

JAMES MADISON UNIVERSITY®

In the spirit of transparency and open communications, we are pleased to share with you the FBS (Football Bowl Subdivision) Athletics Feasibility Study completed by *CarrSports Consulting* and received by the JMU Board of Visitors on October 4, 2013. At the conclusion of its meeting, the board endorsed the recommendation of the administration that the FBS Study now be shared publicly to offer constituents opportunities for education and feedback on this complex issue. The questions of conference affiliation and fit must be understood in the context of the university's larger mission, vision and strategic plan.

Next Steps

The university has committed to a thoughtful, evidence-based, inclusive process with regard to its overall strategic plan – including the issue of athletic conference affiliation. At this juncture, it is important to be clear that the university has not received an invitation to join another conference, and that no decisions have been made regarding this issue. The completion and release of this report is the next step in an ongoing process within the larger context of the university's overall strategic plan. The university encourages a thoughtful and civil dialogue on these issues and seeks feedback from the campus community and other constituents.

The success of our student-athletes is grounded in the expectation of a quality, holistic experience both in the classroom and at the highest levels of competition. We provide outstanding support systems in academic advising, sports medicine and strength and conditioning to ensure that we fulfill our mission of supporting our athletes in their quest for excellence – academically, athletically and socially.

We welcome your thoughts and feedback regarding these issues. Please visit the Madison Future Commission report website and feedback link at <http://www.jmu.edu/madisonfuture/> to share your thoughts on this important issue. While the timeframe for feedback on the Madison Future Commission concludes November 1, there is no deadline for feedback on the issue of athletics and the feasibility study.

Background

In 2012 President Jonathan Alger appointed a campus and community-wide group, *The Madison Future Commission*, with the charge of creating a comprehensive strategic plan for the entire university. Over the past year, this group and its many committees spent countless hours reviewing the many facets of the university and developing a framework to ensure the fulfillment of a shared vision for the institution through the year 2020.

Included in this comprehensive process was the participation of JMU Intercollegiate Athletics to ensure alignment with the overall mission, vision and planning of the

university, with the ultimate expectation that our athletics program be fully integrated with our academic culture.

Strategic Planning and The Study

CarrSports Consulting was retained in this process to provide an objective, external, expert view with a national perspective. CarrSports has a national reputation, having worked with institutions in athletics strategic planning for more than 20 years.

JMU Athletics is a founding member of the Colonial Athletic Association, a conference in which we have enjoyed tremendous success and long-term rivalries. Over the past three years, we have seen significant movement nationally with conference membership. The CAA has not been immune to these changes with in-state institutions Virginia Commonwealth, Old Dominion and George Mason all departing for other leagues since 2012. Because of the evolving issues of conference realignment, and specifically the movement within the CAA, it was determined that the athletics study should also consider the issue of participation at the FBS level.

Beginning in February, members of the CarrSports team worked with athletics administration, staff and coaches in evaluating the university's overall program, including the areas of staffing, funding, gender equity, operations, NCAA compliance, facilities and support systems. These evaluations were based on standards for selected benchmark programs at both its current Football Championship Subdivision (FCS) level and with several non-Automatic Qualifying FBS Conferences. The evaluation and findings regarding the feasibility of continuing at our current FCS level or advancing to the FBS level are contained in the attached report. The report is intended to provide essential background information for informed decision-making; it is not a final recommendation or decision.

The report from CarrSports Consulting begins on the following page.



James Madison University

FBS Athletics Feasibility Study

Presented To:

James Madison University

October 4, 2013

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Executive Summary

FBS Athletics Feasibility Study

A. INTRODUCTION

Through its current strategic planning process, the *Madison Future Commission*, JMU wishes to define its priorities through 2020. One area of emphasis is to determine the appropriate level of NCAA Division I (Division I) competition for its Intercollegiate Athletics program (Athletics). Influenced by an exceptionally unstable Division I conference realignment environment, considerations include the advancement of Athletics to the highest level of NCAA Division I - the Football Bowl Subdivision (FBS), or maintaining membership in Division I Football Championship Subdivision (FCS). A reclassification to FBS would require membership in an FBS conference and a greater investment of Athletics Generated Revenues (ticket sales, game guarantees, donations, sponsorships and NCAA/conference distributions) to promote a higher level of competition for all JMU sports.

JMU commissioned CarrSports Consulting, LLC (CarrSports) to assist Athletics and the University in developing a comprehensive strategic plan that contains specific goals and tactics. Inherent to the planning process was identifying the appropriate level of revenues, expenses and infrastructure needed to excel within FCS, or achieve sustained success at the FBS level.

A cornerstone of this Study was a set of Study Assumptions which established a shared understanding of the operating parameters for FCS, or prospective FBS membership. Two integral Assumptions were the identification of appropriate Division I conference benchmarks for illustrative purposes: (1) Colonial Athletic Association (CAA) for FCS; and, (2) three non-Automatic Qualifying FBS Conferences referenced as “sample” throughout this Study.

As a founding member of the CAA, JMU has a rich history of competitiveness. Over the last decade JMU has won over 30 combined Regular Season and Tournament CAA Championships. JMU has also developed into a force nationally, with Football winning an FCS Championship in 2004, and by achieving multiple NCAA Tournament appearances in Baseball, Men's and Women's Basketball, Field Hockey, Football, Women's Lacrosse, Men's and Women's Soccer and Softball. Numerous individual student-athletes representing other JMU sports have been NCAA post-season qualifiers, as well.





B. OBSERVATIONS

The following observations summarize JMU's major decision points as it examines its Division I options.

Equity and Diversity

JMU and Athletics are committed to an inclusive campus environment that promotes equity of opportunity and diversity. Generally, Intercollegiate Athletics equity and diversity activities are measured through NCAA Division I Certification, as well as Federal, state and institutional requirements. Correspondingly, this Study delineates JMU's plans for maintaining Federally mandated Title IX compliance - if the University decides to advance to FBS. Even with the addition of 22 full-scholarship Football student-athletes, calculations show that the University would not need to add any additional sports for women. Likewise, assuming strict adherence to a prescribed Roster Management Plan, JMU would also meet acceptable Title IX financial aid standards.

NCAA Division I Legislation and FBS Football

Following a hypothetical timeline, June 1, 2014 is the earliest date at which JMU could apply for FBS reclassification. Upon receiving the required invitation for FBS conference membership, JMU would also follow a strict two-year reclassification process (2014-15 through 2015-16). Other requisites include expanding the number of Football scholarships from 63 to 85 (minimum of 76.5 over a rolling two-year period) and meeting Football attendance obligations (15,000 once every two years). FBS institutions are also required to play sixty percent of their Football games against FBS institutions, and to play a minimum of five home games each season against FBS teams. JMU currently meets the minimum aggregate FBS financial aid criteria as well as Football attendance standards.

Fiscal Issues

The financial implications for advancing JMU's current 18-sport FCS Athletics program to FBS are described through a composite financial picture developed through strategically supported revenue forecasting, Athletics' budgeting, and aspirational peer benchmarking.

The composite financial summary depicts Athletics Generated Revenue increasing between \$4.4 and \$5.6 million by fiscal year 2019, compared to the FCS projections. This margin of increase varies among the three sample FBS benchmark Conferences used for illustrative purposes.

Correspondingly, during that five-year period, while using the same FBS benchmarks, expenses would grow between \$6.0 and \$6.4 million by fiscal year 2019.

The financial data indicates that the Athletics Generated Revenue will grow at a larger percentage than expenses with a move to an FBS Conference. The result is Athletics' Generated Revenue accounting for between 25.2% and 27.3% of Athletics expenses, up from 19% (with JMU remaining in the CAA). The trend with the growth in Athletics Generated Revenues outpacing the expenses has the potential to decrease the University's reliance on Student Fees.



The projected increases in Athletics Generated Revenue are driven by Football ticket revenue, Duke Club donations, sponsorships, Football game guarantees, and conference revenue sharing.

Primary additional expenses attributed to possible advancement to FBS include those for Coaches' and Administrative Salaries, Football Scholarships and Summer School financial aid, Sport Operations, as well as Support Systems and game guarantees.

Facilities

In addition to other recent facility projects such as Veterans Memorial Park, University Park Complex and Plecker Athletic Performance Center, JMU has also taken several significant steps in upgrading and expanding Bridgeforth Stadium for Football. These advances provide an Athletics facilities footprint that positions JMU among the FCS elite and comparable to its FBS benchmarks. However, the University's planning for a new Convocation Center is essential to the further advancement of JMU Athletics.

Support Systems

Similar to the quality of its Athletics facilities, JMU's Athletics Support Systems overall are prepared to bolster sustained success at the FBS level. As illustrated by Athletics' operating budget, the University has made a commitment to equipping Athletics with Division I-standard services. Examples of essential student-athlete Support Systems include Academic Services, Sports Medicine along with Strength and Conditioning. Other best practices Support Systems also encompass areas such as Rules Compliance, Development/Fundraising (Duke Club), Facilities Management and Equipment Operations.

C. COMPREHENSIVE CONCLUSIONS AND RECOMMENDATIONS

This Study has addressed the primary considerations for JMU as it explores a possible option of reclassifying from NCAA Division I FCS to FBS. This process focused on seven core components: maintaining Title IX compliance; clarifying NCAA FBS guidelines; defining financial implications; assessing the preparedness of Athletics' Support Systems; evaluating Athletics' competitive success and determining the adequacy of Athletics' current and proposed facilities.

The University has made a significant investment toward providing its Athletics staff and student-athletes with the resources necessary to support an optimal level FCS Athletics program; further, Athletics is well-positioned for a potential transition to FBS. This assessment is based upon the overall condition of JMU Athletics in comparison to its FBS benchmark institutions.

JMU's options for the NCAA classification of its Athletics program are dramatically impacted by the numerous changes in many national and regional Division I conferences, including the Colonial Athletic Association. While significant questions remain regarding JMU's potential future in FBS, there is also concern with the compatibility of JMU's mission with the trends in FCS membership.

Accordingly, CarrSports provides the following recommendations:

1. Athletics should move expeditiously to complete its comprehensive strategic plan. This plan is expected to delineate additional requirements and tactics essential for strengthening JMU's position within Division I - regardless of its Division I Football classification.



2. JMU should finalize plans for a new Convocation Center. This facility will enhance JMU's Division I competitive position, as well its attractiveness for possible FBS conference membership.
3. Upon receiving an invitation from an FBS Conference, if and when that occurs, complete a detailed five-year financial pro-forma in conjunction with the University and Conference Office to confirm the specific impact on revenues and expenses as a component of the University's evaluation.
4. In order to systematically improve the competitiveness of JMU's 18 sports teams, Athletics staff and coaches should develop a strategic plan for each team. This process should be a key goal within Athletics' strategic plan.
5. JMU and Athletics should continue to be proactive in maintaining compliance with Title IX. This goal can be achieved through Athletics' commitment to annual external assessments and transparency of policies and procedures.



Project Team

Bill Carr

William C. (Bill) Carr III is President of Carr Sports Consulting, LLC and provides leadership for all company services. Carr is now in his 17th year of service in the creative and energetic field of executive search and management consultant activities for intercollegiate athletics. He founded CarrSports in 1997 and has guided its growth to the national role it plays today. He served almost 8 years as Athletics Director at his alma mater, the University of Florida (1979-1986) and 4 years at the University of Houston (1993-1997) where he was on the original NCAA Division I Management Council.

Gerald O'Dell

Gerald K. O'Dell is in his 15th year as a management consultant for intercollegiate athletics, with primary focus on feasibility studies, strategic planning and athletics program reviews for NCAA and NAIA institutions. O'Dell serves as the Project Coordinator. He was Athletics Director at the University of Cincinnati and Northern Illinois University. While at Cincinnati, he played a leading role in the organization of Conference USA guiding the drafting of C-USA's first strategic plan. He also participated on NCAA certification peer review teams along with the NCAA Division I Strategic Planning Cabinet. O'Dell began his athletics administrative career as the Marketing Director at the University of Minnesota. Prior to his administrative duties, he was an assistant football coach at the University of Oklahoma, Iowa State University and the University of Minnesota.

Helen Grant

Helen Grant's main focus is Title IX compliance, as well as Athletics' Gender Equity and Diversity planning. She has a diverse background in intercollegiate athletics, having started her athletic career at the University of Southern Mississippi where she coached for eleven years before serving nine years as an Assistant or Associate Athletic Director. She served two years in the Membership Services department at the NCAA where she worked directly with the Division I Athletics Certification Program and NCAA Title IX Workshops Planning Committee. Grant worked two years as the Compliance Coordinator and three years as the Director of Championships for the Sun Belt Conference.

She has been a member of the NCAA Division I Management Council, Membership Subcommittee, Legislative Review Subcommittee, Administrative Review Subcommittee, and the NCAA Postgraduate Awards Committee. Grant spent three years working with Lamar Daniel in conducting campus Title IX and Gender Equity reviews for various universities. In 2009 Lamar retired from Title IX consulting. Helen has continued his business by purchasing Lamar Daniel, Inc. and creating Helen Grant Consulting, LLC. She has continued to conduct Title IX reviews for various junior colleges and four-year universities at all levels of the NCAA membership. She has also conducted several Title IX workshops for NCAA Division I conferences.

***Rob Clark***

Rob Clark's focus is on financial analysis, pro forma development and research. He brings experience in athletic development, NCAA compliance, student-athlete affairs and marketing. Clark is the Senior Associate Athletic Director for Development at Georgia State University. Currently, he is spearheading GSU Athletics' major gifts and annual giving program with additional focus on a capital campaign initiative.

He previously served as the Assistant Athletic Director for Major Gifts at the University of New Mexico and Associate Athletic Director for Development at Angelo State University. Prior to ASU, Rob was the Special Assistant to the Sr. Associate Athletic Director and Compliance Coordinator at Texas A&M University. Preceding his administrative duties, he was a football coach and recruiter at Occidental College and San Gabriel High School (CA). Clark received his Ph.D. in Sport Management from Texas A&M and his undergraduate and master's from Occidental College in Los Angeles, CA.

Brent Moberg

Brent Moberg provides expertise regarding NCAA legislative issues and rules compliance. Brent was named Director of Compliance for the Notre Dame Athletics Department on July 29, 2009 after three years in a similar position with the Northern Illinois University Department of Intercollegiate Athletics. Prior to joining the NIU staff in 2006, he worked in the Athletic Department at Marquette University and in the Law Office of Mario J. Tarara, P.C. in Rockford, Illinois.

Moberg earned his Bachelor of Arts Degree in Preprofessional Studies, Anthropology, and Theology from the University of Notre Dame in 2000. He earned his Juris Doctorate and Master of Business Administration in Sports Business at Marquette University, along with a Certificate in Sports Law from the National Sports Law Institute, each in 2004. He is a member of the bar in the state of Wisconsin. Moberg will provide expertise regarding NCAA legislative issue for CarrSports in the Feasibility Study

Joy Neva

Joy Neva brings over a decade of experience in marketing communications and creative direction to the team. She is the owner of Creative Identity, LLC, a full service provider of marketing communications. Joy provides editing and creative direction in the development of presentation materials. Her professional background in directing Marketing Communications departments within large manufacturing and sporting goods companies allows Joy to understand the importance of aligning visual presentation and messaging.



I. Introduction

A. CONTEXT

James Madison University (JMU), located in the center of the Shenandoah Valley, is part of a statewide system of public higher education in the Commonwealth of Virginia. Through its current strategic planning process, the *Madison Future Commission*, JMU wishes to define its priorities through 2020. One area of emphasis is to determine the appropriate level of NCAA Division I (Division I) competition for its Intercollegiate Athletics program (Athletics). Influenced by an extremely fluid Division I conference realignment environment, considerations include the advancement of Athletics to the highest level of NCAA Division I - the Football Bowl Subdivision (FBS) or maintaining membership in Division I Football Championship Subdivision (FCS). A reclassification to FBS would require membership in an FBS conference and a greater investment of Athletics Generated Revenues (ticket sales, game guarantees, donations, sponsorships and NCAA/conference distributions) to promote a higher level of competition for all JMU sports.

B. PURPOSE

JMU commissioned CarrSports Consulting, LLC (CarrSports) to assist Athletics and the University in developing a comprehensive strategic plan that contains specific goals and strategies for a seven-year period. Inherent to the planning process is identifying the appropriate level of revenues, expenses and infrastructure needed to excel within FCS or achieve sustained success at the FBS level. This process, titled *FBS Feasibility Study* is referred to herein as the "Study".



Intended Outcomes

- Delineate Division I and FBS membership requirements.
- Identify specific costs, revenues, and facilities associated with implementing and maintaining a successful Division I FCS or FBS program.
- Outline gender equity issues to remain in compliance with Title IX requirements.
- Include strategic steps and timeline for implementing an FBS program.
- Identify additional institutional, academic, and athletic support systems required to maintain a successful FCS or FBS athletics department.
- Make recommendations for following basic NCAA Division I FCS and FBS best practices.



C. PROCESS

This process included interviews with selected JMU administrators along with Athletics Department staff and coaches. Additionally, CarrSports examined University, Athletics and NCAA materials as well as documents from selected Division I conferences and institutions. A review of Athletics' Title IX compliance, detailed financial implications and an evaluation of current and proposed campus Athletics facilities are also key components of the Study.

D. KEY STUDY RESOURCES

- *Madison Future Commission*
<http://www.jmu.edu/madisonfuture/index.shtml>
- *Athletics Department Mission Statement*
http://www.jmusports.com/ViewArticle.dbml?DB_LANG=C&DB_OEM_ID=14400&ATCLID=204762577&SPID=6828&SPSID=62364
- *Athletic Department Handbook 2012- 2013*
- *James Madison University Master Plan*
http://www.myvirtualpaper.com/doc/JMUI/jmu_master_plan/2009072701/#2

E. STUDY FORMAT

The Study is arranged as follows:

Executive Summary

The Project Team

- I. Introduction
- II. Study Assumptions
- III. Athletics Profile
- IV. Equity and Diversity
- V. NCAA Division I Legislation and FBS Football
- VI. Facilities
- VII. Fiscal Issues
- VIII. Support Systems
- IX. Comprehensive Conclusions and Recommendations

Glossary of Terms



II. Study Assumptions

Maintaining a leadership position in Division I FCS, as well as possibly advancing to FBS has significant infrastructure requirements and long-term implications for JMU and Athletics. Accordingly, CarrSports developed a basic set of Study Assumptions to establish a shared understanding of the environment in which Athletics currently operates, as well as expectations for FBS membership. These Assumptions evolved from CarrSports' on-campus interviews and assessment of JMU, NCAA, select Division I peers and applicable benchmarking materials.

1. The JMU senior administration and the Commonwealth of Virginia agree that participation in Intercollegiate Athletics as a member of Division I FCS is consistent with JMU's Mission, Vision and Values Statements.
2. The JMU senior administration acknowledges that maintaining Athletics' competitive position within Division I FCS, as well as prospective FBS conferences, requires continued, substantial institutional support in addition to Athletics Generated Revenues.
3. Athletics will comply with all JMU, Board of Visitors, Commonwealth of Virginia, Federal, NCAA and Conference(s) requirements.
4. JMU is committed to the well-being of its student-athletes. This is demonstrated through Athletics' adherence to best practices in its policies, procedures and funding philosophies.
5. JMU and Athletics strongly emphasize student-athlete academic success leading to graduation. As its highest priority, Athletics seeks to enhance its accomplishments in Division I academic standards such as Academic Progress Rate (APR), Graduation Success (GSR) and Federal Graduation Rates.
6. JMU is dedicated to the principles of equal opportunity and non-discrimination; this pledge includes compliance with Title IX.
7. JMU expects to sponsor varsity teams that successfully compete for conference championships and post-season opportunities, regardless of Division I Football classification.
8. JMU will provide Athletics with the NCAA maximum number of student-athlete scholarships and allowable coaches.
9. Identifying and studying options for membership in an FBS conference is a requirement for JMU's considerations of FBS.
10. Athletics' optimal FCS benchmarks are members of the Colonial Athletic Association and select Division I peers.
11. Athletics' primary FBS benchmarks are three sample Non-Automatic Qualifying conferences.
12. JMU recognizes that providing modern, contemporary Athletics facilities for practice, competition and support services is essential to strengthening its position within FCS, as well as sustained success in FBS.



13. JMU's funding of Athletics will be augmented by Athletics Generated Revenues, including contemporary fundraising, marketing, ticket sales, sponsorships and advertising.
14. Enhancements or additions to Athletics are dependent on available resources and will be implemented strategically.



III. Athletics Profile

A. INTRODUCTION

In this section, CarrSports presents a summary of JMU Athletics' (Athletics) recent competitive achievements in NCAA Division I (Division I) as a member of the Colonial Athletic Association (CAA), as well as its readiness for possible reclassification to a more competitive FBS conference.

Membership changes in many national and regional Division I conferences are impacting James Madison University's (JMU) current conference membership as well as its future competitive relationships. Effective Fall 2013, long-time CAA institution George Mason University departed for the Atlantic 10 Conference. Likewise, on July 1, 2013, CAA members Old Dominion University and Georgia State University joined Division I FBS (Football Bowl Subdivision) leagues Conference USA and Sun Belt, respectively. Consistent with the fluidity in conference realignment, the CAA gained former Southern Conference institution College of Charleston (Fall 2013) and welcomes Elon University (Southern Conference) in 2014.

B. ATHLETICS HISTORY

JMU's women's Athletics tradition is among the oldest in the nation, having been in place at the University since the early 1920s. JMU was among the first of the nation's institutions to provide well-rounded, intercollegiate offerings for females. Men's Athletics began at JMU during the late 1940s, and a comprehensive program for men began evolving in the late 1960s when the University became fully coeducational. The Dukes compete at the NCAA Division I level, with Football playing in the Football Championship Subdivision (FCS). JMU is a founding member of the CAA, with the league having started operations in 1985. JMU also competes in select sports in the East Coast Athletic Conference (ECAC) for championships, including Women's Indoor Track.

JMU Athletics has a rich history of competitiveness, including Division I national championships in Football (2004) and Field Hockey (1994), as well as advancement to the Baseball College World Series in 1983. The Table below further illustrates JMU's competitive success on the national stage.

TABLE 1		NCAA Post-Season Appearances
SPORT	YEARS	
Baseball	1976, 1980, 1981, 1983, 1988, 1995, 2002, 2008, 2011	
Men's Basketball	1981, 1982, 1983, 1994, 2013	
Women's Basketball	1986, 1987, 1988, 1989, 1995, 2007, 2010, 2011	
Field Hockey	1993, 1994, 1995, 1997, 1999, 2002, 2006, 2007, 2008	
Football	1987, 1991, 1994, 1995, 1999, 2004, 2006, 2007, 2008, 2011	
Women's Lacrosse	1995, 1997, 1998, 1999, 2000, 2001, 2003, 2004, 2006, 2010, 2011	
Men's Soccer	1971, 1972, 1973, 1976, 1992, 1993, 1994, 1995, 1996, 2000, 2001, 2005, 2011	
Women's Soccer	1995, 1996, 1997, 1998, 1999, 2002, 2004, 2007, 2008, 2010	
Softball	2009, 2013	



C. JMU SPORTS SPONSORSHIP

JMU sponsors the following sports

TABLE 2 James Madison University Athletics Sports Sponsorship		
MEN (6 SPORTS)	WOMEN (12 SPORTS)	
Baseball	Basketball	Softball
Basketball	Cross Country	Swimming and Diving
Football	Field Hockey	Tennis
Golf	Golf	Indoor Track and Field
Soccer	Lacrosse	Outdoor Track and Field
Tennis	Soccer	Volleyball

D. JMU CONFERENCE MEMBERSHIP

Colonial Athletic Association

The CAA was founded in 1979 as the ECAC South for Men's Basketball only. The league has since evolved into a comprehensive Division I conference sponsoring champions in each of its 21 sports. It is important to note that members of the CAA Football offer the NCAA FCS maximum 63 scholarships. As described earlier, the CAA, not unlike many Division I FCS and FBS conferences, is undergoing significant changeover in membership. The CAA's 2013 full-time members are listed in the table below.



The CAA also has fourteen associate members: Binghamton (Wrestling), Boston University (Wrestling and Women's Rowing), Buffalo (Women's Rowing), Dayton (Women's Golf), Maine (Football), Massachusetts (Men's Lacrosse), New Hampshire (Football), Penn State (Men's Lacrosse), Rhode Island (Football), Richmond (Football and Women's Golf), Rider (Wrestling), Saint Joseph's (Men's Lacrosse), Stony Brook (Football), Villanova (Football), and Xavier (Women's Golf).

TABLE 3 Colonial Athletic Association Membership	
UNIVERSITY	OTHER MEMBERSHIP(S)
College of Charleston, joined 2013	
University of Delaware, joined 2001	
Drexel University, joined 2001	
Hofstra University, joined 2001	
James Madison University, joined 1979*	



TABLE 3 Colonial Athletic Association Membership	
UNIVERSITY	OTHER MEMBERSHIP(S)
Northeastern University, joined 2005	Member of the Hockey East (Men and Women)
Towson University, joined 1979*	
University of North Carolina Wilmington, joined 1984	
College of William and Mary, joined 1979*	

*- charter member

Colonial Athletic Association Championships

Championships are conducted in 21 sports.

TABLE 4 Colonial Athletic Association Championships	
MEN'S	WOMEN'S
Baseball	Basketball
Basketball	Cross Country
Cross Country	Field Hockey
Football	Golf
Golf	Outdoor Track and Field
Lacrosse	Rowing
Outdoor Track and Field	Soccer
Soccer	Softball
Swimming and Diving	Swimming and Diving
Tennis	Tennis
	Volleyball

E. JMU'S COMPETITIVE POSITION IN THE CAA

Impressively, JMU's success within the CAA has spanned the entire Athletics program. Between 2000-01 and 2010-11 JMU won 31 combined Regular Season and Tournament CAA Championships. 2011-12 highlights include: Men's Soccer winning a CAA title while advancing to the Sweet 16 of the NCAA tournament. Women's Swimming and Diving won a CAA championship, as well. Women's Basketball



continued their success finishing second in the CAA, while making the finals of the WNIT. Women's Cross Country, Women's Golf, Women's Soccer, and Women's Softball also had second-place CAA finishes.

F. NATIONAL COMPETITIVE METRICS

Other measures of James Madison's competitive success and positioning within Division I and the CAA include comparing industry rating metrics. Note: Some sports do not use a national ranking of conferences (NA).

TABLE 5		Division I Rating Metrics Comparison - 2012-13*			
JMU SPORT	JMU	CAA (FCS)	SAMPLE 1 (FBS)	SAMPLE 2 (FBS)	SAMPLE 3 (FBS)
Baseball	148	8	10	22	5
Men's Basketball	169	22	11	17	15
Women's Basketball	63	11	8	18	14
Women's Cross Country	NA	NA	NA	NA	NA
Men's Golf	NA	NA	NA	NA	NA
Women's Golf	NA	NA	NA	NA	NA
Field Hockey	35	4	NA	9	NA
Football**	150	18	11	10	9
Women's Lacrosse	20	5	NA	NA	NA
Men's Soccer	53	8	5	15	NA
Women's Soccer	171	13	9	14	16
Softball	35	12	9	19	6
Women's Swimming	NA	NA	NA	NA	NA
Men's Tennis	NA	NA	NA	NA	NA
Women's Tennis	NA	NA	NA	NA	NA
Women's Indoor Track	NA	NA	NA	NA	NA
Women's Outdoor Track	NA	NA	NA	NA	NA
Women's Volleyball	193	18	22	11	15

* RPI as of May 29, 2013 ** Sagarin rankings



G. CONCLUSIONS AND RECOMMENDATIONS

As a founding member of the CAA, JMU has enjoyed many years of positive relationships and intense athletics competition with its peer institutions. Athletics has developed into a national force in Division I FCS, and JMU is now considering the appropriate competitive level for Football and, subsequently, its conference membership. JMU's priorities include accurately defining its own vision, financial capabilities, a conference membership with commonality of institutional profiles and interests, as well as long-term stability.

1. Consistent with the development of Athletics' strategic plan, each JMU head coach and respective sport administrator should create a strategic plan for their team. Each plan should include long-term and annual competitive expectations.



IV. Equity and Diversity

A. INTRODUCTION

JMU and its Intercollegiate Athletics Department (Athletics) are committed to an inclusive campus environment that promotes equity of opportunity and diversity. In this section, CarrSports examined policies and procedures that best demonstrate Athletics' dedication to these principles.

JMU has been proactive in determining and maintaining compliance with Title IX. JMU conducted its first Athletics Title IX assessment during the 2005-2006 academic year by Lamar Daniel, Inc. Helen Grant Consulting, LLC has continued the assessments on an annual basis. Since the initial assessment, JMU has eliminated ten varsity sports for both men and women, developed and implemented a roster management plan, improved budgets for support areas and significantly improved existing facilities, or built new facilities in an effort to comply with all Title IX Components.

B. GENDER EQUITY AND MINORITY OPPORTUNITIES PLANS

The NCAA Division I Athletics Certification Program has required all Division I institutions to have a *5-Year Gender Equity Future Plan*, as well as a *5-Year Minority Equity Plan*. Even though the NCAA has suspended its Athletics Certification Program, JMU continues to manage both *Plans*.

Observations

- The Gender Equity Future Plan was developed by the Gender Equity Committee, approved by the President in 2006 and extended to 2011. The NCAA suspended the Division I Athletic Certification program in 2011. As a result, JMU charged the standing Gender Equity Committee with continuing to track the 13 Title IX components independently and provide the University and Athletics with an annual summary of their findings, with recommendations for plans for improvement or maintenance.
- The Gender Equity Committee evaluates and maintains the Gender Equity Future Plan. The Committee is chaired by the Associate Director of Athletics for Compliance/Senior Woman Administrator and includes athletic administrators, coaches, student-athletes, and an external, campus representative. The Committee meets several times each year to monitor the implementation of the Gender Equity Future Plan and to evaluate the status of JMU with Title IX compliance.
- JMU has an Athletic Diversity Committee, chaired by the Associate Athletic Director for Sports Programs, that includes sport coaches, athletic staff and student-athletes. This committee is charged with developing and monitoring minority equity/diversity plans, assessments of plans, and diversity programming for student-athletes and staff for the JMU Athletic Department.
- The University has a Diversity Council Chairs standing committee that develops and maintains University-wide diversity monitoring, training and programming. The Associate Athletic Director for Sports Programs is a member of this committee. The Associate Director along with the



Athletic Director attend Council meetings ensuring that Athletics' diversity efforts are integrated with those of the University.

Recommendations

1. Continue to update the current Gender Equity Plan and incorporate specific findings and plans for improvement from this Study.
2. Continue to incorporate specific Gender Equity Plan and Minority Plan components, as well as applicable University Gender and Diversity initiatives into Athletics' strategic planning.

C. TITLE IX

The following is a summary analysis of Athletics' compliance with Title IX. The methodology for this analysis is described below.

- Reviewed each of the thirteen components of Title IX compliance.
- Established a baseline using Athletics' current policies and procedures, along with 2011-12 and 2012-13 data.

1. EFFECTIVE ACCOMMODATION OF STUDENT INTERESTS AND ABILITIES

Compliance with the effective Accommodation of Interests and Abilities section of Title IX is assessed in any one of three "tests":¹

Test 1 – *"Whether intercollegiate level participation opportunities for male and female students are provided in numbers substantially proportionate to their respective enrollments (proportionality)."*

Test 2 - *"Where the members of one sex have been and are underrepresented among intercollegiate athletes, whether the institution can show a history and continuing practice of program expansion which is demonstrably responsive to the developing interests and abilities of the members of that sex;"*

Test 3 - *"Where the members of one sex are underrepresented among intercollegiate athletes, and the institution cannot show a continuing practice of program expansion such as that cited above, whether it can be demonstrated that the interests and abilities of the members of that sex have been fully and effectively accommodated by the present program."*

Note: Because JMU wishes to continue to comply with Test 1, Tests 2 and 3 were not considered.

¹ This Report addresses the compliance status of JMU with the athletic provisions of Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. Sections 1681 et. seq., and its implementing regulation at 34 C.F.R. Part 106. As a means of assessing compliance, this Study followed the Policy Interpretation on Intercollegiate Athletics issued by the Office for Civil Rights (OCR) on December 11, 1979, 44 Fed. Reg. 71413 et. seq. (1979), subsequent policy clarifications, legal precedent (where applicable) and OCR practices. The findings were made for the 2012-2013 academic year, unless otherwise indicated.



TABLE 1	FCS Model - Fall 2012 Full-Time Undergraduate Enrollment	
MEASUREMENT	STUDENTS	PERCENTAGE OF WHOLE
Full-time Undergraduate Male Students:	7,267	40.9%
Full-time Undergraduate Female Students:	10,496	59.1%
	17,763	100%
<i>Male Student-Athlete Participants</i>	199	40.3%
<i>Female Student-Athlete Participants</i>	293	59.7%
	492	100%

Note: In AY 2012-13 there is a minus 0.6% difference, favoring the women, between the participation rates of male and female student-athletes and the enrollment rates of the student body. This disparity is not significant.

JMU is in compliance with Test 1, substantial proportionality between the rates of participation of male and female student-athletes and the enrollment rates of male and female students. Compliance with Test 1 is achieved through the implementation of a Roster Management Plan developed by JMU and assisted by Helen Grant Consulting, LCC.

NCAA Division I FBS Football

The NCAA national average for FCS football is 107 student-athletes, and JMU had 102 on its football team during the 2012 season. The national average for FBS football is 120. As a hypothetical consideration for a move to FBS, JMU has revised its current roster management plan to include a maximum of 115 football participants. Although this would mean an increase of 13 male participants, JMU would continue compliance with Test 1. As calculated below, the increase of football participants from 102 to 115, along with strict implementation of the revised Roster Management Plan, would result in a difference of .1%, favoring women. This variance is acceptable within Title IX standards.

TABLE 2	FBS Model - Fall 2012 Full-Time Undergraduate Enrollment	
MEASUREMENT	STUDENTS	PERCENTAGE OF WHOLE
Full-time Undergraduate Male Students:	7,267	40.9%
Full-time Undergraduate Female Students:	10,496	59.1%
	17,763	100%
<i>Male Student-Athlete Participants (FBS)</i>	211	40.8%
<i>Female Student-Athlete Participants</i>	306	59.2%
	517	100%



Recommendations

1. Assuming JMU fully implements and maintains its proposed Roster Management Plan for compliance with Test 1, there are no further recommendations.

2. ATHLETIC FINANCIAL ASSISTANCE

The percentage of financial assistance (scholarships) provided to women student-athletes should be within 1% of the total female participation rate, using a non-duplicated count. The Office for Civil Rights (OCR) takes the position that a difference in excess of 1% must be justified by nondiscriminatory reasons. Summer School and Bridge Program financial aid is also considered under this section. However, per OCR procedures, it is not included in the calculation below. The only criterion for compliance in this area is that access to Summer School and Bridge Program athletic financial assistance is equal.

Note: In AY 2012-13, men represented 46.8% of the participants and received 46.1% of the available scholarships. Women represented 53.2% of the participants and received 53.9% of the available scholarships. This means there is a (+) .7% difference favoring the women, which is within the 1% allowable by OCR. JMU fully complies with the Financial Assistance component of Title IX.

The table below provides a detailed JMU Athletics Financial Assistance Analysis for 2012-2013.

TABLE 3		JMU Athletics FCS Financial Assistance Analysis 2012-2013		
SPORT	MEN AMOUNT	MEN PARTICIPANTS	WOMEN AMOUNT	WOMEN PARTICIPANTS
Baseball	\$ 269,080.00	35	NA	NA
Basketball	\$ 428,053.00	15	\$ 294,036.00	12
Football	\$ 1,472,114.00	102	NA	NA
Golf	\$ 116,564.00	8	\$ 140,785.00	8
Field Hockey	NA	NA	\$ 336,478.00	28
Lacrosse	NA	NA	\$ 351,841.00	29
Softball	NA	NA	\$ 319,830.00	21
Soccer	\$ 275,946.00	31	\$ 341,860.00	30
Swimming/Diving	NA	NA	\$ 401,512.00	30
Tennis	\$ 145,016.00	8	\$ 179,044.00	7
Track/Cross Country	NA	NA	\$470.603.00	45
Volleyball	NA	NA	\$ 340,924.00	16
TOTALS	\$ 2, 706,773.00	199	\$ 3,176,913.00	226



Recommendations

1. JMU is in compliance with 34 C.F.R. Section 106.37(c) and subsequent policy interpretations regarding the awards of grants-in-aid to male and female participants. JMU should continue to monitor financial assistance awarded by men's and women's teams to maintain compliance.

NCAA Division I FBS Football

If JMU were to advance to FBS, the total amount of Athletics financial assistance awarded would be approximately \$6,437,377. Men would represent approximately 48.4% of the participants and receive 50.6% of the grants-in-aid dollars. Women would represent approximately 51.6% of the participants and would receive approximately 49.4% of the grants-in-aid dollars. With the addition of more scholarships for FBS football there would be a disparity of approximately (-) 2.2% favoring the men. This disparity would be 1.2% above the 1% difference allowable by OCR. If the explanation for this difference is based on reasons that do not discriminate against women participants, JMU would continue to comply with the Financial Assistance component of Title IX. An example of nondiscriminatory reasons would be providing more out-of-state scholarships to men than women in a given academic year.

The following chart estimates the impact that FBS Football would have on compliance with the Financial Assistance standard of Title IX.

TABLE 4 JMU Athletics FBS Financial Assistance Analysis 2012-2013				
SPORT	MEN AMOUNT	MEN PARTICIPANTS	WOMEN AMOUNT	WOMEN PARTICIPANTS
Baseball	\$ 269,080.00	35	NA	NA
Basketball	\$ 428,053.00	15	\$ 294,036.00	12
Football	\$ 2,025,805.00	115	NA	NA
Golf	\$ 116,564.00	8	\$ 140,785.00	8
Field Hockey	NA	NA	\$ 336,478.00	28
Lacrosse	NA	NA	\$ 351,841.00	29
Softball	NA	NA	\$ 319,830.00	21
Soccer	\$ 275,946.00	31	\$ 341,860.00	30
Swimming/Diving	NA	NA	\$ 401,512.00	30
Tennis	\$ 145,016.00	8	\$ 179,044.00	7
Track/Cross Country	NA	NA	\$470.603.00	45
Volleyball	NA	NA	\$ 340,924.00	16
TOTALS	\$ 3,260,464.00	212	\$ 3,176,913.00	226



3. EQUAL OPPORTUNITY AND THE EQUIVALENCE STANDARD: THE REMAINING COMPONENTS OF TITLE IX

Institutions must provide equal athletic opportunities for members of both sexes. Equality of opportunity is assessed by comparing the availability, quality and kinds of benefits, opportunities and treatment of both sexes under each factor or Component. If the Components are found to be equivalent, then the institution will be in compliance. Equivalence means equal or equal in effect; identical benefits, budgets, opportunities, or treatment are not required, provided the overall effect of any difference does not have a disparate impact on one sex.

These eleven Components are listed below:

1. The Provision of Equipment and Supplies
2. Scheduling of Games and Practice Times
3. Travel and Per Diem Allowances
4. Opportunity to Receive Coaching and the Assignment and Compensation of Coaches
5. Opportunity to Receive Tutoring and the Assignment and Compensation of Tutors
6. Provision of Locker Rooms, Practice and Competitive Facilities
7. Provision of Medical and Training Facilities and Services
8. Provision of Housing and Dining Facilities and Services
9. Publicity
10. Recruitment of Student-Athletes
11. Support Services

The only Title IX issues identified during the last two Title IX assessments were related to the Provision of Locker Rooms, Practice and Competitive Facilities. However, JMU has eliminated those concerns through facility improvements and construction. Therefore, the services and funding of all eleven components is equivalent and appear to be sufficient if a move is made to FBS.



V. NCAA Division I Legislation and FBS Football

A. INTRODUCTION

This section presents important NCAA legislation and applicable requirements regarding sponsorship of NCAA Division I athletics, as well as Football Bowl Subdivision Football (FBS). A brief historical background of JMU Athletics (Athletics) is also included (*ATTACHMENT V-1 JMU Athletics Chronological History*).

B. SPONSORSHIP OF NCAA DIVISION I FOOTBALL

Presented below is a brief history and current major developments that are shaping Division I football.

The Evolution of Division I Football

In 1973, the NCAA membership divided itself into Divisions I, II and III. Division I required its members to commit to a high level of competitive excellence with commensurate funding and investment of other resources. Five years later, the Division I membership divided its football institutions into two sub-classifications, Division I-A and Division I-AA, in which members were given five years to choose their institution's level of participation. In 2007, the NCAA renamed subdivision I-A the 'Football Bowl Subdivision' (FBS), and subdivision I-AA the 'Football Championship Subdivision' (FCS). The major distinctions between the two subdivisions are presented below:

The list of those institutions competing for the Division I Football Championship in thirteen FCS conferences is shown as *ATTACHMENT V-3*. This is a highly fluid metric with multiple changes in FCS conference memberships for 2013-14. Those institutions competing in FBS are listed in *ATTACHMENT V-2*. The landscape of FBS is equally tumultuous, with many FBS conference membership changes altering the makeup of the ten FBS Conferences in 2013-14.

Developments Affecting FCS and FBS

In 2005, the NCAA drafted legislation that would lead to the enhancement of the FCS. One of the resulting rule changes allowed FBS programs to use one win each year against an FCS opponent to count towards FBS bowl eligibility. Further, it allowed the use of one game each year against an FCS opponent to satisfy the five home-game scheduling requirement for FBS membership. These changes have enabled FCS programs to gain lucrative away-game contracts versus FBS teams.

2013-14 NCAA Division I Membership:

- 345 full members
- 7 reclassifying members
- 125 FBS
- 124 FCS
- 96 Without - Football

Note: FCS and FBS Scheduling

The Big Ten Conference recently announced that its Conference football schedule will increase from eight games to nine games, effective the 2016 season. The Big Ten may also begin phasing out contracts between Big Ten and FCS opponents.

Opportunities for FCS schools to appear on future FBS schedules may further erode if other conferences follow the Big Ten's lead.



C. NCAA DIVISION I REQUIREMENTS – FCS AND FBS FOOTBALL

There is no material difference between what is required of all Division I institutions and what is required of an FCS institution, except that an FCS institution must use football as one of its required 14 sport teams. Correspondingly, FBS Football members must meet higher standards in three categories: level of competition in football, resource allocation, and required show of public support. The minimum membership requirements for all Division I institutions, regardless of football classification, are outlined in the following table.

TABLE 1 Summary: NCAA Division I Classifications Requirements		
FOOTBALL SUBDIVISION	NCAA REQUIREMENTS	JMU ATHLETICS CURRENT POSITION
Division I	Required minimum number of contests or dates of competition (applicable to all Division I classifications)	Standard met
	Required minimum number of participating student-athletes in each sport (applicable to all Division I classifications)	Standard met
Division I FCS	Institution must sponsor at least 14 sports and award a minimum of fifty percent total grants allowed cumulatively in those sports	Standard met: 18 sports and 96.75% of total grants allowed
	No national minimum for football scholarships, but a maximum of 63 scholarships. Each FCS conference sets standards for its members	Standard met: Awarded equivalent of 62.17 scholarships to a total of 77 student-athletes (2012-13 academic year)
	No standards regarding game attendance or home games, but must schedule and play at least fifty percent of its football games against FBS or FCS members	Standard met: 10 of 11 games against NCAA Division I FCS opponents, and 1 of 11 games against an NCAA Division I FBS opponent
Division I FBS	Institution must sponsor at least 16 sports and award a minimum of 200 athletics scholarships, or expend at least \$4,000,000 on scholarships to student-athletes in athletics programs	Standard met: 18 sponsored sports Spent \$6,192,499 on scholarships to student-athletes (2012-13 academic year)
	Minimum of 76.5 football scholarships over a rolling two-year period, with a maximum of 85 in any one year	Standard met: While 77 student-athletes received partial football scholarships at the FCS maximum of 63 in 2012-2013, the FBS norm is for each student-athlete (counter) to receive a full scholarship.
	Minimum annual average actual or paid game attendance of 15,000 once every two years on a rolling basis; minimum of five home games versus FBS teams	Standard met: Average Paid Attendance (unaudited); current stadium capacity of 24,877 2011: 25,002 2012: 22,471



FBS Application Process

NCAA Bylaw 20.4.2.1 allows an FCS institution to petition to be classified in football in the FBS. The requirements are as follows:

- **Reclassification from FCS to FBS:** According to NCAA Bylaw 20.4.2.1.1, before the institution may apply for reclassification to FBS, the institution must receive a bona fide invitation for membership in a FBS conference or a conference that previously met the definition of a FBS conference (Bylaw 20.02.6).
- **Notification/Application Requirement:** Per NCAA Bylaw 20.4.2.1.2, the institution's chancellor or president shall submit written notice of the institution's intention to reclassify and a completed application to the NCAA national office no later than June 1 two years prior to the August 1 when the institution intends to reclassify to FBS. Any form received after June 1 must be postmarked no later than May 25.
 1. The application must be accompanied by a \$5,000 fee and a strategic plan addressing the Division I philosophy statement (NCAA Bylaw 20.9) and the athletics certification program (NCAA Bylaw 22.2).
 2. Once the application has been received, an institution seeking to change its membership classification from Division I FCS to Division I FBS must comply with the two-year Multi-division Classification process set forth in NCAA Bylaw 20.4.2.1.4

FBS Transition Requirements

- **Year one:** During year one of the transition process from FCS to FBS, the institution must satisfy the following requirements:
 1. The president or chancellor (or individual appointed by the chancellor or president with executive status at the institution), the director of athletics representative, and the senior compliance administrator must attend an orientation session conducted by NCAA staff related to the application of FBS membership requirements.
 2. By June 1 the institution must submit an annual report and updated strategic plan based on feedback received from the previous year's report.
 3. The institution must report any violations to the Administration Cabinet in its annual report.
- **Year two:** During year two of the process, the institution must satisfy the following requirements:
 1. Comply fully with all FBS legislation and membership requirements.
 2. Submit an annual report and updated strategic plan confirming compliance with all FBS legislation and membership requirements.
 3. Report any violations to the Administration Cabinet in its required annual report.



- **Compliance Review:** The institution, at its own expense, must engage an authority outside of the athletics department to conduct a compliance review during the reclassification period. A copy must be on file with the institution and another submitted to the Administration Cabinet.

Additional FBS Membership Requirements

- **Penalties for Failure to Comply with Requirements:** It is important to note that there are no waivers to the FBS membership requirements discussed above. An institution that fails to satisfy any of these requirements will receive written notice of such non-compliance. Another failure to comply with these requirements within a 10-year period would result in the institution being placed in a one-year restrictive membership status, during which time its football team will not be eligible for post-season competition.

If the institution does not meet FBS requirements after this one-year period, it can still continue to be a Division I member in sports other than football, as long as it satisfies the general Division I membership requirements. Once a FBS member loses its FBS status, it must work again through the two-year Multi-division Classification process to regain its FBS position.

- **Number of Football Coaches:** Each institution may employ a maximum of fourteen football coaches in FBS. According to NCAA Bylaw 11.7.2, these coaches may include one head coach, nine assistant coaches, and four graduate assistant coaches.

D. REQUIREMENTS FOR CREATING A NEW FBS FOOTBALL CONFERENCE

The following two tables describe the application process for creating a new FBS conference, as well as the requisites for maintaining an FBS conference. However, this approach remains difficult and not entirely realistic due to the FBS requirement of securing a bona-fide invitation to join an FBS conference prior to submission of an institution's application for reclassification.

TABLE 2 Member Conference Application and Election Process		
LEGISLATIVE REFERENCE	LEGISLATIVE PRINCIPLE	NCAA REQUIREMENTS
3.3.3.1	Application	• An application to the National Office on the appropriate NCAA form is due by June 1, for membership effective August 1 of the following academic year • A check in the appropriate amount for annual dues must accompany the application (\$900.00) • If applicant fails election, dues are refunded
3.3.3.1 & 3.7.2		
3.3.3.1		
3.3.3.2	Election	• May be elected as a member conference by majority vote of the delegates present and voting at an annual NCAA Convention, or by a majority vote of the Board of Directors • Election becomes effective the following August 1



TABLE 3 NCAA Division I FBS Conference Requirements		
LEGISLATIVE REFERENCE	LEGISLATIVE PRINCIPLE	NCAA REQUIREMENTS
20.02.6	Membership Requirements	- Minimum of eight full FBS members satisfying all FBS requirements - Participate in conference schedule in at least six men's and eight women's conference sponsored sports², including Men's Basketball and Football, and three women's team sports, including Women's Basketball
20.02.6.1	Membership Requirement Exception	Permitted to count, as one of its required sports, a sport in which its conference does not conduct or sponsor a championship, provided the sport participates in another Division I multi- or single-sport conference
20.02.6.2	Grace Period	Conference remains an FBS Conference for two years following the date it fails to have eight full members due to a member institution's failure to comply with FBS membership requirements
20.02.5.4	Continuity	Meet minimum requirement of eight FBS members, sports sponsorship, and regular season conference competition - eight consecutive years
20.02.5.2 (a) & (b) 20.02.5.2 (b) & (c)	Sports Sponsorship	- Sponsor at least twelve Division I sports, including Men's and Women's Basketball (each sponsored by at least seven members) - Sponsor at least six men's sports and at least six women's sports
20.02.5.3 (a) 20.02.5.3 (b) 20.02.5.3 (c)	Regular-Season Conference Competition	- Basketball schedule: Double round-robin, in-season competition, or at least 14 regular-season conference contests - Football or at least two men's team sports, other than Men's Basketball, must sponsor at least five regular-season contests - At least five contests must be hosted by one of the two competing teams at its home venue - At least two women's team sports, other than Women's Basketball, must sponsor at least five regular season contests - At least five contests must be hosted by of the two competing teams at its home venue

² A conference sponsored sport is a sport in which regular season and/or championship opportunities are provided consistent with minimum standards for NCAA automatic qualification.



E. FBS BOWL ELIGIBILITY AND BOWL CHAMPIONSHIPS SERIES (BCS) DEFINED

- **Eligibility for Post-Season Play:** An FBS football team must win a minimum of six games against Division I FBS competition. A team that is 6-6 is eligible to play in bowl games provided the team is a member of a conference that has an existing contractual affiliation with the sponsoring bowl organization. An exception allows an FBS institution to count one victory against an FCS opponent, provided the FCS opponent has averaged ninety percent of the permissible maximum number of grants-in-aid per year in FCS football over a rolling two-year period.
- **The Bowl Championship Series:** An elite distinction in FBS is drawn between institutions with membership in the BCS and non-BCS institutions. The BCS is a voluntary arrangement for post-season play started in 1998 among the major conferences. It is neither controlled nor managed by the NCAA and its purpose is to deliver an FBS National Championship game.
- **The BCS is a five-bowl game arrangement:** The Rose Bowl Game presented by Vizio, Tostitos Fiesta Bowl, Discover Orange Bowl, Allstate Sugar Bowl, and the BCS National Championship Game. In the 2013-14 season, the ten FBS Conferences, the University of Notre Dame, and the remaining Independent FBS institutions are eligible to participate in the BCS. All ten conferences are considered BCS Conferences: Atlantic Coast (ACC), American Athletic Conference (Formerly Big East), Big Ten, Big 12, Conference USA, Mid-American (MAC), Mountain West, Sun Belt, Pacific-12 (PAC-12), and Southeastern (SEC).

Under the BCS arrangement, the ACC, American Athletic Conference, Big Ten, Big 12, PAC-12, and SEC conferences are Automatic Qualifying (AQ) Conferences. Six of the ten slots in these bowls are reserved for the champions of these Conferences.

The top two teams in the final BCS standings qualify for the BCS National Championship Game. The champion of Conference USA, MAC, Mountain West Conference, or Sun Belt Conference earn an automatic berth if the team is either ranked in the top twelve of the final BCS standings, or is ranked in the top 16 of the final BCS standings and its ranking is higher than that of a champion from an AQ conference (no more than one such team may qualify for an automatic berth in any year, although a second team may be considered for at-large selection).



The University of Notre Dame earns an automatic berth if it is ranked in the top eight of the final BCS Standings.

If there are fewer than ten automatic qualifiers, the bowls select at-large participants from a pool of teams that have won at least nine regular season games and are ranked among the top 14 teams in the final BCS Standings.

Accordingly, as this explanation illustrates, every Division I FBS team theoretically has the opportunity to compete in a BCS bowl game and to compete for the National Championship.

The BCS bowls paid each competing AQ team or the team's AQ conference approximately \$23.6 million in 2012 - 2013. The remaining 30 bowls paid their participating teams between \$325,000 and \$4.55 million. Under the current BCS arrangement, in 2012-2013, the six BCS leagues collected approximately



\$154 million among them, while the five Division I FBS conferences whose champions are not guaranteed slots in a BCS bowl received a total distribution of approximately \$20.3 million. This share was due to Northern Illinois University's participation in the Orange Bowl game and was shared by the five non-AQ conferences according to a formula created by that group. Had no team from a non-AQ conference been selected for participation in a 2012-2013 BCS game, those conferences would have shared \$14.1 million for making their teams available to play in a BCS bowl game.

In addition, approximately \$3.25 million of revenue from the BCS arrangement is paid annually to FCS Conferences to support the overall health of college football, even though FCS teams are not eligible to play in the BCS bowl games.

Despite the fact that all FBS conferences are officially considered BCS conferences, and although a modest portion of the BCS money is shared with the non-AQ Conference BCS schools, the line of demarcation between the "haves" and "have-nots" of Division I FBS has been widened by the BCS arrangement.

F. THE POST BCS ERA

Beginning with the 2014-2015 season and continuing through at least the 2025-2026 season, the existing BCS format will be replaced by a new four-team playoff, known as the College Football Playoff. A selection committee will choose the four teams participating in the playoff based on their performance during the regular season, including strength of schedule, head-to-head results, championships won, and other factors. This new playoff structure will rotate national semifinal games among six bowl games to be played on either New Year's Eve or New Year's Day.



The National Championship Game will be rotated among neutral sites every year, and will be played on a Monday at least six days after the last semifinal game. The Rose Bowl and Sugar Bowl will feature the first semifinal games in 2014-2015. In subsequent years, the semifinals will rotate among a group of six bowls.

G. HYPOTHETICAL FBS ADVANCEMENT TIMELINE

A possible timeline for advancing JMU to FBS is illustrated on the following pages. The June 1, 2014 date is the earliest that JMU could apply for FBS reclassification, while beginning the transition in 2014-15. Securing FBS Conference membership is assumed for purposes of this hypothetical timeline.

TABLE 4 Hypothetical FBS Advancement Timeline			
YEAR	PROCEDURAL PHASE	ACTIVITY	DEADLINE
2013-14	Planning and Preparation	Secure a bona fide invitation for membership in an FBS conference	Prior to Submission of Application for Reclassification to FBS, no later than June 1, 2014, or two years prior to the



TABLE 4		Hypothetical FBS Advancement Timeline	
YEAR	PROCEDURAL PHASE	ACTIVITY	DEADLINE
			August 1 that the institution intends to reclassify to FBS
2013-14	Notice and Application	Institution's chancellor or president submits to the national office written notice of intention to reclassify with a completed application, \$5,000 fee, and strategic plan addressing Division I philosophy statement (Bylaw 20.9) and the athletics certification program operating principles (Bylaw 22.2).	Notice and application must be received by the national office (by mail or electronic transmission) not later than June 1, 2014, or two years prior to the August 1 when the institution intends to reclassify to FBS. Any form received after June 1 must be postmarked no later than May 25
June 1, 2014- June 1, 2016	Two-year Reclassification Period	Comply with the two-year Multi-division Classification process per Bylaw 20.4	Beginning June 1, 2014, or two years from the institution's application date for Reclassification from FCS to FBS
June 1, 2014- June 1, 2015	Reclassification Year One	Chancellor or president (or individual appointed by chancellor or president with executive status at the institution), director of athletics representative, and senior compliance administrator must attend an orientation session conducted by NCAA staff related to application of FBS requirements	Must be completed no later than June 1, 2015, or by June 1 in the year following the institution's application for reclassification to FBS
2014-15		Submit an annual report and updated strategic plan based on feedback received from the previous year's report	Must be submitted by June 1, 2015, or by June 1 in the year following the institution's application for reclassification to FBS
2014-15		Institution must report any violations to the Administration Cabinet in its annual report	Must be submitted by June 1, 2015, or by June 1 in the year following the institution's application for reclassification



TABLE 4 Hypothetical FBS Advancement Timeline			
YEAR	PROCEDURAL PHASE	ACTIVITY	DEADLINE
			from FCS to FBS
2014-2015 or 2015-2016	Reclassification Years One or Two	At its own expense, the institution must engage an authority outside of the athletics department to conduct a compliance review	Must be completed during the reclassification period, no later than June 1, 2016, or by June 1 in the year two years following the institution's application for reclassification from FCS to FBS
		Copy of the compliance review must be placed on file with the institution and the Administration Cabinet	Must be completed during the reclassification period, no later than June 1, 2015, or by June 1 in the year two years following the institution's application for reclassification from FCS to FBS
2015-2016	Reclassification Year Two	Comply fully with all FBS legislation and membership requirements	Throughout the period beginning June 1, 2015, or June 1 in the year following the institution's application for reclassification from FCS to FBS through June 1, 2016, or June 1 in the year two years following the institution's application for reclassification from FCS to FBS
		Submit an annual report and updated strategic plan confirming compliance with all FBS legislation and membership requirements	June 1, 2016, or June 1 in the year two years following the institution's application for reclassification from FCS to FBS
		Report any violations to the Administration Cabinet in its required annual report	



TABLE 4		Hypothetical FBS Advancement Timeline	
YEAR	PROCEDURAL PHASE	ACTIVITY	DEADLINE
June 1, 2014- June 1, 2016	Reclassification Years One and Two	Once an FCS institution has forwarded written intention to reclassify to FBS, it shall no longer be eligible for participation in the Division I FCS Championship	Effective immediately upon forwarding of intent to reclassify to the national office

H. CONCLUSIONS AND RECOMMENDATIONS

As described above, NCAA requirements for FCS membership are not demanding; however, there are significant financial ramifications and substantially elevated Division I requirements if the University advances to FBS. Obtaining bona fide membership in an existing FBS conference is a significant threshold, and changes in the level of Division I requirements would occur almost instantaneously. Therefore, CarrSports makes the following recommendations:

- Before submitting written notice of intent to reclassify and associated application to the national office, JMU should establish an FBS reclassification team if it chooses to pursue this option. This team should guide the University through the reclassifying process. Outside entities may need to perform select necessary reviews in areas such as Title IX and rules compliance. Required and recommended Team members are listed below.
 - President or executive appointee (required)
 - Director of Athletics (required)
 - Associate A.D. for Compliance/SWA (required)
 - Deputy Athletic Directory
 - Faculty Athletics Representative
 - University Legal Counsel
 - Chair, Athletic Advisory Committee
 - Office Financial Aid representative
 - Office of the Registrar representative
 - Office of Admissions representative
 - Assistant Athletic Director for Communications
 - Associate Athletic Director for Development
- Assistant Athletic Director for Tickets and Customer Relations Beginning with the second year of the reclassification period, JMU must be fully prepared to comply with all legislative requirements of FBS membership.



ATTACHMENT V – 1

JMU ATHLETICS CHRONOLOGICAL HISTORY

The following table provides a chronological history of Athletics, including its advancement to Division I and to Football Championship Series Football (FCS) in 1980.

TABLE 1 JMU Athletics History		
YEAR	ACTIVITY	NCAA/CONFERENCE
Early 1920s	Among the first institutions to provide intercollegiate athletics programs for women	
1920	Women's Basketball program created	No NCAA Affiliation
1945	Men's Basketball added, competing against varsity, junior varsity, military installation, and prep school teams	No NCAA Affiliation
Late 1960s	Comprehensive men's intercollegiate athletics programs added, coinciding with the University becoming fully coeducational	
1967-1968	Men's Golf and Men's Tennis added	NCAA Division II
1969-1970	Men's Basketball program achieves NCAA Division II membership status	NCAA Division II
1969-1970	Baseball added	NCAA Division II
1971-1972	Men's Soccer program achieves NCAA Division I membership status	NCAA Division I
1972-1974	Football added	NCAA Division III /Independent
1974-1976	Football	NCAA Division III / VCAA [#]
1976-1977	Football	NCAA Division II/Independent



TABLE 1 JMU Athletics History		
YEAR	ACTIVITY	NCAA/CONFERENCE
1976-1977	Baseball, Men's Golf, and Men's Tennis	NCAA Division I/Independent
1977-1978	Baseball	NCAA Division I/ECAC*
1977-1980	Football	NCAA Division III/Independent
1979-1980	Men's Basketball begins competing as a member of the ECAC South Conference	NCAA Division I/ECAC South
1980	Football reclassifies to NCAA Division I-AA from Division III	NCAA Division I-AA/Independent
1982-1983	Women's Field Hockey	NCAA Division I/ECAC
1982-1983	Women's Tennis achieves NCAA Division I membership status	NCAA Division I/ECAC
1983-1984	Men's Soccer, Men's Tennis, and Women's Basketball begin competing as members of CAA	NCAA Division I/CAA**
1984-1985	Men's Golf and Women's Field Hockey begin competing as members of CAA	NCAA Division I/CAA
1985-1986	Baseball, Men's Basketball, Women's Cross Country, Women's Lacrosse, Women's Tennis, and Women's Indoor and Outdoor Track begin competing in renamed CAA conference	NCAA Division I/CAA
1986-1987	Volleyball begins competing as a member of CAA	NCAA Division I/CAA



TABLE 1 JMU Athletics History		
YEAR	ACTIVITY	NCAA/CONFERENCE
1990	Women's Soccer added	NCAA Division I/CAA
1993	Football begins competing as a member of the Yankee Conference. The Yankee Conference later affiliated with the Atlantic 10 Football in 1997.	NCAA Division I-AA/Yankee Conference/A-10
2002	Women's Softball added and Women's Golf leaves ECAC to join CAA	NCAA Division I/CAA
2007	A-10 Football affiliation converted to CAA Football	NCAA Division I-AA/CAA
July 1, 2007	Men's Archery, Cross Country, Gymnastics, Indoor Track and Field, Outdoor Track and Field, Swimming, and Wrestling discontinued. Women's Archery, Fencing, and Gymnastics also discontinued.	

VCAA (Virginia College Athletic Association)

* ECAC (Eastern College Athletic Conference)

** CAA (Colonial Athletic Association)

**ATTACHMENT V – 2****2013-14 NCAA DIVISION I FOOTBALL BOWL SUBDIVISION (FBS) MEMBERSHIP**

As of fall 2013, the NCAA Division I Football Bowl Subdivision has 125 members. The following table delineates the current, future and departing members of each FBS conference.

TABLE 1	2013-14 NCAA Division I Football Bowl Subdivision Membership	
AMERICAN ATHLETIC CONFERENCE 1. East Carolina University (2014-15) 2. Rutgers University (Leaving 2014-15) 3. Southern Methodist University 4. Temple University 5. Tulane University (2014-15) 6. United States Naval Academy (2015-16; Football only) 7. University of Central Florida 8. University of Cincinnati 9. University of Connecticut 10. University of Houston 11. University of Memphis (2014-15) 12. University of South Florida 13. University of Tulsa (2014-15)	ATLANTIC COAST CONFERENCE 1. Boston College 2. Clemson University 3. Duke University 4. Florida State University 5. Georgia Institute of Technology 6. North Carolina State University 7. Syracuse University 8. University of Louisville (2014-15) 9. University of Maryland (Leaving 2014-15) 10. University of Miami 11. University of North Carolina 12. University of Pittsburgh 13. University of Virginia 14. Virginia Polytechnic Institute and State University 15. Wake Forest University	



TABLE 1	2013-14 NCAA Division I Football Bowl Subdivision Membership	
BIG 12 CONFERENCE		
1. Baylor University 2. Iowa State University 3. Kansas State University 4. Oklahoma State University 5. Texas Christian University 6. Texas Tech University 7. University of Kansas 8. University of Oklahoma 9. University of Texas 10. West Virginia University		
BIG TEN CONFERENCE		
1. Indiana University 2. Michigan State University 3. Northwestern University 4. Ohio State University 5. Pennsylvania State University 6. Purdue University 7. Rutgers University (2014-15) 8. University of Illinois 9. University of Iowa 10. University of Maryland (2014-15) 11. University of Michigan 12. University of Minnesota 13. University of Nebraska 14. University of Wisconsin		



TABLE 1

2013-14 NCAA Division I Football Bowl Subdivision Membership

CONFERENCE USA

1. East Carolina University (leaving 2014-15)
2. Florida Atlantic University
3. Florida International University
4. Louisiana Tech University
5. Marshall University
6. Middle Tennessee State University
7. Old Dominion University
8. Rice University
9. Tulane University (leaving 2014-15)
10. University of Alabama at Birmingham
11. UNC Charlotte
12. University of North Texas
13. University of Southern Mississippi
14. University of Texas at El Paso
15. University of Texas San Antonio
16. University of Tulsa (leaving 2014-15)
17. Western Kentucky University (2014-15)

MID-AMERICAN CONFERENCE

1. Ball State University
2. Bowling Green State University
3. Central Michigan University
4. Eastern Michigan University
5. Kent State University
6. Miami University
7. Ohio University
8. Northern Illinois University
9. University of Akron
10. University of Buffalo
11. University of Massachusetts (Football only)
12. University of Toledo
13. Western Michigan University



TABLE 1	2013-14 NCAA Division I Football Bowl Subdivision Membership	
MOUNTAIN WEST CONFERENCE 1. Boise State University 2. California State University, Fresno 3. Colorado State University 4. San Diego State University 5. San Jose State University 6. University of Hawaii (Football only) 7. University of Nevada Las Vegas 8. United States Air Force Academy 9. University of New Mexico 10. University of Nevada 11. University of Wyoming 12. Utah State University		PACIFIC-12 CONFERENCE 1. Arizona State University 2. Oregon State University 3. Stanford University 4. University of Arizona 5. University of California, Berkeley 6. University of California, Los Angeles 7. University of Colorado at Boulder 8. University of Oregon 9. University of Southern California 10. University of Utah 11. University of Washington 12. Washington State University



TABLE 1

2013-14 NCAA Division I Football Bowl Subdivision Membership

SOUTHEASTERN CONFERENCE

1. Auburn University
2. Louisiana State University
3. Mississippi State University
4. Texas A&M University
5. University of Alabama
6. University of Arkansas
7. University of Florida
8. University of Georgia
9. University of Kentucky
10. University of Mississippi
11. University of Missouri
12. University of South Carolina
13. University of Tennessee
14. Vanderbilt University

SUN BELT CONFERENCE

1. Appalachian State University (2014-15)
2. Arkansas State University
3. Georgia State University
4. Georgia Southern University (2014-15)
5. New Mexico State (2014-15; Football only)
6. Texas State University
7. Troy University
8. University of Arkansas at Little Rock (Non-Football)
9. University of Idaho (2014-15; Football only)
10. University of Louisiana at Lafayette
11. University of Louisiana at Monroe
12. University of South Alabama
13. University Texas at Arlington (Non-Football)
14. Western Kentucky University (leaving 2014-15)

**ATTACHMENT V – 3****2013-14 NCAA DIVISION I FOOTBALL CHAMPIONSHIP SUBDIVISION (FCS) MEMBERSHIP**

As of fall 2013, the NCAA Division I Football Championship Subdivision has 124 members. The following table also depicts FCS members reclassifying to FBS.

TABLE 1	2013-14 NCAA Division I Football Championship Subdivision Membership
BIG SKY CONFERENCE 1. California Polytechnic State University 2. California State University, Sacramento 3. Eastern Washington University 4. Idaho State University 5. Montana State University-Bozeman 6. Northern Arizona University 7. Portland State University 8. Southern Utah University 9. University of California, Davis 10. University of Montana 11. University of North Dakota 12. University of Northern Colorado 13. Weber State University	BIG SOUTH CONFERENCE 1. Charleston Southern University 2. Coastal Carolina University 3. Gardner-Webb University 4. Liberty University 5. Presbyterian University 6. Virginia Military Institute



TABLE 1	2013-14 NCAA Division I Football Championship Subdivision Membership	
COLONIAL ATHLETIC ASSOCIATION 1. College of William and Mary 2. James Madison University 3. Stony Brook University 4. Towson University 5. University at Albany 6. University of Delaware 7. University of Maine, Orono 8. University of New Hampshire 9. University of Rhode Island 10. University of Richmond 11. Villanova University		DIVISION I FCS INDEPENDENTS 1. Monmouth University 2. Old Dominion University 3. University of North Carolina at Charlotte
IVY GROUP 1. Brown University 2. Columbia University 3. Cornell University 4. Dartmouth College 5. Harvard University 6. Princeton University 7. University of Pennsylvania 8. Yale University		MID-EASTERN ATHLETIC CONFERENCE 1. Bethune-Cookman University 2. Delaware State University 3. Florida A&M University 4. Hampton University 5. Howard University 6. Morgan State University 7. Norfolk State University 8. North Carolina A&T State University 9. North Carolina Central University 10. Savannah State University 11. South Carolina State University



TABLE 1	2013-14 NCAA Division I Football Championship Subdivision Membership	
MISSOURI VALLEY FOOTBALL CONFERENCE 1. Illinois State University 2. Indiana State University 3. Missouri State University 4. North Dakota State University 5. South Dakota State University 6. Southern Illinois University at Carbondale 7. University of Northern Iowa 8. University of South Dakota 9. Western Illinois University (FB Only) 10. Youngstown State University (FB Only)		NORTHEAST CONFERENCE 1. Bryant University 2. Central Connecticut State University 3. Duquesne University 4. Robert Morris University 5. Sacred Heart University 6. Saint Francis University (Pennsylvania) 7. Wagner College
OHIO VALLEY CONFERENCE 1. Austin Peay State University 2. Eastern Illinois University 3. Eastern Kentucky University 4. Jacksonville State University 5. Murray State University 6. Southeast Missouri State University 7. Tennessee State University 8. Tennessee Technological University 9. University of Tennessee at Martin		PIONEER FOOTBALL LEAGUE 1. Butler University 2. Campbell University 3. Davidson College 4. Drake University 5. Jacksonville University 6. Marist College 7. Mercer University 8. Morehead State University 9. Stetson University 10. University of Dayton 11. University of San Diego 12. Valparaiso University



TABLE 1	2013-14 NCAA Division I Football Championship Subdivision Membership	
PATRIOT LEAGUE 1. Bucknell University 2. Colgate University 3. College of the Holy Cross 4. Fordham University 5. Georgetown University 6. Lafayette College 7. Lehigh University SOUTHLAND CONFERENCE 1. Lamar University 2. McNeese State University 3. Nicholls State University 4. Northwestern State University 5. Sam Houston State University 6. Southeastern Louisiana University 7. Stephen F. Austin State University 8. University of Central Arkansas		
SOUTHERN CONFERENCE 1. Appalachian State University (leaving 2014-15; FBS) 2. Elon University 3. Furman University 4. Georgia Southern University (leaving 2014-15; FBS) 5. Samford University 6. The Citadel 7. University of Tennessee at Chattanooga 8. Western Carolina University 9. Wofford College SOUTHWESTERN ATHLETIC CONFERENCE 1. Alabama A & M University 2. Alabama State University 3. Alcorn State University 4. Grambling State University 5. Jackson State University 6. Mississippi Valley State University 7. Prairie View A&M University 8. Southern University, Baton Rouge 9. Texas Southern University 10. University of Arkansas, Pine Bluff		



VI. Facilities

A. INTRODUCTION

In this section, CarrSports assessed Athletics' facilities and their effectiveness in supporting JMU's current 18 intercollegiate sports, while maintaining its competitiveness in Division I FCS, as well as a possible reclassification to FBS.

During this process, CarrSports reviewed University and Athletics' facilities planning documents, along with current construction and renovation projects. The impact of Athletics' facilities on student-athletes' safety and the quality of their overall experience and performance, plus the accommodation of JMU's fans, were also addressed.

B. CONTEXT

The University was established in 1908 and the campus opened to students with two buildings in 1909. In the beginning Athletics teams were primarily intramurals, with Intercollegiate Athletics starting in the early 1920's. Initially, the campus was situated on the west side of Interstate 81 (West Campus). In 1982, the JMU Convocation Center was the first structure built on the East side of Interstate 81, which became known as the East Campus. Since 1982 Athletics facilities for Softball, Men's Soccer, Women's Soccer, Field Hockey, Lacrosse, Track and Tennis were built on the East Campus. As indicated below, some of these facilities have since been replaced with new venues.

C. OBSERVATIONS

As outlined in the *Athletics Facilities Improvement Plan* (Attachment VI-1), enhancements to current facilities, along with the construction of new facilities, have been an area of focus at JMU. Likewise, the University's commitment to new, state-of-the-art facilities for its Athletics teams is also depicted in the *University's Facility Master Plan*. These most recent facility improvements coupled with long-term plans for a new Convocation Center have uniquely positioned JMU for success at the Division I FCS level, as well as a possible move to FBS.

Current Athletics Facilities



Bridgeforth Stadium/Zane Showker Field

Home of JMU Dukes Football, Bridgeforth Stadium (Stadium) was built in 1975 and has undergone several construction projects over the last three decades. In 1981, the stadium was enlarged to increase seating capacity. In 2004, a new video scoreboard was installed in the north end zone. The first phase of two additional major stadium projects began in 2009 with the demolition of the west stands, reconstruction of the lower level of a two-tiered structure, along with new

restrooms, concession areas and a fan store. The first phase was completed in time for the 2010 season. The second phase, which began in 2010, included permanent seating behind the north end zone, a



1,000-seat club level (16-suites), a HD video board and an enlarged media area. The expansions increased seating capacity to 24,877.



Plecker Athletic Performance Center

The Plecker Athletic Performance Center (APC) is a state-of-the-art athletic support facility that includes space for Strength and Conditioning (7,000 sq. ft.), Sports Medicine (5,000 sq. ft.), a student-athlete lounge and a Football locker room, along with the JMU Athletic Hall of Fame. The Office of Student-Athlete Services also has an academic support unit housed here that includes tutoring/small group meeting rooms and a 30-work station computer lab. The Strength and

Conditioning facility is used mainly by Football, Field Hockey, Lacrosse and Golf. The Sports Medicine space (Athletic Training Room) provides service for Football, Lacrosse, Field Hockey, Swimming/Diving, as well as Golf.



JMU Convocation Center

The Convocation Center, with a seating capacity of 7,156, was built in 1982 and is the home practice and competition facility for Men's and Women's Basketball. In addition to Basketball locker rooms and coaches' offices, the Convocation Center houses an Athletic Training Room and a Strength and Conditioning facility used exclusively for Basketball. There is an indoor track surface on the top level used by the Women's Track Team. This venue also hosts

concerts, conventions and other large meetings.



JMU Field Hockey Complex

Located on the Skyline area of East Campus, this facility opened in 2003 and was originally the home of Field Hockey and Women's Track and Field. It features an artificial turf playing surface for Field Hockey, as well as an eight-lane Track. The Complex is lighted but does not have other amenities such as a filming tower, press box, permanent rest rooms, concessions, and a public address system.



Godwin Hall

Godwin Hall (Godwin) was built in 1972 and is the home of JMU's Department of Intercollegiate Athletics, Savage Natatorium and Sinclair Gymnasium. Athletic Administrative offices, coaches' offices and locker rooms for Soccer, Women's Cross Country/Track and Field, Lacrosse, Volleyball, Golf and Tennis are also located in Godwin. Sinclair Gymnasium (5,000 seating capacity) serves as the venue for Volleyball practice and competition. Savage Natatorium features an Olympic-sized pool with 800 seats as well as Swimming and Diving team locker rooms. Godwin also contains an Athletic Training Room and Strength and Conditioning facility.



Veterans Memorial Park

Veterans Memorial Park (Memorial Park), opened in 2010, is the home site for JMU Baseball and Softball. The Baseball stadium (1200 seating capacity), as well as the Softball stadium (500 seating capacity), feature top-of-the-line playing surfaces, comfortable spectator seating, spacious press boxes, restrooms, a merchandise area and concessions. The artificial turf Baseball playing surface was dedicated as Eagle Field in April of 2010.

Memorial Park also includes Memorial Hall gymnasium, and offices, locker rooms and team rooms for Baseball and Softball. Additional space is provided for limited indoor practice, Strength and Conditioning, Athletic Training and batting cages. Memorial Hall gym is used occasionally by Volleyball during its non-traditional season.



Convocation Center Tennis Courts and Hillside Tennis Courts

The Men's and Women's Tennis Teams use both venues for practice and competition. The Convocation Center Courts are located adjacent to the Convocation Center, while the Hillside Tennis facility is situated in the middle of the West Campus. Neither facility has restrooms nor sufficient seating for spectators. Both venues have numerous structural flaws and their courts need resurfacing.



Men's and Women's Golf Outdoor Short-Game Facility and Indoor Practice Facility

These two facilities were completed in 2010-2011. The Short-Game facility provides Men's and Women's Golf with excellent putting greens, and practice areas for chipping, as well as play- from- fairway, rough and sand placements. The Indoor Practice Facility includes a putting green, indoor chipping area and indoor hitting bays with video swing analysis equipment. JMU's Golf Teams also use two local golf courses for practice and competition.



University Park Complex

Athletics' newest sport venue is the University Park Complex (University Park). Phase I was completed in January 2012. It includes a state-of-the art track and field stadium with a natural turf infield serving Soccer, Lacrosse and Women's Cross Country/Track and Field. The competition stadium also consists of a state-of-the-art scoreboard, press box, filming area, restrooms and spectator seating. There is a nine-lane track with top level surfacing, long and triple jump runways

and an adjacent throws field with two shot areas and two hammer/discus cages. In addition, there is an artificial turf field and natural turf field for Soccer and Lacrosse practices. Future phases of the University Park project encompass the completion of the Field Hockey Stadium and a parking lot addition off of Port Republic Road.

D. CONCLUSIONS AND RECOMMENDATIONS

In addition to other recent facility projects, JMU has taken several significant steps in upgrading and expanding Bridgeforth Stadium, along with the addition of the recently constructed Plecker Athletic Performance Center. The Stadium and the APC provide JMU with Football facilities among the elite of FCS and those comparable to its FBS benchmarks.

Confirm facilities priorities and respective timelines through Athletics' strategic planning process. Special attention should be given to those projects identified as Long-Term; especially the proposed new Convocation Center and Tennis Courts. Both of these facilities would be important to strengthening Athletics' position in Division I, particularly within an FBS conference.



ATTACHMENT VI - 1

ATHLETIC FACILITIES IMPROVEMENT PLAN

The following table summarizes project concepts that should be addressed in either the short term (one to two years) or long term (three or more years). As with all Athletic facility projects, ongoing review of projects must occur to ensure projects are properly aligned with Mission and priorities.

TABLE 1 Athletics Facilities Improvement Plan as of 9.24.13		
SPORTS PROGRAM	SHORT- TERM	LONG-TERM
Football	Broadcast TV improvements	- Scoreboard, sound system at practice fields - Expansion of Stadium East Side; concept provided in Master Plan
M/W BB	- MBB locker room improvements (replace lockers, carpet, paint) - WBB Office, locker room renovations (replace lockers, paint, carpet, lighting, furnishings)	New Convocation Center with practice courts
Swim & Dive	- Replace sound system (\$27,000) - Replace scoreboard	- New Natatorium if Godwin Hall goes off-line - Location TBD; partner with City - TBD - Include Diving Well
Field Hockey	- Replace turf and irrigation system at existing venue - Permanent bathrooms, concessions, and press box - Team meeting rooms and Sports Medicine satellite facility - Create filming area; add scaffolding or remote camera to replace scissor lift	Build facility at University Park; estimate \$5 million
Golf	Fans to circulate air at Short-Game facility	Clubhouse at Golf Short-Game facility with indoor practice area; necessary if/when Godwin Hall goes off-line



TABLE 1 Athletics Facilities Improvement Plan as of 9.24.13		
SPORTS PROGRAM	SHORT- TERM	LONG-TERM
Volleyball	Volleyball gym lighting upgrade; \$80,000 - entire gym	- Replace sound system, scoreboard - Incorporate program into new Convocation Center or existing Convocation Center
Tennis	Add two courts, resurface all existing courts	- Build new outdoor courts (eight total); partner with City? - Build Indoor Tennis Facility
Soccer, WLAX, WT&F, Cross Country	Parking lot addition off of Port Road	Locker rooms on-site; re-locate from Godwin Hall
Baseball/Softball	- Softball: Replace outfield grass with turf - Filming and sports editing capabilities via remote cameras - Softball: Add batting cage in 3rd base bullpen area	- Add two cages inside Memorial Gym; turf gym floor - Feasibility of adding indoor hitting area
Cheer		Develop locker room areas
Convocation Center	- Replace rubberized flooring; \$275,000 estimate - Develop cardio/training Area - Replace ceiling tile and grid in main concourses; \$36,000 estimate	Convert to Field House with expanded track and fill inside oval with turf
Godwin Hall	1st floor: paint, replace ceiling tile, grid and lights; \$41,000 estimate	Demolish or renovate
APC	Paint, replace carpet; team meeting room and Football locker room)	Weight Room: install new rubberized flooring; \$86,000 estimate



James Madison University Master Plan

http://www.myvirtualpaper.com/doc/JMUI/jmu_master_plan/2009072701/#2

Reference pages:

- 12-18 East Campus/Convocation Center
- 20-21 Port Republic/University Park
- 30-31 West Campus/Bridgeforth Stadium
- 69-71 Memorial Hall Area/Veteran's Memorial Park



VII. Fiscal Issues

A. INTRODUCTION

CarrSports was asked to determine the financial implications for advancing JMU's current FCS Athletics program to FBS. CarrSports analyzed data comparing Athletics' current position within the FCS against FBS average benchmarks in several non-Automatic Qualifying conferences for illustrative purposes. This activity, along with a review of Athletics and JMU planning documents, assisted in developing a set of revenue and expense considerations.

Financial data is intended to provide JMU with planning information to be utilized in the strategic planning process for either its current FCS status, or a possible advancement to FBS. Financial information included the following:

- Athletics actual revenues and expenses for fiscal years 2011 and 2012
- Athletics budget for fiscal year 2013
- Recent data from FCS and FBS institutions

B. NCAA DIVISION I AND JMU ATHLETICS FISCAL ENVIRONMENT

This portion of the Study provides a comparative analysis of Athletics' finances between FCS and FBS institutions. In an effort to standardize accounting procedures, the NCAA defines revenues in two major categories: Allocated Revenues and Generated Revenues.

Allocated Revenues

The NCAA defines Allocated Revenues for athletics as those revenues coming from Student Fees, Direct Institutional Support, State Funding or Indirect Institutional Support - such as utilities and maintenance. JMU's primary Allocated Revenues for Athletics are from Student Fees.

The historical level of financial commitment by institutions for funding intercollegiate athletics is usually more than two-thirds of their athletics program's total annual revenues³. At the FCS level that commitment is primarily funded through Allocated Revenues.

Athletics' received approximately 78% of its funding from Allocated Revenues in FY 2011-12, according to information reported as part of the NCAA Equity in Athletics Disclosure Act (EADA) Financial Reporting.

However, it is important to note that approximately \$6 million, or 17%, of Athletics' FY 2011-12 operating expenses of \$34,595,223 were designated to cover the combined expenses for the University Agency Service Charges (ASC) and Facilities Maintenance. Agency Service Charges (\$2.78 million for Athletics in 2011-12) are required by the Commonwealth of Virginia and serve as a form of recovery back to the

³ 2004-12 NCAA Revenues and Expenses of Divisions I Intercollegiate Athletics Programs Report.



University's Education and General Budget to offset institutional expenses associated with supporting Auxiliary Operations. CarrSports observes that the extent and amount of these charges is atypical for most FCS and many FBS (non-Automatic Qualifying) athletics programs. While the costs associated with the ASC and Facility Maintenance occur at all institutions, they are often not allocated to athletics, but absorbed by the University. As such, these costs do not often appear in the NCAA or Federal financial disclosure reports for athletic departments.

The table below compares Allocated Revenues within Division I peer groups.

TABLE 1 Allocated Revenues Average Distribution Percentages NCAA Division I				
JMU ATHLETICS FCS*	NCAA DIVISION I FCS FOOTBALL**	FBS CONFERENCE SAMPLE ONE	FBS CONFERENCE SAMPLE TWO	FBS CONFERENCE SAMPLE THREE
78%*	71%	38%-67%	54%-84%	42%-83%

* NCAA Equity in Athletics Disclosure Act (EADA) Financial Reporting (FY 2011-12 data)

** 2004-12 NCAA Revenues and Expenses of Division I Intercollegiate Athletics Programs Report

Generated Revenues

The above table also illustrates the differences in Generated Revenues among Division I athletic departments. The balance of most Division I athletic departments Generated Revenues come from gate receipts, donations, conference distributions, and miscellaneous sources (such as NCAA, television, radio, corporate sponsorships and special events). However, only the most mature FCS programs produce substantial Generated Revenues.

Using the most recent NCAA data⁴, Athletics FY 2011-12 Generated Revenues (approximately \$7.3 million) is considered in the First Quartile (highest) of its FCS peers.

Athletics' greatest opportunities for increasing Generated Revenues are in the areas of ticket sales, donations, sponsorships, football game guarantees, and FBS conference revenue sharing (including television revenues), as outlined below:

- Historically, modest ticket sales and price point increases drive additional revenues. However, with a possible advancement to FBS, Football could provide substantial revenue increases through sales in premium and priority seating areas.

Duke Club annual donations also have the potential for significant growth based on analysis of other successful FBS non-Automatic Qualifying institutions and the increases reported by recent institutions that have moved from FCS to FBS. In Football and Basketball, opportunities exist for strategic proliferation in donor acquisition (new donors) and transactional giving associated with

⁴ 2004-12 NCAA Revenues and Expenses of Divisions I Intercollegiate Athletics Programs Report.



premium seating and parking. With projected donor Football reseating in 2015 and 2019, there is estimated growth in annual fund support, as well as increased donations in premium seating (currently at capacity). Further development of a compelling and transparent case of support will create a strong culture of philanthropy by more donors and allow the Duke Club to grow its giving base outside of premium seating options.

- Additional donations to Athletics in the form of Major Gifts (capital gifts) have been increasing in frequency with tremendous potential for growth. Likewise, a move to FBS may encourage additional opportunities for Major Gifts separate from Duke Club Annual Giving.
- Athletics' sponsorship sales activities appear to have modest additional revenue growth potential based upon the assumption that sponsorship inventory will not increase substantially with a move to FBS.
- Guarantees paid to FBS non-Automatic Qualifying institutions are significantly higher than those for FCS programs. Expected guarantees increase by 320%, or \$940,000 with a move to an FBS conference. In addition, the Big Ten has determined that their members will no longer play non-conference games against FCS opponents. This change in scheduling methodology has the potential to spread to the other major conferences and increase the game guarantees available to the FBS non-Automatic Qualifying institutions.
- Conference Revenue Sharing would be significantly increased with a move to an FBS conference. Depending on the FBS conference, revenues would increase between \$680,000 and \$1,930,000 when compared to revenue sharing at the FCS level. Additional revenues are attributable to the television contracts, licensing royalties and bowl games affiliations contracted by the conferences.

Expenses

As outlined in previous sections of this Study, Athletics has a mature infrastructure, thus providing a positive stance to consider a possible move to an FBS conference. While the recent renovation and expansion of Bridgeforth Stadium affords Athletics the opportunity to meet its current demands in FCS, it also demonstrates the readiness of the facility to meet FBS requirements outlined by the NCAA. Additionally, the Title IX review of the current roster management plan indicated that no additional sports would need to be added with a move to an FBS Conference. Compliance with these categories would have a significant impact on limiting the overall increase in expenses associated with a change in conference affiliation.

Using benchmark data, the Study also looked at the operations of each individual sport and support area within Athletics to determine the areas where additional resources would be necessary to compete at the FBS level. In addition to the benchmarking data, Title IX implications were considered to ensure continued compliance.

Athletics primary escalators in expenses based on the identified operational needs are Salaries and Benefits, Athletics Student Aid (scholarships), Sports Operations, Support Systems and Game Guarantees.



Assumptions influencing these increases include:

- Salaries and Benefits at the FBS level are driven by the need for additional positions based on strategic requirements. The list of positions below illustrates the areas and the earliest time-frames these positions may be required.

TABLE 2	Additional Positions Introduced	
POSITION/DEPARTMENT	YEAR	
Assistant Director (Athletics Communications)	Year 1	
Assistant Director (Compliance)	Year 1	
Assistant Director Annual Fund (Duke Club)	Year 1	
Assistant Equipment Room Manager; PT to FT (Equipment Operations)	Year 1	
Learning Specialist (Student Athlete Services)	Year 1	
Associate Director (Strength and Conditioning)	Year 1	
Associate Director (Strength and Conditioning)	Year 1	
Assistant Athletic Director Operations (Football)	Year 1	
Video Coordinator (Football)	Year 2	
Graduate Assistant Coach (Football)	Year 2	
Graduate Assistant Coach (Football)	Year 2	

Benchmarking data was also gathered for specific Coaching and Administrative positions within the Athletic Department to determine if future salary adjustments may be necessary based on comparable programs at the FBS level. As expected, the most significant impact was with the overall compensation of the Football coaching staff.

- Athletics Student Aid is influenced by the University's commitment to remain Title IX compliant through fully funding scholarships at NCAA sport maximums. Increases in the University tuition/fee rate structure are fully allocated as Athletics scholarship expense. A move to an FBS Conference would increase the scholarships available for Football by 22 based on the NCAA limitations. All other sports would remain consistent with current scholarship availability. The expectation for the availability of summer school and fifth-year aid is also increased at the FBS level.
- Sports Operations consists primarily of travel, recruiting and equipment costs. The Study indicates the most significant increase in sports operations would be with travel costs. There are seven institutions in the CAA within 400 miles of JMU. This number would decrease at any FBS conference, as currently configured, and require more air travel to away competitions. The opportunity to form regional divisions within potential FBS conferences could mitigate the need for air travel in the future. The recruiting budgets would need to increase, most notably for Football,



as the footprint of potential student-athletes would potentially expand to meet the profile of a national program.

- Support Systems consist of the Athletic units designed to support the student-athlete and programs. Examples of these areas are: Sports Medicine, Student-Athlete Services, Strength and Conditioning, Compliance, Ticket Office, Duke Club, Communications and Marketing. The Study outlined each department's potential changes with a move to FBS and assists in identifying the related resources.
- Game Guarantees are those payments used to schedule non-conference opponents to play at Bridgeforth Stadium. These expenses are expected to increase by \$500,000 to meet the FBS scheduling requirements FBS programs are eligible to play twelve games annually and must play a minimum number of those games against common FBS opponents.

C. CONCLUSIONS AND RECOMMENDATIONS

As presented in this Study, JMU's significant investment of Institutional Support for Athletics demonstrates a strategic commitment to excellence in Athletics. Similarly, this funding model is essential to a possible advancement to FBS. Concurrently, the data and benchmark information suggests an opportunity for an increase in Athletics Generated Revenue, representing a greater percentage of the resources required to sustain a successful FBS athletics program.

JMU's ability to consider a possible move to an FBS conference is feasible due to the support the University has provided to Athletics in the past. The commitment to be fully compliant with Title IX and the updates in facilities over the past eight years has positioned JMU to be an attractive institution for FBS conferences, and at the same time, lessens the financial impact in considering such a move.

The financial summary below illustrates the anticipated Athletics Generated Revenues and Expenses for FY2019 comparing continued participation in the CAA (FCS) with the range of revenues and expenses based on a possible move to FBS. The revenues and expenses are supported by the benchmarking data and projections described above. The summary does not consider the impact of a new Convocation Center, as no timeline or final decisions have been made on the project. A new Convocation Center would have an additional effect on institutional support in both the FCS and FBS scenarios. It is understood that the University has committed to raise substantial private funds prior to the beginning of building a new Convocation Center.



TABLE 3		Financial Summary - Fiscal Year 2019		
JMU ATHLETICS	JMU ATHLETICS FCS	FBS CONFERENCE SAMPLE ONE	FBS CONFERENCE SAMPLE TWO	FBS CONFERENCE SAMPLE THREE
Generated Revenue				
Ticket Sales	\$ 2,880,000	\$ 3,470,000	\$ 3,470,000	\$ 3,470,000
Guarantees	430,000	1,370,000	1,370,000	1,370,000
Donations	2,170,000	4,120,000	4,120,000	4,120,000
Sponsorships	1,610,000	1,880,000	1,880,000	1,880,000
NCAA/Conference	1,600,000	3,530,000	2,280,000	2,530,000
Other	200,000	200,000	200,000	200,000
Total Athletics Generated Revenue	\$ 8,890,000	14,570,000	13,320,000	13,570,000
Expenses				
Salaries and Benefits	\$12,970,000	14,330,000	14,170,000	14,060,000
Athletic Student Aid	9,470,000	10,860,000	10,860,000	10,860,000
Sport Operations	3,390,000	5,660,000	5,570,000	5,960,000
Support Systems	6,480,000	7,070,000	7,070,000	7,070,000
Game Guarantees	110,000	610,000	610,000	610,000
Other	14,450,725	14,780,000	14,570,000	14,570,000
Total Expense	46,870,000	53,310,000	52,850,000	53,130,000
University Allocated Revenue(<i>Student Fees</i>)	\$37,980,000	\$ 38,740,000	39,530,000	\$ 39,560,000
% of Athletics funding	81.0%	72.7%	74.8%	74.5%

The financial data indicates that the Athletics Generated Revenue will grow at a larger percentage than expenses with a move to an FBS Conference. The result is Athletics' Generated Revenue accounting for between 25.2% and 27.3% of Athletics expenses, up from 19% (with JMU remaining in the CAA). The trend with the growth in Athletics Generated Revenues outpacing the expenses has the potential to decrease the University's reliance on Student Fees.

Recommendations

1. Prior to any decision to reclassify to FBS, JMU should reconfirm its long-term commitment to a transparent funding model which includes Institutional Support for Athletics.
2. Upon receiving an invitation from a FBS Conference, if and when that occurs, complete a detailed five-year financial pro-forma in conjunction with the University and Conference Office to confirm the specific impact on revenues and expenses as a component of the University's evaluation.
3. If JMU decides to reclassify to FBS, Athletics should expand its zero-based budgeting process. This should include all cost centers for a minimum of four years beginning with the first year of FBS transition.



VIII. Support Systems

A. INTRODUCTION

This section provides a summary of Athletics' Support Systems' (infrastructure) capacity to support a possible reclassification to FBS. CarrSports identifies 18 Support Systems that are basic to Division I. These Systems can be formal internal departments, cost centers, or select activities that include essential student-athlete support services such as Academic Services, Equipment Operations, Housing and Dining, Life Skills, Sports Medicine and Strength and Conditioning. Other industry standard cost centers were examined for their adequacy and effectiveness; examples include Broadcasting, Rules Compliance, Development/Fundraising, and Video Operations.

Within each Support System, the adequacy of four operational categories was reviewed: Personnel, Facilities, Equipment, and Operating Budget. Additionally, JMU's preparedness for FBS assumes the following:

- Current Support Systems will continue to function at an FCS optimal level
- The achievement of revenue and expense levels depicted in this Study's financial analysis
- The addition of 22 scholarship FBS Football student-athletes - with a maximum squad size of 115
- Athletics would fully implement a zero-based budgeting process for all Support Systems and cost centers beginning FY 2014-15. Note: A date prior to June 1, 2014 is the earliest that JMU could apply for FBS reclassification.
- Any applicable strategies and goals for each Support System will be introduced in Athletics' new strategic plan

B. OBSERVATIONS

Similar to the quality of its Athletics facilities, JMU's Athletics Support Systems overall are prepared to support sustained success at the FBS level. As illustrated by Athletics' operating budget, the University has made a significant investment toward providing its student-athletes with a best practices Division I experience. Generally, the student-athlete experience encompasses access to and quality of coaching, academic support, medical care, housing, dining, team travel and facilities.

Regardless of its level of Football classification, the spatial dispersion of Athletics facilities has significant impact on many of JMU's Athletics Support Systems in terms of maintaining consistently high standards in staffing, equipment and operating.



IX. Comprehensive Conclusions and Recommendations

This Study has addressed the primary considerations for JMU as it explores a possible option of reclassifying from NCAA Division I FCS to FBS. This process focused on seven core components: maintaining Title IX compliance; clarifying NCAA FBS guidelines; defining financial implications; assessing the preparedness of Athletics' Support Systems; evaluating Athletics' competitive success and determining the adequacy of Athletics' current and proposed facilities.

The University has made a significant investment toward providing its Athletics staff and student-athletes with the resources necessary to support an optimal level FCS Athletics program; further, Athletics is well-positioned for a potential transition to FBS. This assessment is based upon the overall condition of JMU Athletics in comparison to its FBS benchmark institutions.

JMU's options for the NCAA classification of its Athletics program are dramatically impacted by the numerous changes in many national and regional Division I conferences, including the Colonial Athletic Association. While significant questions remain regarding JMU's potential future in FBS, there is also concern with the compatibility of JMU's mission with the trends in FCS membership.

Accordingly, CarrSports provides the following recommendations:

1. Athletics should move expeditiously to complete its comprehensive strategic plan. This plan is expected to delineate additional requirements and tactics essential for strengthening JMU's position within Division I - regardless of its Division I Football classification.
2. JMU should finalize plans for a new Convocation Center. This facility will enhance JMU's Division I competitive position, as well its attractiveness for possible FBS conference membership.
3. Upon receiving an invitation from an FBS Conference, if and when that occurs, complete a detailed five-year financial pro-forma in conjunction with the University and Conference Office to confirm the specific impact on revenues and expenses as a component of the University's evaluation.
4. In order to systematically improve the competitiveness of JMU's 18 sports teams, Athletics staff and coaches should develop a strategic plan for each team. This process should be a key goal within Athletics' strategic plan.
5. JMU and Athletics should continue to be proactive in maintaining compliance with Title IX. This goal can be achieved through Athletics' commitment to annual external assessments and transparency of policies and procedures.



Glossary of Terms

Academic Progress Rate (APR) measures an institution's student-athlete retention and graduation while meeting NCAA, conference and institutional academic eligibility requirements; the APR is the best real-time indicator for student-athlete retention.

Allocated Revenues, as defined by the NCAA, are revenues coming from student fees, direct institutional support, state funding, or indirect institutional support - such as utilities and maintenance. JMU Athletics receives Allocated Revenues primarily from Student Fees.

Athletic Scholarships is used to describe any financial aid awarded by a university to a student-athlete based on the athletic ability of that student-athlete. These scholarships are limited in number for each sport and are monitored by the NCAA.

Colonial Athletic Association (CAA) is a comprehensive Division I conference whose full-time members are located on the East Coast. JMU is a full-time founding member of the CAA.

Generated Revenues are produced by an athletics department and include ticket sales, radio and television receipts, alumni contributions, guarantees, royalties, NCAA distributions, and other revenue sources that are not dependent upon entities outside the athletics department.

Graduation Success Rate (GSR) measures student-athlete graduation rates at Division I institutions and includes students transferring into the institution. The GSR is the preferred measurement of enrolled student-athlete academic performance because it includes calculations for transfer student-athletes, athletes who leave the institution in good academic standing, and those student-athletes who transfer and graduate.

National Collegiate Athletic Association (NCAA) is an association with three divisions of institutions (I, II and III) that regulates the intercollegiate athletics competition of many colleges and universities in the United States. It is headquartered in Indianapolis, Indiana.

NCAA Division I is the highest level of competition for all sports. In 2013-14, there are 345 Division I member institutions who must sponsor competition in a minimum of 14 sports and provide at least 50% of the scholarships allowed in the sports that the school sponsors.

NCAA Division I Football Bowl Subdivision (FBS) is a subdivision of Division I. It is the NCAA's highest level of competition in football, with a maximum of 85 scholarships, and a minimum number just above 76 over a two-year period. In fall, 2013 there are 125 members.

NCAA Division I Football Championship Subdivision (FCS) is a subdivision of Division I. It is the NCAA's second highest level of competition in football, with up to a maximum of 63 scholarships, but no minimum. There are 124 members in fall 2013; this is the subdivision in which JMU currently participates.



Title IX is a section of the Education Amendments of 1972, as amended, which requires the compliance of an institution receiving direct federal aid or through student financial assistance. The three primary categories of measurement are as follows:

- *Effective Accommodation of Student Interests and Abilities*; this metric utilizes three further “tests”, including proportionality
- Athletics Financial Assistance (scholarships)
- *Equal Opportunity and Equivalence Standard: The Remaining Components of Title IX*. Components include areas such as Equipment and Supplies, Scheduling of Games and Practice Times, Travel and Per Diem Allowances, as well as Locker Rooms and Practice Facilities.