Jayne Stadium	10,000	on	Press & VIP facilities, box seats, home & visiting stands
San Diego	Torero Stadium	6,000	on	Press box facility & 1,100 seatback seats
Valparaiso	Brown Field	5,000	on	ProGrass 50 Blend artificial surface & 37 ft high scoreboard
<b>AVERAGE</b>	<b>Average</b>	<b>7,306</b>		

## Strength and Conditioning

Strength and conditioning facilities were researched for the PFL. Facilities ranged in size from 2,700 to 9,000 square feet. The largest facility at Marist however is not exclusive to student-athletes. The average facility size was just over 5,000 square feet. When Marist was removed the adjusted average was 4,341 square feet. A summary of each facility is provided with available pictures of facilities.

STRENGTH AND CONDITIONING			
SCHOOL	NAME	SQUARE FOOTAGE	EQUIPMENT
Butler	Weight Room- Hinkle Field House	4,000	The weight room, which features an entire outside wall of glass, is stocked with free weights, weight machines, stationary bikes, stairmasters, and related apparatus, which allows Butler athletes to train in an open and comfortable atmosphere.
Campbell	John W. Pope Convocation Center Weight Room	3,550	
Davidson	Doe Weight Room	5,000	16 power racks, eight lifting platforms and other cutting-edge lifting and conditioning equipment to train the whole body. It is located in Richardson Stadium, with entrance on the north end, near the Knobloch Campus Center.
Dayton	Weight Room		Free weights, stability balls, balance disks, medicine balls, and elastic bands.
Drake	Knapp Center Weight Room	5,800	
Jacksonville	Strength and Conditioning Center	2,700	Free weight machines, and cardio equipment. The facility is located in close proximity to four conditioning fields, a 15yd x 20yd sand pit, Swimming Pool, and several off-road running courses.
Marist	James J. McCann Strength and Conditioning Center	9,000	The Strength and Conditioning Center encompasses two floors and is able to comfortably accommodate over 100 student-athletes. It provides cutting-edge equipment to assist with the physical training and development of all Marist student-athletes. The center has a over 40 pieces of Wynmore free weight equipment on the first floor complimented by Ivanko dumbbells and Olympic lifting platforms. Used by student-athletes, students, faculty, staff
Morehead State	Phil Simms Weight Training Center		The center houses weight machines and free weights and is located adjacent to Jayne Stadium.
San Diego	Varsity Weight Room	5,000	Contains 12 "power Racks", 8 Olympic lifting platforms, various selectorized and plate loaded machinery, and over 7,500 lbs of free weight. This facility is also equipped with an additional 1,800 sq. feet of artificial turf that is used for team agility, plyometric, and flexibility training.
Valparaiso	Mosak Performance Center-ARC		Mosak Performance Center was created as a weight room facility for varsity athletes.
<b>AVERAGE</b>	<b>Average</b>	<b>5,007</b>	

## Sports Medicine

Sports Medicine facilities were researched for the PFL. There was limited data available for square footage. A summary of each facility is provided with available pictures of facilities. The two institutions that had square footage data averaged to be 2,250 square feet. Four institutions had at least two training room facilities for student-athletes.

SPORTS MEDICINE			
SCHOOL	NAME	SQUARE FOOTAGE	EQUIPMENT
Butler	Sports Medicine Facility-Hinkle Fieldhouse		It is divided into four areas: rehabilitation and injury management, athlete preparation, administration and storage and is fully equipped to provide for thorough rehabilitation.
Campbell	McLeod Athletic Training Facility		
	Carter Gymnasium Athletic Training Room		Available before and after practices and games for indoor sports and is stocked with injury treatment modalities.
	Football fieldhouse training center		
Davidson	Sport Medicine Facility		In the training room, there are many of the modern, technological machines that aid in the recovery from injuries, including ultrasound and electric stimulation. There are also three whirlpool tubs, a hydrocollator and a paraffin bath. For rehabilitation, there is Nautilus equipment as well as several stationary bicycles, a treadmill, a shuttle and many injury-specific machines.
Dayton	Frericks Center Training Room		Primarily used for Men's and Women's soccer, and Volleyball
	UD Arena Training Room		Primarily used for Football, Men's and Women's basketball, Baseball, Softball, and Women's Track
Drake	Bell Center		consists of whirlpools, several electrical stimulation/ultrasound units, Cryo- and thermo-therapy modalities and a large variety of rehabilitation equipment. This facility houses the offices of the athletic training staff.
	Fieldhouse		Fieldhouse is connected to Drake Stadium, which gives immediate access to the Drake track and football field. The fieldhouse athletic training room is a smaller athletic training facility mainly used for practice preparation. This athletic training room contains cryo- and thermo-therapy modalities.
Jacksonville			
Marist	Dr. Maynard Center for Sports Medicine	2,100	
Morehead State	Academic-Athletic Center Training Room		Services M-BB, W-BB
	Jayne Stadium Training Room		Football, Softball, Baseball, Soccer, Tennis
	Weatherby Athletic Training Room		
San Diego	Athletic Training Room	2,400	Includes specific taping, rehabilitation, hydrotherapy areas, and a private treatment room.
Valparaiso	Athletics Recreation Center Training Room		The room contains the latest in treatment and rehab modalities, including a new infrared system designed to treat tendon injuries.
	Eastgate Field Training Room		A smaller training room facility located at Eastgate Field in the baseball clubhouse. This facility is used for the soccer programs as well as baseball.

## **DIVISION I GENERAL REQUIREMENTS ASSESSMENT**

The NCAA has general criteria for membership, including sports sponsorship, three-season requirements and athletic financial aid. The following outlines each requirement as noted in Figure 20-1 of the 2012-13 NCAA Division I Manual.

A top-line assessment for Merrimack is provided with regard to each of the general requirements, based solely on sports offerings and financial aid as reported in the 2010-11 EADA report. In order for a sport to count toward sports sponsorship, it must comply with Bylaw 20.9.4.3.

### **Sports Sponsorship**

Bylaw 20.9.4 Sports Sponsorship states: A member institution shall sponsor teams in a minimum of:

(a) Seven varsity intercollegiate sports, including at least two team sports, based on the minimum requirements of Bylaw 20.9.4.3 and involving all-male teams or mixed teams of males and females, and seven varsity intercollegiate sports (of which a maximum of two emerging sports per Bylaw 20.02.4 may be used), including at least two team sports, based on the minimum requirements of Bylaw 20.9.4.3 and involving all-female teams; or

(b) Six varsity intercollegiate sports, including at least two team sports, based on the minimum requirements of Bylaw 20.9.4.3 and involving all-male teams or mixed teams of males and females, and eight varsity intercollegiate sports (of which a maximum of two emerging sports per Bylaw 20.02.4 may be used), including at least two team sports, based on the minimum requirements of Bylaw 20.9.4.3 and involving all-female teams.

(See Bylaws 20.9.7.1 and 20.9.8.1 for additional sports sponsorship requirements for member institutions participating in football.)

Merrimack has been actively adding sports since 2010-11. The following chart provides information on current sports and the new sports:



Merrimack Sport Sponsorship		
Sport	Men	Women
Baseball	X	
Basketball	X	X
Cross Country	X	X
Football	X	
Field Hockey		X
Ice Hockey	X	
Lacrosse	X	X
Soccer	X	X
Softball		X
Tennis	X	X
Volleyball		X
<b>Total</b>	<b>8</b>	<b>8</b>
New Sports		
Golf	X	X
Swimming & Diving	X	X
Rowing		X
Indoor Track & Field	X	X
Outdoor Track & Field	X	X
<b>Total New</b>	<b>4</b>	<b>5</b>
<b>Total - All Sports</b>	<b>12</b>	<b>13</b>

Sports Sponsorship				
Sports as of 2010-11	Total NCAA Sports		NCAA Team Sports	
	Merrimack	Minimum	Merrimack	Minimum
<b>Men</b>	8	7 or 6	6	2
<b>Women</b>	8	7 or 8	6	2
<b>Total</b>	16	14		
Including New Sports	Total NCAA Sports		NCAA Team Sports	
	Merrimack	Minimum	Merrimack	Minimum
<b>Men</b>	12	7 or 6	6	2
<b>Women</b>	13	7 or 8	7	2
<b>Total</b>	25	14		

Merrimack meets the sport requirement for minimum number of sports and team sports.

## **Three-Season Requirement**

Bylaw 20.9.3 Three-Season Requirement states: The institution shall sponsor at least one sport involving an all-male team or a mixed team of males and females and at least one sport involving an all-female team in every sport season. An institution may use a sport to meet the three-season requirement only if the institution has met the minimum contests and participants requirements for sports sponsorship in that sport as set forth in Bylaw 20.9.4.3.

As the following chart shows, Merrimack presently meets the minimum of one sport per gender per season. This is also a requirement of Division II membership. New sports are noted in red.

		Sport By Season		
		FALL	WINTER	SPRING
Men		Cross Country	Basketball	Baseball
		Football	Ice Hockey	Lacrosse
		Soccer	Indoor Track & Field	Tennis
			Swimming & Diving	Golf
				Outdoor Track & Field
Women		Cross Country	Basketball	Lacrosse
		Field Hockey	Indoor Track & Field	Softball
		Soccer	Swimming & Diving	Tennis
		Volleyball		Golf
				Rowing
			Outdoor Track & Field	

## **Financial Aid**

Bylaw 20.9.1.2 Minimum Awards stipulates: A member of Division I shall provide institutional financial assistance that equals one of the following:

- (a) A minimum of 50 percent of the maximum allowable grants in 14 sports, at least seven of which must be women's sports. If an institution uses indoor track and field, outdoor track and field and cross country to meet the financial aid criterion, it must award the equivalent of at least 80 percent of the full grants for men and 80 percent of the full grants for women in those sports. If the institution counts two of those three sports to meet the financial aid criterion, it must award the equivalent of at least 70 percent of the full grants for men and 70 percent of the full grants for women. If the institution counts indoor and outdoor track and field as one sport, it must award the equivalent of at least 50 percent of the full grants for men and 50 percent of the full grants for women; or

(b) Financial aid representing a minimum aggregate expenditure of \$1,324,387 in 2012-13 (with at least \$662,194 in women's sports) and \$1,394,580 in 2013-14 (with at least \$697,290 in women's sports) exclusive of grants in football and men's and women's basketball, provided the aggregate grant value is not less than the equivalent of 38 full grants, with at least 19 full grants for women. The Administration Cabinet shall adjust the minimum aggregate figure annually to reflect inflation, based on changes in average national tuition charges for regionally accredited institutions. The Administration Cabinet shall announce the revised figure in the fall each year for the following academic year. If the institution does not sponsor men's or women's basketball, the minimum aggregate expenditure must be \$874,366 in 2012-13 and \$920,707 in 2013-14 for the gender without the basketball program, but in no case fewer than the equivalent of 29 full grants for that gender;

(c) A minimum of the equivalent of 50 full grants (at least 25 full grants in women's sports), exclusive of grants awarded in football and men's and women's basketball. If the member institution does not provide men's or women's basketball, it shall sponsor a minimum of 35 full grants in the sports program for the gender without the basketball program; or

(d) A minimum of one-half of the required grants or aggregate expenditures cited in (a), (b) or (c) above, for institutions that depend on exceptional amounts of federal assistance to meet students' financial needs. This provision shall be applicable to an institution in a given year if the average per-student allotment of Pell Grant dollars for undergraduates reported to the U.S. Department of Education the previous September is more than one standard deviation above the mean for all reporting Division I member institutions that year. If an institution does not qualify under this provision after having been able to do so the previous year, the institution may continue to use this alternative for one year and shall not be required to meet the provisions of (a), (b) or (c) above until the following year. This provision shall be applicable only to institutions that were members of Division I on September 1, 1990.

Based on financial data submitted to the EADA for 2010-11, the institution spends an aggregate of \$3,737,035 for athletically related financial aid with \$2,451,365 for men and \$1,285,670 for women. This includes all sports sponsored at that time. Information on current spending by sport and equivalencies by sport were not available at the time of this writing. Based on Merrimack equivalency goals referenced in the financial aid section, the institution meets minimum requirement for the minimum equivalent of full grants (c).





## PRO FORMA