

June 20, 2013

BOARD OF GOVERNORS



AGENDA

FSU BOARD OF GOVERNORS' MEETING
JUNE 20, 2013, 9:00 A.M.
LOCATION: BOARD ROOM, FALCON CENTER
1201 LOCUST AVENUE, FAIRMONT, WV



- I. CALL TO ORDER**
 - A. Roll Call
 - B. Public Comment
 - C. Approve Agenda*Action Item*
 - D. Approve 2013-2014 Meeting Dates.....*Tab 1 Action Item*

- II. APPROVAL OF MINUTES OF APRIL 18, 2013, AND MAY 16, 2013.....***Tab 2 Action Item*

- III. CHAIRMAN'S REPORT**
 - A. Presentation of Certificate

- IV. PRESIDENT'S REPORT**

- V. REPORTS AND PRESENTATIONS**
 - A. Foundation (Will Armistead)
 - B. Construction Project Updates (Tom Tucker)

- VI. CONSENT AGENDA.....***Tab 3 Action Item*
 - A. Financial Reports (Month Ending 4/30/13)
 - B. Capital Projects 2013

- VII. ACADEMIC AFFAIRS/ADMISSIONS COMMITTEE (John Myers, Chair)**
 - A. Textbook Adoption Report*Tab 4 Action Item*
 - B. Discontinue Contemporary Fine Arts Technology Degree*Tab 5 Action Item*

- VIII. ATHLETIC AFFAIRS COMMITTEE (Frank Washenitz, Chair)**

- IX. BOG OPERATING PROCEDURES COMMITTEE (Ron Tucker, Chair)**

- X. ENROLLMENT COMMITTEE (Bob White, Chair)**

- XI. FINANCE COMMITTEE (Mark Pallotta, Chair)**
 - A. Policy 24*Tab 6 Action Item*
 - B. Athletic Master Plan and 2014 Athletic Budget Approvals.....*Tab 7 Action Item*

- XII. EXECUTIVE COMMITTEE (Ron Tucker, Chair)**

- XIII. Nominating Committee (Shirley Stanton, Chair)**
 - A. Election of Board of Governors' Officers (effective July 2013 through June 2014)

- XIV. POSSIBLE EXECUTIVE SESSION - Under the Authority of West Virginia Code §6-9A-4 To Discuss Personnel and Property Issues**
 - A. Evaluation of the President
 - B. Renovation of the Feaster Center

- XV. ADJOURNMENT**

**NEXT MEETING: AUGUST 15, 2013, 9:00 A.M., LOCATION: BOARD ROOM,
3RD FLOOR, FALCON CENTER, 1201 LOCUST AVENUE, FAIRMONT, WV**

Tab 1

Fairmont State University				
	BOG Meeting Dates		Meeting Time	Location
	August 15, 2013		*9:00 a.m.	Board Room, Falcon Center
	October 17, 2013		*9:00 a.m.	Gaston Caperton Center, Clarksburg, WV
	December 12, 2013		*9:00 a.m.	Board Room, Falcon Center
	February 13, 2014		*9:00 a.m.	Board Room, Falcon Center
	April 17, 2014		*9:00 a.m.	Board Room, Falcon Center
	May 15, 2014 (Special Budget Meeting)		*9:00 a.m.	Board Room, Falcon Center
	June 19, 2014		*9:00 a.m.	Board Room, Falcon Center
	August 14, 2014		*9:00 a.m.	Board Room, Falcon Center
	October 16, 2014		*9:00 a.m.	Gaston Caperton Center, Clarksburg, WV
	December 11, 2014		*9:00 a.m.	Board Room, Falcon Center
	<i>* Please note that a continental breakfast will be available before each of this meetings at 8:30 a.m. .</i>			

Tab 2



FAIRMONT STATE UNIVERSITY
BOARD OF GOVERNORS
MEETING MINUTES
APRIL 18, 2013, 9:00 A.M.
BOARD ROOM, FALCON CENTER
1201 LOCUST AVE., FAIRMONT, WV

I. CALL TO ORDER

A. Roll Call

Chairman Ron Tucker convened a meeting of the Fairmont State University (FSU) Board of Governors on April 18, 2013, beginning at approximately 9:00 a.m. in the Board Room at the Falcon Center, 1201 Locust Avenue, Fairmont, West Virginia.

At the request of Chairman Tucker, Judy Biafore conducted a roll call of the Board of Governors. Present for the meeting were board members Bryan Foley, Matt Jacques, Bob Mild, John Myers, Mark Pallotta, Bryan Towns, Ron Tucker, Frank Washenitz, Bob White, and Dixie Yann. Chris Courtney was present after the roll call and board member Shirley Stanton was absent. Also in attendance were President Rose and President's Council members Ann Booth, Fred Fidura, Rick Porto, and Kaye Widney, Athletic Director Tim McNeely, and FSU Classified Staff Council Chair Chris Daniels.

B. Public Comment

Frank Washenitz reported that Shawn Rafferty, newly elected Student Body President, signed up for public comment.

Mr. Rafferty introduced himself and stated he was recently elected Student Body President. He also stated that Student Government was rebuilding and would now be more of a student representative organization. Chairman Tucker acknowledged him and expressed that the Board will support and help the students in any way that they can.

C. Approval of Agenda

Bob Mild made a motion to approve the agenda. Bryan Towns seconded. The motion passed.

II. APPROVAL OF MINUTES OF FEBRUARY 21, 2013

Matt Jacques moved to approve the minutes of the meeting held on February 21, 2013. Bryan Towns seconded. The motion passed.

III. CHAIRMAN'S REPORT

- A. Chairman Tucker stated that there are a number of award ceremonies that will be held through the end of the semester and he urged Board members to attend if at all possible.
- B. Chairman reminded everyone that Commencement is scheduled for May 11, 2013, at 1:00 p.m. He also stated that all Board members are invited to a brunch at the Shaw House beginning at 11:00 a.m. The speaker will be Dr. Paul Hill (Chancellor) of the Higher Education Policy Commission.
- C. He also reported that the Fishing Falcons will be participating in the national competition April 19 through April 21 in Rogers, Arkansas and that the Concrete Canoe team won its 10th consecutive regional championship and will compete in the national competition in June.
- D. Chairman Tucker informed the group that there would be a tour of the Turley Center immediately following the meeting.

IV. PRESIDENT'S REPORT

- A. President Rose introduced FSU's new Athletic Director, Tim McNeely. She also discussed bills related to higher education that were presented in this Legislative Session including the Outcomes Based Funding Model, SB 444, and the bill relating to Veterans' advocates.
- C. President Rose reported that the University is working with PikeWood Creative to update the image video and commercial and FSU Board of Governors' Student Representative, Bryan Foley, is one of the individuals in the video.
- D. She reported that new Student Orientations begin this Saturday and will continue throughout the spring and summer.
- E. She also stated that construction on the offices and heating and cooling in Hardway Hall will begin soon in the President's area. Individuals will be moving to temporary space and notices will be sent out as soon as those moves take place.
- F. President Rose said she had received the Higher Learning Commission Final Comprehensive Evaluation Report. She stated that all requirements of the Commission had been met on all criteria and it was a good report. President Rose also said that the University received continued accreditation.
- G. President Rose also answered a question concerning cost savings from BOG Member Mr. White. President Rose indicated that there are some changes about to occur with the Community College so the Deans have been instructed not to fill any tenure-track positions. She also stated that there will be other savings in the area of personnel and that a restructuring plan is taking place at this time that will also produce savings.

V. REPORTS AND PRESENTATIONS

A. Foundation (Will Armistead)

Mr. Will Armistead reported for the Fairmont State Foundation. He stated the financial position of the FS Foundation through March 31, 2013, is as follows:

Total Assets of \$14,776,922
Total Gifts \$1,252,132
Total Revenue \$1,401,614
Total Gifts in Revenue \$2,653,746
Scholarships Awarded \$811,270
Operating and Fund Expenses \$261,944 and \$734,334
Net Assets Increase \$846,198

He also gave updates on the Neighborhood Investment Program and stated that they had received an additional \$24,635 in tax credits.

The Fairmont State Foundation has also received new donations to support student scholarship and achievement in several areas. An endowment has been formed to assist a senior student with independent study or undergraduate research and three other endowments have been formed for students participating in programs in the School of Education, School of Business, and the Department of Criminal Justice. A trust was also received recently to support students in the School of Business as well as two impact (cash) scholarships to assist students in athletics and ROTC.

He stated that letters were supplied to each of the Deans to invite their donors to the award ceremonies of each of the schools. The Foundation will also have representatives to attend these ceremonies.

Mr. Armistead also gave details of the upcoming 51st (Athletic) Scholarship Banquet to be held on May 4 in the Falcon Center and the 21st Annual MVB Golf Tournament to be held on May 17 at Bridgeport Country Club.

B. Construction Updates (Tom Tucker)

Mr. Tom Tucker, Assistant Vice President of Facilities, presented each Board Member a construction update sheet on the Wallman Hall mechanical & electrical upgrades, the Turley Center renovation, and the Hardway Hall renovations. This information and weekly updates may also be found on the website at <http://www.fairmontstate.edu/adminfiscalaffairs/physical-plant>.

He also stated that there would be a tour of the Turley Center after this Board of Governors' meeting.

VI. CONSENT AGENDA

Mark Pallotta moved to accept the following Consent Agenda as presented.

- A. Financial Reports (ending 1/31/13 and 2/28/13)

Dixie Yann seconded. The motion passed.

VII. ACADEMIC AFFAIRS/ADMISSIONS (John Myers, Chair)

John Myers, Chair of the Academic Affairs/Admissions Committee, requested that Provost Lavorata give a brief overview of the Program Reviews to be approved and then he moved to accept the following:

- A. Approval of Bachelor of Science Program Reviews in Biology, Chemistry, Computer Science, and Forensic Science

Bryan Towns seconded. The motion passed.

VIII. ATHLETIC AFFAIRS COMMITTEE (Frank Washenitz, Chair)

Frank Washenitz, Chair of the Athletic Affairs Committee reported that the Athletic Affairs Committee had met and that President Rose and Athletic Director Tim McNeely also attended. He then reported that the Women's Swim team has been recognized nationally for their academic achievement by attaining an overall 3.0 grade point average.

Mr. Washenitz stated that the Men's Swim team had a great season as well and also reported that the men's and women's basketball teams and the volleyball team also had outstanding seasons. He reported that Coach Woodman, the men's football coach, has already raised approximately \$25,000 and that the softball teams are doing very well also.

IX. BOG OPERATING PROCEDURES COMMITTEE (Ron Tucker, Chair)

There were no items to bring forth by the BOG Operating Procedures Committee.

X. ENROLLMENT COMMITTEE (Bob White, Chair)

- A. Kaye Widney, Vice President for Student Services, reported for the Enrollment Committee. She provided a handout to the Board and gave an update on all aspects of the Fall 2013 term including registration activity for returning and new students, scholarship offers, inquiry/application funnel reporting, and recruiting activities. Ms. Widney also provided information on the Campus Visitation day that was held on March 23, 2013.

XI. FINANCE COMMITTEE (Mark Pallotta, Chair)

Mr. Mark Pallotta, Chair of the Finance Committee, reported that the Finance Committee met and discussed the reduction in State funding which is the cause for FSU to increase tuition. He stated that the Finance Committee agreed that the increase was justified and that the increases over the past 3 years have been minimal – only averaging 1% per year.

Mr. Matt Jacques moved to accept the following as presented:

- A. Tuition and fee request for FY 2014

Mr. Mark Pallotta seconded. The motion passed.

Mr. John Myers moved to accept the following as presented:

- B. Approval of Press Box Heating, Ventilating, and Air Conditioning (HVAC) Replacement

Mr. Matt Jacques seconded. The motion passed.

XII. EXECUTIVE COMMITTEE (Ron, Tucker, Chair)

Chairman Tucker stated that there were no items to bring forth by the Executive Committee.

XIII. POSSIBLE EXECUTIVE SESSION

Bob Mild made a motion to go into Executive Session “Under the Authority of West Virginia Code §6-9A-4 to Discuss the purchase, sale or lease of property, advance construction planning, the investment of public funds, or other matters involving commercial competition”. Mark Pallotta seconded. The motion passed.

Bryan Towns made a motion to reconvene in open session. Bryan Foley seconded. The motion passed.

XIV. ADJOURNMENT

John Myers made a motion to adjourn the meeting. Bryan Towns seconded. The motion passed.

Ron Tucker

FSU Board of Governors’ Chairman

Robert Mild

FSU Board of Governors’ Secretary



FAIRMONT STATE UNIVERSITY
BOARD OF GOVERNORS
MEETING MINUTES
MAY 16, 2013, 9:00 A.M.
BOARD ROOM, FALCON CENTER
1201 LOCUST AVE., FAIRMONT, WV

I. CALL TO ORDER

A. Roll Call

Chairman Ron Tucker convened a meeting of the Fairmont State University (FSU) Board of Governors on May 16, 2013, beginning at approximately 9:00 a.m. in the Board Room at the Falcon Center, 1201 Locust Avenue, Fairmont, West Virginia.

At the request of Chairman Tucker, Judy Biafore conducted a roll call of the Board of Governors. Present for the meeting were board members Bryan Foley, Matt Jacques, Bob Mild, John Myers, Mark Pallotta, Shirley Stanton, Bryan Towns, Ron Tucker, Bob White, and Dixie Yann. Member Frank Washenitz was present after the roll call and board member Chris Courtney was absent. Also in attendance were President Rose and President's Council members Ann Booth, Fred Fidura, Rick Porto, and Kaye Widney, Athletic Director Tim McNeely, and FSU Classified Staff Council Chair Chris Daniels.

B. Public Comment

John Myers reported that no one signed up for public comment.

C. Approval of Agenda

Bob Mild made a motion to approve the agenda. Bryan Towns seconded. The motion passed.

II. REPORTS AND PRESENTATIONS (Tim McNeely, Andy Fellingham)

A. Athletic Master Plan

Tim McNeely, Athletic Director, introduced Andy Fellingham, the consultant who prepared the Athletic Master Plan for FSU. Mr. Fellingham gave a brief overview of the Plan and went over the following key recommendations:

1. Create a clear and concise articulation of what the role of athletics is and what its definition of the program's success is.

2. Make a firm commitment to NCAA, State, and federal regulatory compliance.
3. Decide upon the pathway that leads to compliance.
4. Create an Athletic Facility Master Plan that will prioritize the renovation, maintenance, or replacement of all athletic facilities over the next 20 years.
5. Hire additional athletic administrative staff to bring FSU's Athletic Department into agreement with its benchmarking group and separate coaching from faculty positions.
6. Hire an athletic development person with the proper skill set to implement an effective annual campaign and set the stage for major gifts effort to occur within 5 years.
7. Decide on the most effective way to reach the desired revenue sharing percentages.

III. CONSENT AGENDA

Bryan Towns moved to accept the following Consent Agenda as presented.

- A. Financial Report (ending March 31, 2013)
- B. Capital Projects 2013

Dixie Yann seconded. The motion passed.

IV. FINANCE COMMITTEE (Mark Pallotta, Chair)

Mr. Mark Pallotta, Chair of the Finance Committee, asked Mr. Rick Porto, VP for Administration and Finance, to give a brief summary of the Finance Agenda items below.

Mr. Matt Jacques and Mr. John Myers moved to accept the following as presented:

- A. Facilities Fee (Parking and Safety)

Dr. Bob Mild seconded. The motion passed.

Mr. Bob White moved to accept the following as presented:

- B. Falcon Center 2014 Budget Approval and Update of the 20-Year Falcon Center Master Plan

Mr. Mark Pallotta seconded. The motion passed.

Dr. Bob Mild moved to accept the following as presented:

- C. Housing 2014 Budget Approval and Update of the 20-Year Housing Master Plan

Mr. Mark Pallotta seconded. The motion passed.

Mr. Mark Pallotta moved to accept the following as presented:

- D. Education and General 2014 Budget Approval

Mr. Matt Jacques seconded. The motion passed.

V. POSSIBLE EXECUTIVE SESSION

Bob Mild made a motion to go into Executive Session “Under the Authority of West Virginia Code §6-9A-4 to Discuss the purchase, sale or lease of property, advance construction planning, the investment of public funds, or other matters involving commercial competition”. Mark Pallotta seconded. The motion passed.

Bryan Towns made a motion to reconvene in open session. Bryan Foley seconded. The motion passed.

VI. ADJOURNMENT

Bryan Towns made a motion to adjourn the meeting. Bryan Foley seconded. The motion passed.

Ron Tucker

FSU Board of Governors’ Chairman

Robert Mild

FSU Board of Governors’ Secretary

Tab 3

Fairmont State University
Board of Governors
Financial Report
for the period ending April 30, 2013

Unrestricted Fund:

The budget deficit planned for 2013 at the end of April increased by \$6,078 from \$-69,666 to \$-75,733.83 due to decrease in support services revenue created by a reduction in benefit expenses. Also, a transfer to capital repairs of \$22,726 was done to pay for work by Physical Plant to upgrade the hallways surrounding the men's and women's locker rooms in the Feaster Center (this was a one-time budget adjustment).

Tuition and Fee revenue through the end of April is at 94.74% and we received 89.10% of budgeted revenue through the end of April. Non-operating revenue is at 99.77% of budget. Operating expenses through April is at 78.36% of budget. The actual surplus condition at the end of April is \$6,356,869 with 2 months left to go in this fiscal year.

Auxiliary Fund:

The Auxiliary Budget Planned Transfer to Reserve increased by \$4,718 to \$1,229,846. Benefit changes impacted this increase in the Housing Fund.

Auxiliary Enterprise revenue achieved 90.24% of budget and we received 91.14% of the overall operating revenue plan. Operating expenses through the end of April is at 83.94% of budget. The actual surplus condition through the end of April is \$1,618,660.

Note: The adjusted projected deficit condition for Athletics for the 2013 FY is currently \$-117,000. This is compared to a planned deficit of a negative \$-113,000 approved in June by the Board of Governors.

Restricted Fund:

New grant was awarded to the University as follows:

- NASA Space Grant for LEGO - \$5,000
- Azimuth Contract - \$1,204

Existing grant decrease is as follows:

- Education and Arts Partnership Grant - \$-5,729

The Restricted Fund revenue achieved 85.99% of budget and the operating expense achieved 85.46% of budget. The actual surplus at the end of April is at \$392,749.

Please find the attached financial reports for the period ending April 30, 2013.

Fairmont State University
Actual vs Budget Statement of Revenues and Expenses
Current Unrestricted

As of April 30, 2013

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
OPERATING REVENUE	Tuition and Fees	22,934,490	23,132,002	21,916,410	94.74
	Student Activity Support Revenue	580,820	580,820	540,698	93.09
	Faculty Services Revenue	1,272,439	1,272,439	1,340,734	105.37
	Operating Costs Revenue	2,319,839	2,213,532	1,536,338	69.41
	Support Services Revenue	3,502,054	3,499,971	2,158,885	61.68
	Other Operating Revenues	374,947	432,976	246,808	57.00
	Total:	30,984,588	31,131,740	27,739,872	89.10
OPERATING EXPENSE	Salaries	24,764,324	24,804,754	19,275,743	77.71
	Benefits	6,397,961	6,331,913	4,763,424	75.23
	Student financial aid-scholarships	1,894,339	1,921,289	1,746,726	90.91
	Utilities	1,749,920	1,747,900	1,147,202	65.63
	Supplies and Other Services	7,840,268	7,671,175	5,710,276	74.44
	Equipment Expense	1,029,576	1,264,271	1,381,303	109.26
	Fees retained by the Commission	185,560	185,560	189,926	102.35
	Assessment for Faculty Services	1,302,589	1,302,589	1,255,699	96.40
	Assessment for Support Services	290,965	279,899	159,327	56.92
	Assessment for Student Activity Costs	401,409	401,409	375,258	93.49
	Assessment for Operating Costs	124,691	135,289	76,359	56.44
	Total:	45,981,602	46,046,048	36,081,243	78.36
OPERATING INCOME / (LOSS)		(14,997,013)	(14,914,308)	(8,341,370)	55.93
NONOPERATING REVENUE (EXPENSE)	State Appropriations	17,880,671	17,880,671	17,880,671	100.00
	Gifts	12,500	38,471	20,301	52.77
	Investment Income	266,166	266,166	21,475	8.07
	Assessment for E&G Capital & Debt Service Costs	(2,545,328)	(2,558,111)	(2,331,139)	91.13
	Total:	15,614,009	15,627,197	15,591,307	99.77
TRANSFERS & OTHER	Capital Expenditures	(298,301)	(185,759)	(184,118)	99.12
	Construction Expenditures	(1,047,000)	(74,399)	(69,000)	92.74
	Transfers for Debt Service	(77,585)	(64,802)	(64,370)	99.33
	Transfers for Financial Aid Match	(84,926)	(88,162)	(81,084)	91.97
	Indirect Cost Recoveries	36,500	64,568	40,573	62.84
	Transfers for Capital Projects	0	(326,965)	(326,965)	100.00
	Transfers for Scholarships	0	(113,104)	(113,104)	100.00
	Transfers - Other	0	0	(95,000)	
	Total:	(1,471,312)	(788,624)	(893,068)	113.24
BUDGET BALANCE		(854,316)	(75,734)	6,356,869	
* Add: PROJECTED UNRESTRICTED NET ASSETS - Beginning of Year		13,980,018	13,980,018		
Less: USE OF RESERVE		0	0		
Equals: PROJECTED UNRESTRICTED NET ASSETS - End of Year		<u>13,125,702</u>	<u>13,904,284</u>		

* Projected Unrestricted Net Assets - Beginning of Year is after adding back the projected OPEB liability at June 30, 2012 in the amount of \$7,643,321

Unrestricted Net Asset Balance is 30.36% of the current budget total operating expense.

Auxiliary
Actual vs Budget Statement of Revenues and Expenses
Board of Governors
As of April 30, 2013

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
OPERATING REVENUE	Auxiliary Enterprise Revenue	6,356,953	6,474,463	5,842,789	90.24
	Athletic Sponsorship	0	13,100	6,500	49.62
	Auxiliary Fees & Debt Service Support Revenue	4,869,880	4,869,880	4,548,691	93.40
	Other Operating Revenues	312,438	312,438	238,511	76.34
	Total:	11,539,271	11,669,881	10,636,491	91.14
OPERATING EXPENSE	Salaries	2,424,398	2,425,286	2,064,341	85.12
	Benefits	590,920	622,460	423,017	67.96
	Student financial aid-scholarships	549,780	545,530	407,536	74.70
	Utilities	855,914	841,341	603,161	71.69
	Supplies and Other Services	2,308,971	2,548,281	2,303,231	90.38
	Equipment Expense	67,506	72,731	121,933	167.65
	Loan cancellations and write-offs	1,131	1,131	0	0.00
	Total:	6,798,620	7,056,760	5,923,218	83.94
OPERATING INCOME / (LOSS)		4,740,652	4,613,122	4,713,273	102.17
NONOPERATING REVENUE (EXPENSE)	Gifts	0	170,520	170,520	100.00
	Interest on capital asset related debt	(100,473)	(100,473)	(74,040)	73.69
	Total:	(100,473)	70,047	96,480	137.74
TRANSFERS & OTHER	Capital Expenditures	(212,712)	(402,176)	(259,432)	64.51
	Transfers for Debt Service	(3,160,827)	(3,160,827)	(3,136,340)	99.23
	Transfers for Financial Aid Match	(3,425)	(3,425)	(3,425)	100.00
	Transfers for Scholarships	0	113,104	113,104	100.00
	Transfers - Other	0	0	95,000	
	Total:	(3,376,963)	(3,453,323)	(3,191,093)	92.41
** BUDGET BALANCE - Projected Transfer to Reserves		1,263,216	1,229,846	1,618,660	
* Add: PROJECTED NET ASSETS - Beginning of Year		<u>7,873,002</u>	<u>7,873,002</u>		
Equals: PROJECTED NET ASSETS - End of Year		<u>9,136,218</u>	<u>9,102,848</u>		

* Projected Net Assets - Beginning of Year is after adding back the projected OPEB liability at June 30, 2012 in the amount of \$904,619

* Auxiliary Net Assets are required to support future repair and replacement costs. Planning activities are in progress to document a 20 year plan to support each auxiliary enterprise capital repair/replacement need.

** Athletics will be using reserves from their Foundation Scholarship Fund, E&G Scholarship Fund, and Athletic Operating Fund for 2013 to cover the negative budget balance. This is planned for a one time condition until the Athletic Master Plan is complete.

FAIRMONT STATE UNIVERSITY
Actual vs Budget Statement of Revenues and Expenses
Current Restricted
As of April 30, 2013

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
OPERATING REVENUE	Federal Grants and Contracts	24,619,917	25,184,493	20,908,087	83.02
	State/Local Grants and Contracts	6,026,584	6,345,397	6,184,050	97.46
	Private Grants and Contracts	1,990,683	2,101,732	1,824,562	86.81
	Other Operating Revenue	0	0	3,253	
	Total:	32,637,183	33,631,623	28,919,952	85.99
OPERATING EXPENSE	Salaries	410,402	755,671	386,010	51.08
	Benefits	74,177	122,360	53,267	43.53
	Student financial aid - scholarships	40,674,450	40,732,394	36,148,077	88.75
	Utilities	3,257	3,166	3,166	100.00
	Supplies and Other Services	878,084	1,357,093	297,116	21.89
	Equipment Expense	220,271	241,196	39,818	16.51
	Total:	42,260,641	43,211,880	36,927,454	85.46
OPERATING INCOME / (LOSS)		(9,623,458)	(9,580,258)	(8,007,502)	83.58
NONOPERATING REVENUE (EXPENSE)	Federal Pell Grant Revenues	9,500,000	9,500,000	8,404,819	88.47
	Gifts	0	0	2,307	
	Investment Income	0	0	17	
	Total:	9,500,000	9,500,000	8,407,144	88.50
TRANSFERS & OTHER	Capital Expenditures	(10,662)	(10,662)	(50,828)	476.72
	Transfers for Fin Aid Match	84,926	88,162	84,509	95.86
	Indirect Cost Recoveries	(18,132)	(64,568)	(40,573)	62.84
	Transfers - Other	0	0	0	
	Total:	56,132	12,932	(6,893)	-53.30
BUDGET BALANCE		(67,326)	(67,326)	392,749	(583.36)
* Add: RESTRICTED NET ASSETS - Beginning of Year		90,583	90,583		
** Equals: PROJECTED RESTRICTED NET ASSETS - End of Year		<u>23,257</u>	<u>23,257</u>		

AUXILIARY CAPITAL PROJECTS

FY 2013

<i>Project</i>	<i>Project Budget</i>	<i>Expenses & Encumbrances</i>	<i>Available Project Budget</i>	<i>Project Completion Date and/or Update Notes</i>
Athletics - Football Locker Room	\$ 50,000.00	\$ 50,000.00	\$ -	Completed September 2012; Donor funds of \$25000 paid for lockers thru Foundations.
Athletics - Football Scoreboard Replacement	\$ 260,000.00	\$ 263,501.56	\$ (3,501.56)	Installed September 2012
Athletics - Men's Basketball Locker Room	\$ 125,000.00	\$ 122,798.25	\$ 2,201.75	Completed February 2013
Athletics - Women's Basketball Locker Room	\$ 125,000.00	\$ 12,500.00	\$ 112,500.00	A&E working on design and specifications
Colebank Hall - Painting & Signage	\$ 38,739.50	\$ 38,739.50	\$ -	Completed August 2012
Falcon Center Fabric Duct Replacement (FY12)	\$ 80,000.00	\$ -	\$ 80,000.00	
Falcon Center Fitness Equipment	\$ 34,382.00	\$ 34,382.00	\$ -	Fitness Equipment Orders from Gym Source & All Ways Fitness Equipment
Falcon Center - Miscellaneous Projects	\$ 78,880.00	\$ 78,880.00	\$ -	Tables & Racks Completed; ID Card Purchases Completed; Washer & Dryer Ordered
Falcon Center - Security Cameras	\$ 42,644.58	\$ -	\$ 42,644.58	
Starbucks Renovations	\$ 150,000.00	\$ 8,500.00	\$ 141,500.00	Funding Note: \$130,000 - Falcon Ctr \$20,000 Aladdin A&E is finalizing specifications to bid project.
Parking Garage - Maintenance Caulking/Painting (FY11)	\$ 100,000.00	\$ 99,945.00	\$ 55.00	Maintenance & Caulking of Top Level of Parking Garage Completed.
Parking Garage - Maintenance Lower Levels	\$ 50,000.00	\$ -	\$ 50,000.00	Vendor has been contacted to quote maintenance for this summer
Residence Halls - Morrow Hall Pump Replacements	\$ 10,000.00	\$ -	\$ 10,000.00	
Residence Halls - Pence Hall - Boiler Replacement (2)	\$ 20,000.00	\$ 12,202.00	\$ 7,798.00	Completed August 2012
Residence Halls - Back Flow Preventers	\$ 20,000.00	\$ -	\$ 20,000.00	Material quotes have been received from vendor. Ordering and install will be scheduled.

CAPITAL PROJECTS

FY 2013

<i>Project</i>	<i>Project Budget</i>	<i>Expenses & Encumbrances</i>	<i>Available Project Budget</i>	<i>Project Completion Date and/or Update Notes</i>
Academic Fund	\$ 100,000.00	\$ 71,518.12	\$ 28,481.88	To be spent on programmatic changes approved by the academic deans.
Landscaping	\$ 100,000.00	\$ 95,554.49	\$ 4,445.51	Numerous purchases throughout the year for landscaping needs on all campus sites.
Physical Plant Small Projects	\$ 197,000.00	\$ 196,787.56	\$ 212.44	Numerous purchases for small projects throughout the campuses.
Aerospace Center - HVAC Units (FY12)	\$ 148,833.48	\$ 136,245.00	\$ 12,588.48	Completed June 30, 2012
Aerospace Center - Floor Replacement	\$ 38,000.00	\$ 34,940.75	\$ 3,059.25	Completed August 2012
Aerospace Center - HVAC Upgrades	\$ 60,000.00	\$ -	\$ 60,000.00	Bid Documents will be advertised this week. Pre-bid Meeting 6/18/13;
Campus - ADA Restrooms	\$ 50,000.00	\$ -	\$ 50,000.00	
Caperton Center - Roof Renewal	\$ 400,000.00	\$ -	\$ 400,000.00	A&E will begin drafting specifications and drawings to bid project.
Education Bldg - Temperature Controls	\$ 40,000.00	\$ 39,229.00	\$ 771.00	Completed October 2012
Feaster Center - HVAC Upgrade Pool Area	\$ 307,000.00	\$ -	\$ 307,000.00	A&E is finalizing specifications and drawings to bid project. Should bid within next couple of weeks.
Feaster Center - Natatorium Upgrades	\$ 740,000.00	\$ -	\$ 740,000.00	A&E is finalizing specifications and drawings to bid project. Should bid within next couple of weeks.
Hardway Hall Renovations	\$ 5,500,000.00	\$ 5,437,125.37	\$ 62,874.63	Weekly updates are posted on Physical Plant website. Project is still on schedule.
Hunt Haught Hall - Window Replacement (FY12)	\$ 120,000.00	\$ 25,000.00	\$ 95,000.00	A&E completing specifications for review.
Hunt Haught Hall - Green House	\$ 149,650.00	\$ -	\$ 149,650.00	Bids Opened 3/18/13 - All bids were over budget by \$200,000 or more. Met with A&E on 4/5/13 to review project. A&E will meet with additional Greenhouse vendors. Project scope may be paired down to replace glass and flooring and repair drainage inside only. A&E is conducting additional research on greenhouse options.
Hunt Haught Hall - Elevator Upgrades	\$ 100,000.00	\$ 81,300.00	\$ 18,700.00	Contracted with Otis Elevator; Work to start after graduation in May.
Information Technology -AC Unit	\$ 102,070.00	\$ 9,070.00	\$ 93,000.00	Low Bid Contractor unable to obtain required insurance. Memo sent to contractor retracting Notice of Intent to Award. Project will have to be re-bid
Infrastructure - Merchant Wall (FY11)	\$ 350,000.00	\$ 7,015.50	\$ 342,984.50	Negotiating fee with selected A&E firm.

CAPITAL PROJECTS

FY 2013

<i>Project</i>	<i>Project Budget</i>	<i>Expenses & Encumbrances</i>	<i>Available Project Budget</i>	<i>Project Completion Date and/or Update Notes</i>
Infrastructure - Parking Lot #15 Paving (FY12)	\$ 158,560.00	\$ 131,688.00	\$ 26,872.00	Completed July 2012
Infrastructure - Sealing Parking Lots (FY12)	\$ 25,000.00	\$ 23,896.00	\$ 1,104.00	Completed June 2012
Infrastructure - Aerospace Parking Lot Paving (FY12)	\$ 80,000.00	\$ 79,567.50	\$ 432.50	Completed July 2012
Infrastructure - Access Road (FY12)	\$ 170,000.00	\$ 140,104.00	\$ 29,896.00	Completed July 2012
Infrastructure - Campus Lighting Upgrades	\$ 187,930.00	\$ -	\$ 187,930.00	Finalizing plan for updating and adding fixtures around campus.
Infrastructure - Paving Projects	\$ 321,095.20	\$ -	\$ 321,095.20	Preparing Specifications for open-end contract
Infrastructure - Painting & Striping	\$ 25,000.00	\$ 23,625.00	\$ 1,375.00	Completed August 2012
Jaynes Hall - Roof Renewal (FY12)	\$ 350,000.00	\$ -	\$ 350,000.00	A&E will begin drafting specifications and drawings to bid project.
Locust Avenue	\$ 40,000.00	\$ -	\$ 40,000.00	FSU met with State Road to review some options on the lighting. Waiting on info from State Road as to when project will move forward.
Musick Library Work	\$ 51,500.00	\$ 51,500.00	\$ -	Completed as part of Elevator Project
Musick Library Elevator	\$ 939,440.98	\$ 939,440.98	\$ -	Completed Fall 2012
Musick Library - HVAC	\$ 293,500.00	\$ -	\$ 293,500.00	Low Bid Contractor unable to obtain required insurance. Memo sent to contractor retracting Notice of Intent to Award. Notice of Intent to Award will be sent to next lowest bidder.
School House Museum Repairs	\$ 70,000.00	\$ -	\$ 70,000.00	A&E updating specifications to prepare bidding documents.
Turley Center FFE	\$ 1,000,000.00	\$ 893,888.90	\$ 106,111.10	Furniture will start arriving on June 17th.
Turley Center Renovations	\$ 6,502,680.00	\$ 6,403,857.31	\$ 98,822.69	Weekly updates are posted on the Physical Plant website.
Wallman Hall - Foundation Waterproof (FY12)	\$ 25,500.00	\$ 25,500.00	\$ -	Part of Wallman Renovations
Wallman Hall Renovations	\$ 4,757,879.02	\$ 4,680,866.65	\$ 77,012.37	Weekly updates are posted on Physical Plant website.
Wallman Hall Elevator Replacement	\$ -	\$ -	\$ -	Contracted with Otis Elevator - part of Renovations budget above; Work to be done this summer.

Tab 4

Item:	Textbook Adoptions Report
Committee:	Committee of the Whole
Recommended Resolution:	Resolved, that the Fairmont State University (FSU) Board of Governors accept the textbook adoptions report and forward the same to the Higher Education Policy Commission (HEPC).
Staff Member:	Dr. Christina Lavorata, Provost and Vice President for Academic Affairs
Background:	<p>Bookstore Policy #54 section 2.2.7, requires the bookstore to compile a report regarding missing textbook adoptions by June 1 each year. This report is to be forwarded to the Board of Governors for review.</p> <p>The institutional Board of Governors must then submit a report on textbook adoptions to the West Virginia Higher Education Policy Commission annually by November 1.</p> <p>The Administration, the Bookstore Advisory Committee, the Textbook Affordability Committee, Bookstore Personnel, and the Academic leadership of Fairmont State University worked diligently this spring with the faculty to achieve 97% textbook adoptions for all known classes for fall term 2013, spring term 2014, and summer 2014.</p> <p>The remaining 3% of texts are for new courses and will be selected by the beginning of the appropriate term.</p> <p>Please note: Follett Bookstore's regional management has recognized the success of 97% textbook adoptions for the 2013-2014 academic year. This 97% level of textbook adoptions was achieved by the end of March 2013.</p> <p>A copy of this agenda item may be provided to the HEPC to fulfill this reporting requirement.</p>

Tab 5

ITEM: Program Closure in the School of Fine Arts

COMMITTEE: Academic Affairs

RECOMMENDED RESOLUTION: Resolved, That the Fairmont State University Board of Governors approve the closing of the School of Fine Arts program, Contemporary Fine Arts Technology (BS).

STAFF MEMBERS: Christina Lavorata, Provost and Vice President for Academic Affairs, and Peter Lach, Dean of the School of Fine Arts.

BACKGROUND: The Faculty of the Department of Art have agreed to eliminate the BS degree in Contemporary Fine Arts Technology effective for fall, 2013. Only eight students are currently enrolled in this program, and they will be permitted to complete their degrees. No new students will be admitted, beginning in fall, 2013. Students interested in Graphics will be advised to enroll in the Graphics Technology degree program offered by the College of Science and Technology or in the Cross Media track of Studio Art.

Tab 6

**Fairmont State University
Board of Governors
June 20, 2013**

Item: Approval to Suspend the Board Policy Number 24 "Funding of Intercollegiate Athletics".

Committee: Committee of the Whole

Recommended Resolution: Approval to Suspend the Board Policy Number 24

Staff Member: Rick Porto

Background: Policy Number 24 places limits on:

- The percentage the Athletic Fee can be of the total tuition and fees charged to resident (in-state) students.
- The percentage of Education and General Unrestricted Funds that can be spent on Athletics.
- The number/percentage of waiver (scholarship) dollars designated for students participating in intercollegiate athletics.

See attached policy and analysis of these limits against current fee/budget conditions.

It is recommended that this policy be suspended and to use the Athletic Master Plan as the approved funding model for the future. This model will require the Board of Governors to review and approve the 20-year funding plan annually and to approve the next fiscal year's budget concurrent to the approval of the 20-year funding update.

FAIRMONT STATE UNIVERSITY BOARD OF GOVERNORS

POLICY NO. 24

Effective April 8, 2004, revised June 14, 2007 and June 19, 2008

TITLE: FUNDING OF INTERCOLLEGIATE ATHLETICS

Fairmont State University is committed to maintaining intercollegiate athletics at an amateur level for the benefit of its students. The following policies established by the Board are designed to limit funding of intercollegiate athletics used in the accomplishment of this goal.

The limits which are specified are maximum limits, and Fairmont State University may operate its intercollegiate athletic program at levels below the maximum limit allowed.

1. Revenues

Funding for intercollegiate athletics shall be limited to the following four revenue sources:

a. Student Athletic Fees

Fairmont State University may impose a Student Athletic Fee. It is the responsibility of the presidents to recommend the amount of this fee each year for approval by the Board of Governors.

The presidents' recommendation shall be developed after consulting with Student Government.

The Student Athletic Fee shall be limited to 10% of the total undergraduate tuition and fees charged to resident (in-state) students for that year.

b. Education and General Revenue Unrestricted Funds

No more than 3% of Education and General Unrestricted Funds will be expended for intercollegiate athletics.

c. Revenues Generated By Intercollegiate Athletics

Funds may be used to support intercollegiate athletics that are generated by gate receipts, concessions, program sales, sponsorships, advertising, game day promotions, royalties, facility rentals, media rights, fees, game guarantees, tournament and post season income, sports camps, and other revenue-producing activities directly related to intercollegiate athletics.

d. Revenues Generated By Philanthropic Gifts and Sponsorships

Funds may be used to support intercollegiate athletics that are generated by the foundation, the Fairmont State Athletic Association, or the university in collaboration and coordination with the foundation, through fund raising via individuals, foundations, corporations, and businesses.

2. Expenditures for Salaries and Benefits

The total amount of salaries and benefits for coaches, athletic department administrators and staff, and other college employees whose total job responsibilities are related to the intercollegiate athletic program shall be paid from the budget for intercollegiate athletics generated from revenue sources identified in section 1. The salary and benefit cost for each

employee whose responsibilities are split between the intercollegiate athletic program and the academic or general institutional support programs of the institution shall be paid on a pro-rated basis, with the percentage of the employee's work devoted to athletics paid from the budget for intercollegiate athletics generated from the revenue sources listed in section 1.

For coaches or athletic administrators who also have teaching responsibilities as a portion of their jobs, the annual pro-rated share paid from non-athletic funds shall be 1/8 for each three-hour course taught for those on an academic-year contract and 1/10 for each three-hour course taught for those on a twelve-month contract.

3. Tuition Waivers

The number of tuition waiver dollars designated for students participating in intercollegiate athletics shall be limited to no more than 50% of the total number allowed. As required in BOG Policy 11, 50% of the aid will be awarded to student athletes who are Pell-eligible and/or have significant need as determined by their Free Application for Federal Student Aid (FAFSA.)

4. Equal Opportunity

Fairmont State University shall insure that its intercollegiate athletic program adheres to or exceeds the requirements of all state and federal laws, especially the mandates of equal opportunity and affirmative action.

5. Annual Reports

The president shall provide to the BOG by September 1 of each year the financial information requested on the attached report form for the previous fiscal year. The BOG shall review the annual reports to assure compliance with the policies set forth in this document.

Fee Increases

	Current Fees		Proposed Fee	
	<u>FY 12-13</u>		<u>FY 13-14</u>	
	<u>12 Hours</u>		<u>12 Hours</u>	
Resident Tuition	928	34.85%	1,006	34.53%
Capital Fee	205	7.70%	205	7.04%
Education & General	866	32.52%	940	32.29%
Student Recreation Center	110	4.13%	110	3.78%
Infrastructure Fee	85	3.19%	85	2.92%
Student Programs Fee	57	2.14%	57	1.96%
Aux. Fee - Activities Center	113	4.24%	113	3.88%
Aux. Fee -Athletics	141	5.29%	189	6.49%
Special Equity Fee	48	1.80%	97	3.33%
Facilities Fee	110	4.13%	110	3.78%
	<u>2,663</u>		<u>2,912</u>	
Athletic Fees - Special Equity	189	7.10%	286	9.82%

Athletics

Comparison of Revenues - 2005 to 2013

	<u>FY 2005</u>	<u>FY 2013</u>	<u>%</u>	<u>Difference</u>	
Student Fees	\$ 1,138,056	\$ 1,408,767	33.21%	\$ 270,711	23.79%
Miscellaneous Sources	82,048	161,005	3.80%	78,957	96.23%
Advertising Revenue -scoreboard	-	95,000	2.24%	95,000	
	1,220,104	1,664,772		444,668	36.45%
E&G Coaching	117,786	353,956	8.35%	236,170	200.51%
E&G Other Personnel	77,330	320,999	7.57%	243,669	315.10%
	195,116	674,955		479,839	245.92%
E&G Capital Funding (one-time)	-	120,000	2.83%	120,000	
E&G/Other Auxiliaries - Scholarships	234,170	900,250	21.23%	666,080	284.44%
E&G Other Scholarships (one-time)	10,212	113,104	2.67%	102,892	1007.56%
	244,382	1,013,354		768,972	314.66%
E&G - Athletic Facilities	-	319,685	7.54%	319,685	
Foundation Gift - Capital (one-time)	-	277,500	6.54%	277,500	
FSAA/Foundation	310,720	171,141	4.04%	(139,579)	-44.92%
TOTALS	\$ 1,970,322	\$ 4,241,407	100.00%	\$ 2,271,085	115.26%

State Funding	1,659,602	3,792,766	2,133,164	128.53%
E&G Salaries	\$ 195,116.00	\$ 674,955.00	\$ 479,839	245.92%
E&G Capital Funding - (one-time)		\$ 120,000.00		
E&G - Athletic Facilities	-	319,685.00	319,685	
	195,116.00	1,114,640.00	799,524.00	409.77%
E&G Scholarships - including one-time	244,382	1,013,354	768,972	314.66%
TOTAL	\$ 439,498	\$ 2,127,994	\$ 1,568,496	356.88%

% of E&G Unrestricted Funds Budget

E&G Funds Budgeted for Athletics	\$ 2,127,994
Unrestricted E&G Budget - excluding Fund Managers	\$ 44,837,070
	4.75%
E&G Funds Budgeted for Athletics - excluding one-time funding	\$ 1,894,890
Unrestricted E&G Budget - excluding Fund Managers	\$ 44,837,070
	4.23%
E&G Funds Budgeted for Athletics - excluding one-time funding & E&G Facilities	\$ 1,575,205
Unrestricted E&G Budget - excluding Fund Managers	\$ 44,837,070
	3.51%

Athletic Waivers

Percentages

2012 FY Athletic Waivers Budgeted	\$	670,000	
2012 FY All Waivers Budgeted	\$	1,549,874	43.23%
2012 FY Athletic Waivers Expended	\$	707,544	
2012 FY All Waivers Expended	\$	1,548,610	45.69%
2013 FY Athletic Waivers Budgeted	\$	690,000	
2013 FY All Waivers Budgeted	\$	1,619,874	42.60%
2013 FY Athletic Waivers Expended-to-date	\$	754,385	
2013 FY All Waivers Expended-to-date	\$	1,432,263	52.67%

ALL E&G AND AUXILIARY (HOUSING) SUPPORT:

2013 FY Waivers Budgeted	\$	690,000	
Plus: E&G Athletic Scholarship Funds	\$	130,000	
Subtotal	\$	820,000	50.62%
Plus: Auxiliary Scholarship Funding (Housing)	\$	80,250	
Total Waivers/E&G/Auxiliary Support	\$	900,250	55.58%

Total E&G Waivers Support \$ 1,619,874

Tab 7

**Fairmont State University
Board of Governors
May 16, 2013**

Item: Approval of the Athletic Master Plan

Committee: Committee of the Whole

Recommended Resolution: Accept the Athletic Master Plan Consultants Report and Accept and Approve the 20-year Budget Plan included in the Athletic Master Plan and accept the 2014 Athletic Department Budget.

Staff Member: Tim McNeely and Rick Porto

Background: In December of 2011, the Consultant Mr. Andy Fellingham of the Intercollegiate Athletic Consultant Company (ICAC) was selected to serve Fairmont State University in evaluating our athletic department and providing a report of their findings and recommendations. This engagement also requested the consultant to recommend a plan that would improve on the future of athletics at Fairmont State University.

The goals of the Consultant's Report as defined by the University's Request for Proposal are:

1. Guide the planning of the athletic department's mission, vision, and operational planning while remaining consistent with the University's overall strategic plan.
2. Benchmark the ICA Program against both athletic and academic peer/competitor institutions.
3. Review sports sponsorship with regard to conference and regional competition.
4. Assess the current and future functionality of all athletic facilities with recommendations for renovation or replacement to coincide with the Athletic Master Plan.
5. Recommend a managerial structure for a solid organizational health and momentum that will sustain the Athletic Department; recommending a sports development plan.
6. Recommend improvements for overall coordination and communication among the various University functional units; for the benefit of the Athletic Department.
7. Review the history and expenses for the past six year period, and work with administration to develop a future funding model to support a recommended Master Plan for athletics.

8. Review the athletic department's revenue generation capacity and recommend a funding plan for athletics (20-year model).
9. Review the athletic department's own fund raising efforts and those of related entities (Foundation, etc.) and recommend ways to improve fund raising efforts.
10. Provide recommendations to the University President and Board of Governors of the future Master Plan for Athletics.

These goals, as certified by the Athletic Master Plan Steering Committee, have been met (see page 61 attached - list of Steering Committee Members who attended the Draft Report Presentation on March 27, 2013 presented by Andy Fellingham in Room 219 Hardway Hall).

The Athletic Master Plan Steering Committee members (see page 61) at this meeting accepted the draft report and recommended that this report be finalized by the Consultant and forwarded on to President Rose and the University Board of Governors. Board members Mark Pallotta, Bob Mild, Bob White, and President Maria Rose were in attendance for presentation of the draft report on March 27, 2013.

The recommendations of the consultant can be found throughout the complete report. Many of the recommendations related to future compliance with Title IX and the future funding of Athletics can be found on the attached pages 45 through 60.

The Financial Proforma attached to this document is an updated version of the consultant's proforma. This was necessary due to changes occurring to the athletic department's budget in fiscal year 2013 while the consultant was finalizing his report. The changes to the consultant's report are highlighted on the attached proforma for fiscal years 2013 and 2014.

The acceptance of this report and the approval of the 20-year budget plan also approves the 2014 fiscal year budget (highlighted in green on the attached proforma).

Please Note: The approved 20-year budget plan does not automatically set all future year budgets. This plan serves as a long-term planning document that needs to be revisited each year. The Athletic Director is responsible for each individual year's budget submission and for bringing these plans to the University Budget Committee, President's Council, and the Board of Governors.

Important Note: Each year after the EADA Report is completed (December – January time period), the Board of Governors must be presented the Summary of Intercollegiate Athletic Activities and Recap of EADA Reporting and Supplemental data. The Athletic Director (or designee) and the Financial Aid Director (or designee) are responsible for preparing this report (copy attached). The Director of Athletics will present this report to the Finance Committee and the Full Board.

Final Note: After the consultant's report was completed, Accounting found budget additions in the narrative report were excluded from the financial proforma spreadsheet. These items were reconciled and added to the financial budget plan and outcomes were adjusted to reflect accuracy. This information was documented and sent to the consultant for acknowledgement that the revisions more accurately reflected his recommendation and financial plan outcome. The Consultant has reviewed these adjustments and concurs with the information sent to him. He has updated his final report and included in this final report the revised spreadsheet. Please see Mr. Fellingham's communication attached.

Further the University must strengthen its control over strategic decision making and management for the Athletic Department. The Athletic Department is like any other major unit of the University; it is under the management direction of the President. Decisions must be made at that level, where broad institutional impacts can be assessed in light of all relevant factors, including compliance with State and federal regulations and available resources.

Compliance with Title IX

Compliance with the federal law known as Title IX is required of all higher education institutions, and ICAC and the Steering Committee reviewed the various dimensions and implications for compliance (**Appendix F**). Participation in athletics consistent with overall institutional gender representation is a key criterion, although not the only criteria. As has been shown at many institutions over time, compliance with Title IX often results in changes in cultural attitude as well. The focus of developing the plan at FSU, however, will focus on participation, scholarships, and the other resource dimensions of the law.

Prior to the initiation of this study, FSU had begun a plan for Title IX compliance with the addition of women's acrobatics and tumbling. Since it is only an emerging sport in the NCAA, FSU sought and obtained permission from the Office of Civil Rights to include it in assessments of compliance. ICAC, however, would call attention to a recent ruling which may have some future bearing. In a recent federal court ruling in Connecticut, a judge has ruled that the Quinnipiac women's acrobatic and tumbling team was not a sport as it was not recognized by the NCAA. This means that a chance exists that the 31 female participants from FSU's team may at some point be removed from the Equity in Athletics Disclosure Act (EADA) count for the underrepresented gender at FSU. Since a plan has been created to move towards Title IX compliance through maintenance of "soft" roster caps and with the addition of 2 new women's teams, the removal of the acrobatic and tumbling team will not constitute a failure to comply with the law. It will cause FSU to amend its plan by replacing the 31 opportunities with some other female team or expanded rosters, or eliminating men's teams which is not supported by the vision presented in this report.

Another step that FSU can and has begun is to institute a "soft"-cap on the men's teams roster sizes. This strategy recommends that a maximum roster size for each team be established (**Columns 4 and 8, Table IV-1**). This strategy was initiated during the 2012-13 academic year. While it will not solve the overall opportunities issue, it has been a step in the right direction. If fully successful, it will increase women's participation by 7 percentage points from 35% to 42%.

Further efforts are required to bring FSU athletic participation in compliance with Title IX. Three possible methods to continue this movement toward proportional representation are (1) add more women's teams, (2) retain fewer men's teams, or (3) a combination of both. More teams means more costs, so any decision on the path to full compliance must be considered from a financial as well as a legal perspective. (**Table IV-2** provides benchmarking data for teams.)

(1) Add women's sports. *The Mountain East will be supportive of FSU's adding either or both women's soccer and lacrosse. The easier sport to add is soccer as women's lacrosse is experiencing a fast growth in popularity that makes it difficult to find and keep a good coaching staff.*

We have used this option as the basis for the 20 year financial plan (**Appendix H**).

**Fairmont State University
Athletics Strategic Plan April 30, 2013**

**Table IV-1
FSU Sport Sponsorship and Rosters with Suggested Roster Sizes**

1	2	3	4	5	6	7	8
Men's Sports	# S-A 2011	# S-A 2012	Suggested # S-A	Women's Sports	# S-A 2011	# S-A 2012	Suggested # S-A
Baseball	40	50	35	Softball	20	30	20
Basketball	14	16	14	Basketball	16	16	16
Cross Country	7	7	7	Cross Country	7	9	10
Football	104	101	85				
Golf	12	13	8	Golf	6	6	8
Swimming	16	13	15	Swimming	7	9	15
Tennis	8	12	8	Tennis	6	10	8
				Volleyball	14	16	16
M/F Ratio	201/73%	213/69%	172/65%	M/F Ratio	76/27%	96/31%	93/35%
				Acro & Tumb	31	31	31
Total Ratio	201/65%	213/63%	172/58%	Total Ratio	107/35%	127/37%	124/42%

The cost for a conference competitive women's soccer program is approximately \$275,000.00 per year. (**Appendix J** which was produced by the FSU Athletic Department and reviewed by ICAC.) If FSU decides upon a different expectation, i.e., a nationally competitive program, rather than the one priced (a Mountain East competitive program), the costs could be significantly higher.

The addition of a soccer team with a realistic roster of 22 would raise the total of female S/As to 146 and improve the female participation rate to 46%.

If nothing else changes in the three years after the start of the women's soccer team, a second women's team will need to be added. The most likely prospect is lacrosse. The costs for the women's lacrosse team should be roughly in line with the women's soccer team costs, approximately \$275,000.00 in 2013 dollars or about \$300,000.00 in the Fall of 2018. **This would bring the female total to 168 participants or 49.4% of the entire ICA program.** The female portion of FSU's enrollment as reported to the OCR in October 2012 was 54%, so the addition of these two women's teams will not fully close the gender gap, if the roster sizes shown in **Table 5-1** are used.

The scholarship allocation per team is in **Table IV-3**.

To reach 54% female participation with a male number of 172, it will be necessary to have approximately 198 female S/As. It may be possible to carry a few more females on some of the rosters to accommodate this gender ratio fully.

Total costs associated with creation of 2 additional Women's teams is \$600,000.00 per annum.

Fairmont State University
Athletics Strategic Plan April 30, 2013

Table IV-2
Team Operating Expenses for Benchmarking Institutions
Equity in Athletics Disclosure Act (EADA) Data 2010-11

Men's Teams

1	2	3	4	5	6	7	8	9	10	11	12	13
Institution	Baseball Thous	Basketball Thous	CC/ T&F Thous	Golf Thous	Football Thous	Soccer Thous	Tennis Thous		Swim Diving Thous	Lacrosse Thous	Wrestling Thous	Other Thous
WVIAC												
Concord WV	\$61.400	\$45.200	\$42.200	\$30.800	\$149.9	\$28.5	\$9.5					
Glennville State WV		\$34.900	\$23.000	\$18.600	\$137.5							
Seton Hill PA	\$34.000	\$29.700	\$36.200		\$58.0	\$19.7				\$45.2	\$22.5	
Shepherd WV	\$66.500	\$67.200		\$14.700	\$136.5	\$51.9	\$11.6					
Univ Charleston WV	\$52.900	\$60.700		\$22.400	\$156.6	\$26.6	\$15.4					
West Liberty WV	\$30.200	\$40.500	\$14.000	\$21.200	\$108.1		\$8.3				\$20.4	
WV State WV	\$45.600	\$15.300		\$6.400	\$60.0		\$4.6					
WV Wesleyan WV	\$67.600	\$62.300	\$38.600	\$11.200	\$120.5	\$54.6	\$14.6		\$11.3			
Average WVIAC	\$51.171	\$44.475	\$30.800	\$17.900	\$115.9	\$36.3	\$10.7		\$11.3	\$45.2	\$21.5	
FAIRMONT STATE	\$43.600	\$79.600	\$6.500	\$12.500	\$147.0		\$6.80		\$20.4			

Women's Teams

1	2	3	4	5		7	8	9	10	11	12	13
Institution	Softball Thous	Basketball Thous	CC/ T&F Thous	Golf Thous		Soccer Thous	Tennis Thous	Volley ball Thous	Swim Diving Thous	Lacrosse Thous	Equestrian Thous	Other Thous
WVIAC												
Concord WV	\$32.000	\$47.100	\$44.600	\$15.300		\$31.3	\$8.7	\$23.3				
Glennville State WV	\$31.100	\$35.400	\$22.200	\$5.500				\$15.6				
Seton Hill PA	\$28.300	\$30.700	\$33.800	\$13.400		\$28.4	\$8.5	\$21.3		\$34.0	\$15.0	\$30.6
Shepherd WV	\$53.200	\$67.400				\$39.2	\$12.9	\$43.9		\$58.8		
Univ Charleston WV	\$56.300	\$39.000	\$14.600			\$38.5	\$15.9	\$27.8				\$39.1
West Liberty WV	\$24.300	\$37.900	\$12.100	\$9.300			\$9.7	\$19.0				
WV State WV	\$23.600	\$20.100		\$10.700			\$16.4	\$15.2				
WV Wesleyan WV	\$62.500	\$34.200	\$37.800	\$7.700		\$48.5	\$5.1	\$21.1	\$11.3	\$20.0		
Average WVIAC	\$38.913	\$38.975	\$27.517	\$10.317		\$37.2	\$11.0		\$11.3	\$37.6	\$15.0	\$34.9
FAIRMONT STATE	\$37.100	\$71.600	\$4.100	\$8.600			\$6.10	\$42.3	\$18.2			

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Table IV-2 (continued)
Team Operating Expenses for Benchmarking Institutions
Equity in Athletics Disclosure Act (EADA) Data 2010-11

Men's Teams

1	2	3	4	5	6	7	8	9	10	11	12	13
Institution	Baseball Thous	Basketball Thous	CC/ T&F Thous	Golf Thous	Football Thous	Soccer Thous	Tennis Thous		Swim Diving Thous	Wrestling Thous	Rodeo Thous	Bowling Thous
Benchmarking												
California of PA	\$84.800	\$63.100	\$97.100	\$54.500	\$279.1	\$36.4						
Eastern New Mexico NM	\$48.200	\$56.700	\$25.600		\$69.1	\$31.2					\$31.9	
Univ of Findlay OH	\$34.600	\$43.100	\$30.400	\$16.200	\$90.9	\$18.4	\$7.7		\$8.8	\$27.7		
Univ of NC	\$44.300	\$84.400	\$34.300	\$39.000	\$113.8	\$27.3				\$47.3		
Pembroke NC	\$30.200	\$81.700	\$47.100	\$45.200	\$93.9		\$28.4					
VA State VA	\$30.200	\$81.700	\$47.100	\$45.200	\$93.9		\$28.4					
Average Benchmarking	\$48.420	\$65.800	\$46.900	\$38.725	\$129.4	\$28.3	\$18.1		\$8.8	\$37.5	\$31.9	
FAIRMONT STATE	\$43.600	\$79.600	\$6.500	\$12.500	\$147.0		\$6.80		\$20.4			

Women's Teams

1	2	3	4	5		7	8	9	10	11	12	13
Institution	Softball Thous	Basketball Thous	CC/ T&F Thous	Golf Thous		Soccer Thous	Tennis Thous	Volley ball Thous	Swim Diving Thous	Coed Equestrian Thous	Rodeo Thous	Bowling Thous
Benchmarking												
California of PA	\$81.200	\$94.300	\$125.800	\$84.200		\$59.9	\$59.5	\$57.2	\$64.9			
Eastern New Mexico NM	\$45.400	\$58.300	\$20.500					\$32.4			\$26.9	
Univ of Findlay OH	\$35.500	\$43.500	\$39.500	\$17.700		\$20.3	\$6.9	\$35.0	\$9.4	\$24.6		
Univ of NC	\$47.600	\$47.900	\$31.800	\$23.100		\$26.4	\$19.8	\$31.8				
Pembroke NC	\$47.600	\$47.900	\$31.800	\$23.100		\$26.4	\$19.8	\$31.8				
VA State VA	\$29.800	\$66.400	\$54.500				\$22.7	\$25.9				\$22.2
Average Benchmarking	\$47.900	\$62.080	\$54.420	\$41.667		\$35.5	\$27.2	\$36.5	\$37.2	\$24.6	\$26.9	\$22.2
FAIRMONT STATE	\$37.100	\$71.600	\$4.100	\$8.600			\$6.10	\$42.3	\$18.2			

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**Table IV-3
Fairmont Scholarship Awards and NCAA Division II Maximum Awards by Team
Estimated 2012 and with Additions to Women's Teams 2013-14 through 2019**

Men's Team	NCAA Max	Current Grants	% of Max
Baseball	9	4	44%
Basketball	10	10	100%
Cross Country	7	0.5	7%
Football	36	30	83%
Golf	3.6	1	28%
Swimming and Diving	8.1	3.5	43%
Tennis	4.5	0.25	6%
Men's Team Total	78.2	49.25	63%
Men's % ICA 2012	66%		

Women's Team	NCAA Max	Current Grants	% of Max	Future Adds	% of Max
<i>Acrobatics -</i>	<i>NA</i>	<u>2</u>	<u>-</u>		
Basketball	10	10	100%	-	
Cross Country	7	0.5	7%	1.5	28%
Softball	7.2	4.5	63%	2.5	90%
Swimming and Diving	8.1	1.5	18%	3.5	37%
Tennis	6	0.5	8%	1.5	33%
Volleyball	8	6.5	81%	1.5	100%
Women's Team Total	46.3	25.5	51		
Women's % ICA 2012	34%				
Future Adds Total				10.5	
<i>Lacrosse</i>	9.9			8	81%
<i>Soccer</i>	9.9			8	81%
Women's Total 2019	66.1			52.0	79%

Men's % ICA 2019	49%
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Women's % ICA 2019	51%
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Total ICA Program	144.3	101.25	70%
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(2) Reduce men's teams. *This reduces the financial risks or anticipated costs of the first option, but it creates a large political or reputational risk for the teams that are dropped. Specific NCAA D-II regulations must be observed in deciding which FSU men's teams to drop.*

- *FSU must field 5 men's teams.*
- *FSU must have a men's and women's team in each season – Fall, Winter, Spring.*
- *FSU must have a basketball team.*

Using this strategy means that FSU has to reduce the number of male participants to less than the number of female participants, 124, and it can only reduce by 2 teams. By simple arithmetic it becomes obvious that cross country, golf, and tennis do not have enough male participants to reduce the overall male S/As by 50 ($172 - 50 = 122$). The 2 sports that could be used are baseball (35) and swimming (15). These two sports have annual operating budget totaling about \$70,000.00 and award about 7 scholarships. These could be transferred to the women's program. The absolute savings from the men's swimming team would be somewhat reduced due to the continued existence of the women's team.

Total costs associated with the dropping of 2 Men's teams is \$0. Savings will be transferred to the under-represented gender teams.

(3) Combination of the first two options. *Add one Women's team and drop one or two Men's teams.*

Total costs involved in Option 3 would be based upon the sports selected, but it will probably result in an increase of \$100,000.00 due to scholarship and coaching expenses.

Student Athlete and Academic Scholarships

That student athletes also receive additional amounts of scholarships awards was not of surprise to ICAC given the quality of the student athletes at FSU. Concerns were raised within the Steering Committee about fairness and equity relative to the general student under these circumstances. Fairmont State requires a financial aid allocation model in place that directs the type and amount of support to each student seeking financial aid based on a carefully defined and orchestrated enrollment management plan. Every scholarship dollar must be seen as an investment in meeting University goals. The University's enrollment management officer should be able to describe and defend every award made with institutional funds in terms of the benefits for the University. Only under those circumstances can the allocation of institutional aid, apart from student athlete scholarships, be evaluated.

Coaching and Faculty Roles

Coaching contracts with instructional responsibilities were cited during the interview process as not serving either academic or athletic purposes well, and in combination dissipate resources from both functions, at best, or, at worst, functions get neglected. This conclusion reached by FSU is being found by more and more Division II institutions as well. One of the major contributing factors is the very nature of the discipline of physical education, with less and less emphasis on specific sports and more emphasis on the science of health and exercise. Over the past century, attention to sports and participation has increased substantially in basic education, with elementary and secondary schools having more than a playground and a gym. Thus more students are entering higher education knowledgeable about a wide variety of sports and the necessity for colleges and universities to provide that dimension has steadily declined.

As shown in section III (**Table III-8**), this policy has a potential impact on FSU's competitiveness by dissipating coaching resources. Most benchmarking institutions have some head coaches that have full-time coaching responsibilities. FSU has none; all of its full-time head coaches have other institutional responsibilities. It should have at least 4 full-time coaches with full-time coaching responsibilities, 2 for men's teams and 2 for women's teams. Elimination of the faculty responsibilities, a move supported by both the School and Education and the Athletic Department, would present opportunities for redesigning positions in the Department and developing new positions based on the particular administrative skill sets of the incumbents.

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New coaches, head and assistant, full- or part-time, must all be made aware, and continuing athletic staff must be reminded, of FSU's outstanding history of attracting and retaining excellent student athletes who serve as model students on the field, in the classroom, and in the community. Behaviors, whether those of the coaching staff or the student athletes, which reduces or diminishes the image or reputation of the University, should not be condoned, and consequences should accrue. The commitment of the Athletic Department to showcase its student athletes in service must also be maintained and communicated. Finally the leadership of Fairmont State University in advancing opportunities for women in sports must be carried through the entire Department.

Revenue Shares

The shifts in revenue support must be addressed and transformed into a balance acceptable to all constituencies. Detailed in section V, the optimum sharing shares for revenue for FSU would be 50% from Student Fees, 30% from Educational and General Funds, and 20% from the Athletic Department, including both miscellaneous sources and fundraising.

Capital Investments

Athletic facilities at FSU have been extremely well-maintained, much to the credit of the Physical Plant Office. As indicated in section III, the University's general student body is well-served by the Falcon Center for indoor clubs, intramurals, and recreation activities. The Feaster Center, at 37 years of age, was designed at a time when women's sports were not a major factor and safety and accessibility standards were either different or nonexistent. The addition of 2 new women's sports will only add to the constrained physical environment. Some projects will proceed because of immediate issues. The natatorium wing will be renovated; indoor arena bleachers will be upgraded; locker rooms will be fitted out. In addition, Physical Education spaces in the Feaster Center, including offices and labs, should be relocated as soon and possible for the benefit of both entities.

Longer term, a careful study of the costs and benefits of continued renovation versus demolition must be made. ICAC has provided an example of the types of facilities that should be included in a new facility (Appendix D). Importantly, it would be highly unlikely that a new facility could be built in place. A new facility would most likely have to be built, occupied, Feaster Center demolished, and the site reused for another designated purpose. Consideration of new indoor athletic facilities should occur before the renovation of the stadium seating. One strategy discussed was the possibility of using the area around the stadium for a new athletic building and parking garage and to tie it into the stadium seating. A complete master plan for the area would be needed, and decisions made regarding the functions and sizes of the new athletic facilities.

Regardless of this project, FSU must continue to include the replacement of Duvall-Rosier Field which is critical to the whole institution. In addition fields will be needed for the 2 new sports, women's soccer and women's lacrosse, and the recommendation is to turf the old softball field. The University should acquire additional nearby acreage, if possible, for athletic and general student use.

Athletics is considered by the West Virginia higher education system to be an auxiliary enterprise. While it has not provided specific guidance of how that is to be interpreted for operating funds, capital funding projects are clearly outside of the state funding purview. The Steering Committee pointed to possible public/private partnerships as an expanded, viable strategy for meeting University and community needs. The University already serves as a resource, and other public/private ventures have been successful. An enhanced fundraising function will also provide the needed opportunities for getting the necessary resources.

Definition of Athletic Success

The definition of athletic success for Fairmont State University should now go well beyond the obvious and typical team win/loss records (**section VI**). Broadened success definition means that coaches can identify and recruit student athletes who have confidence that they will not only play, they will get a good education, have community experiences that will build their resumes, and graduate. Retention and graduation rates at the University are maintained or even improved. Broadened success definition means that when teams compete at other institutions, enrollment management and/or institutional advancement

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can use these opportunities to reach out to potential enrollment pools for general students or alumni. Planning occurs routinely among athletics, enrollment management, institutional advancement, and fundraising staff to optimize resources and events. Broadened success definition gives the University more reasons to celebrate. Campus spirit, alumni spirit, community spirit is raised. Broadened success definition provides a foundation for coaches, teams, and the Athletic Director to agree on realistic levels of competitiveness and expand the basis for performance evaluation.

V. FUNDING MODEL

Revenue Stream Allocation

Analysis of the revenue stream allocation addresses:

- the history of revenues and expenses for the past six year period, and work with Administration to develop a future funding model to support a recommended master plan for Athletics, and
- the Athletics Department's revenue generation capacity and recommend funding 20 year plan for Athletics.

Sources of Revenue

Generally speaking, the creation of a 20 year funding model is somewhat ambitious. In most cases a shorter time period is modeled as one can be more confident in one's assumptions and projections over a five to ten year range rather than a 20 year period. This being said, the University wanted the strategic plan to be translated into a 20 year financial plan that would be consistent with its long range planning in other dimensions of its operations, such as its plan for student residence. The ICAC approach has been to focus on the initial 5 to 10 years with an assumed inflationary factor built into the second 10 year period.

The first prerequisite for a funding model is to establish a solid starting budget. To do this ICAC worked with the Vice President for Administrative and Fiscal Affairs to ensure that the fiscal baseline reflected the true reality of the Athletic Department's budget as of January 2013 (**Appendix G**). Once this was settled, ICAC proceeded to add in the additional costs and revenues that were necessary to implement the athletic master plan (**Appendix H**).

The second need was to formulate a range of percentages to be assigned to each of the Athletic Department's four revenue producing entities. As indicated in section III, the four main sources of Athletic Department revenue are:

- Educational and General (E&G)
- Student Fees
- Athletic Department Miscellaneous Sources
- Fundraising through FSAA

As presented in section II, the sources of revenues have undergone a significant shift in relative contribution over the past 6 years (**Table V-1**).

**Table V-1
Historic Revenue Contribution Percentages**

	2005	2011
E & G	22%	40%
Student Fees	58%	50%
Athletic Department	4%	4%
Fundraising	16%	6%

By 2013, the Student Fees and E & G revenues have basically swapped positions from the 2011 figures. This means that E&G will constitute more than 50% of the Athletic Department's revenue and Student Fees less than 45%. These percentages are untenable for a protracted period of time. ICAC consulted the West Virginia Higher Education Policy Commission, and it declined to give a range for the E & G funding percentage. This disinclination does not preclude them from ever placing a "cap" on E & G

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funding, but they would not give any counsel relative to the State's goals or requirements regarding E & G contribution at this time, although this type of directive from a state higher education system is quite common in most other states where ICAC has worked.

The question that flows from these two sets of percentage contribution is, "What should the future revenue percentages be?" ICAC received input from all interested stakeholders during the interview process as to the proper mix of funding and facilitated a Steering Committee discussion on this topic at the October 2012 meeting. The Steering Committee consensus was for the following ranges for each revenue stream:

E&G – 30-40%,
Student Fees – 45-55%,
Athletics Department – 4%, current level,
Fundraising -- 15-20%.

Revenue Stream as a Percentage of Budget

E & G Funding. If the West Virginia Higher Education Policy Commission were eventually to establish some guidelines on the use of E&G funding for intercollegiate athletic programming needs, this 20 year financial plan will assist the University in managing its implementation.

It is unlikely that the E&G portion of the Athletic budget will ever return to the 22% share of revenues it had in 2005. The main reason is that FSU has recently incorporated a cost accounting function into its budget process that charges the Athletic Department, and all other departments, for services it once received for free. This accounting charge is the result of a number of initiatives, one being the unique sharing of one campus and facilities between two separate institutions: FSU and Pierpont Community and Technical College. If these charges had existed in 2005, the E&G portion would have been about 28% instead of 22%.

While no specific WVHEPC guidelines were given as to the amount of E&G funds that could be used for funding an athletic program; ICAC that percentages higher than the 50% range over an extended period of time would likely not be acceptable. While a public institution can be over 50% in E & G, as FSU is now, it should have in place a plan to reduce its reliance on E & G funding.

Student Fees. Student Fees at FSU are made up of two separate streams:

- Student Fee
- Special Equity Fee

The Student Fee is a usual fee charged to all students to cover non-tuition based costs, including those associated with an intercollegiate athletic program. In the past, this fee was collected from both the 4 year students at FSU and the 2 year students at Pierpont College. As part of the enhanced delineation of the two institutions, the Pierpont students have begun to pay a lower fee related to athletics and will cease to pay any fees as of the 2015 budget. Additionally the fee itself has not been raised for the 4 year students since 2009. The reduction in the percentage of support for the ICA budget from Student Fees can be traced to these two factors.

The Special Equity Fee is a fee charged to assist the University in reaching compliance with Title IX regulations. This fee is only applicable to full time students, so its multiplier is different than the one used for the Student Fee, which is charged to **ALL** students. The Special Equity Fee has remained at \$96.00 per year since 2007.

Compared with other West Virginia institutions (**Table V-2**), FSU has a lower fee rate than two of its prime athletic competitors, Shepherd and West Liberty. Its reluctance to raise the fees over the past 4-7 years has allowed the Student Fee portion of the athletic budget to fall to a projected 33% rate in this year's budget. There will need to be a significant correction of the fee income in order for it to return to its traditional percentage of Athletic Department revenue.

Table V-2
Benchmarking 2011 Student and Equity Fees

	Student Fees per year	Special Equity Fee per year	Total Fees per year	% of FSU
Concord University	\$270	\$120	\$390	103%
Glenville State College	\$248	\$58	\$306	81%
Shepherd University	\$384	\$122	\$506	134%
West Liberty University	\$390	\$150	\$540	143%
WV State University	\$190	\$120	\$310	82%
FAIRMONT STATE	\$282	\$96	\$378	100%

Obviously, it is not possible in the first year or two of a financial plan to reduce the E&G portion to 30%, but a start must be made. If the Student Fees are moved up to the 2011 average of Concord, West Liberty, and Shepherd, an additional \$150 per year can be captured per student. With a student enrollment of 3,500 this would amount to \$525,000 per year. This increase would move the Student Fees up to the mid 50% range from its current mid 30% range.

Since caps in place for student fees, this move may take more than one year to be fully implemented. Also any increase in the Special Equity Fee will have to be used for the women's teams at FSU. Coupled with the need to better FSU's compliance with Title IX, this additional funding could be used for adding women's soccer or lacrosse by supporting coaching, operating, and scholarship costs.

The general consensus of the Steering Committee was that the Student Fees should be centered on the 50% range. This is somewhat conservative in ICAC's experience with D-II state-supported institutions where this revenue stream accounts for an average of 50-75% of an intercollegiate athletic program's funding.

Athletic Department Portion. This is part consists of direct revenues from sales of tickets, concessions, licensing agreements on merchandise, specific sponsorships and signage.

This direct income has remained at a consistent 4% over the past 7 years, having grown from \$82,000 in 2005 to \$118,000 in 2011. This consistent increase shows that this income source can react to the ever-increasing athletic budgets by having a similar increase in revenue. The question is whether this is the optimal level of income, or could it be increased from the 4% position it currently holds? The ICAC answer is that we believe that there are additional revenue sources within its area to move it up to at least 6%. In 2011, it would be necessary to take in an additional \$60k for this area to account for a 2% increase. This is very possible if FSU were to have a staff member responsible for sponsorships, among other duties, and who has the proper skill set to complete the task. Usually, the staff member responsible for the annual campaign will handle sponsorships, signage sales, etc. Over time, in 5 to 7 years, this revenue stream should be able to double to a consistent 8% of the budget.

Fundraising. These revenues are produced from donations through the efforts of the Foundation, FSAA, Institutional Advancement, individual coaches or the Athletic Director.

With regard to donations, ICAC believes that this area can become a much more consistent and increased source of income given adoption of a more disciplined approach to fundraising.

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Currently, the main fundraising vehicle for Athletics is the FSAA, a subsidiary of the Foundation. The FSAA is a completely volunteer-run organization. ICAC has a great appreciation for the efforts and the production of these volunteers. Our comments should not be taken as a criticism, but as a method to improve upon the real results that these individuals have produced over the years for FSU. The professionalization of these efforts by the hiring of one skilled individual should double the annual donations (\$150,000 to \$300,000) in the short run and get to \$450,000 to \$500,000 range in 5 to 7 years. These results would bring its portion of the budget to approximately 12% using the 2011 budget as a baseline.

The University should use the hiring of a specific athletic fundraiser as an opportunity to bring the Athletic Department's fundraising arm into a format that will satisfy NCAA regulations. The main focus is to have transparency with regard to the athletic boosters and donors, and such transparency requires direct institutional control. This type of NCAA regulation will at times run counter to the needs of an independent Foundation, as described by the Association of Governing Boards (**Appendix C**). Since Fairmont is not unique in need to have with an independent foundation, ICAC is confident that procedures can be implemented to ensure NCAA compliance.

FSU needs to incorporate this fundraising function within the Athletic Department, with the chief athletic fundraiser should report to the Athletic Director. Clear and specific monetary goals are to be set and agreed to for this staff position. At a minimum, the individual should understand what the five-year plan for increased revenues is and what the annual growth targets are. The area should be able to purchase a viable software package to manage its new responsibilities and process an on-going annual campaign, or it may be possible to use the BlackBaud software which is currently shared with the Foundation.

Our experience is that the best candidate for this job is a second or third level employee of a large state-sponsored D-I FBS program who wants a chance to run his/her own campaign. Such an employee is driven to succeed by the prospect that she/he will use the Fairmont experience as the basis for her/his employment portfolio to be hired back up at an FBS institution.

Conclusion of Percentage Allocation

Fairmont State University should establish a 5-7 year goal of getting its athletic revenue positions to within range of:

E&G – 30-40%,
Student Fees – 50-60%,
Athletics Department – 6-8%,
Fundraising -- 10-15%.

Exactly how FSU determines the use of these revenues, whether to fund scholarship, operating or staffing costs, is a question that only the University can answer.

20 Year Financial Model – Operating Funds

Assumptions and Base for Model

This funding model reflecting the athletic strategic plan is expressed in an Excel Spread Sheet in **Appendix H**. ICAC worked with FSU's Vice President for Administrative and Fiscal Affairs and his staff in confirming that all entries and additions to this spread sheet proved back to the base document **Appendix G**, an Excel Spread Sheet that uses the current FSU budgeting format.

The baseline Athletic Department budget (**Appendix G**) was produced by the FSU's Administrative and Fiscal Affairs using the following assumptions.

- The starting point for the plan is the FSU budget of ending in June 2013.
- E & G and Athletic labor has a 2.3% increase the first two out of every three years.
- E&G Operating Facilities has an escalator of 2% per year.

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- Athletic scholarships has a 2.0% increase each year.
- Athletic operating costs are projected to increase 2.0% each year.
- Turf lease payments are projected for the full 20 years due to the assumption of replacement; \$50,236.00 represents half of the full amount. Falcon Center budget covers the second half.
- All future Athletic capital projects are assumed to be funded by fundraising efforts.
- E&G and Fairmont State Foundation contributions in support of capital projects are one-time budgets for fiscal year 2013. This support includes:
 - \$113,104 for scholarships transferred from E&G Operating funds to make up the deficit in the Athletic fund.
 - \$25,000 from E&G Operating Funds for the Feaster Basketball Locker Rooms.
 - \$95,000 provided as a loan from E&G Operating to complete the funding of the scoreboard purchase.
 - \$165,000 from the Fairmont State Foundation for the scoreboard purchase.

Using this document (**Appendix G**) as a base, ICAC has produced a 20 year forecast (**Appendix H**) of what will comprise the Athletic Department's budget using the following additional assumptions.

- Student enrollment of approximately 3,000 to be the multiplier for the additional \$196.00 Special Equity Fee in years 2014 and 2015. This results in an increase of \$600,000.00 to fund the two new women's sports, soccer and lacrosse.
- 2% added to E&G scholarship support.
- 2% added to Other Athletic Income.
- An additional \$180,000 is added to Scholarship expenses in 2013 which is offset by \$180,000 from Endowed scholarships (approximately \$28,000) and \$152,000 from FSAA donations.
- Membership in the Mountain East Conference is expected to require \$110,000 in costs (**Appendix I**).

The 20 year plan is based on the strategic plan that calls for a movement towards Title IX compliance as described in Section IV of this document. This involves: the creation of two additional teams, women's soccer and lacrosse, the hiring of additional administrative staff and coaches, increased costs based upon the new Mountain East Conference geographic footprint, increased athletic scholarships for women, and increases in recruiting budgets.

In total there will be an increase in:

- Expenses of \$1.097 million (women's scholarships - \$530,000, Labor costs with benefits - \$452,000, and Operating - \$115,000)
- Revenues of \$1.290 million (Student Fee- \$338,000, Special Equity Fee-\$602,000, and Fundraising-\$350,000).

It must be restated that the intent of the Special Equity Fee is that it funds increased opportunities for the underrepresented gender (women in FSU's case) to approach Title IX compliance. This means that all the funds raised by the \$602,000 increase must flow to the women's side of the program. This has been accomplished in this model by using these fees to fund the women's soccer and lacrosse teams.

All new revenues produced by the Athletic Department, either directly or indirectly, have been placed under the fundraising row on the spread sheet. While some overflow will occur between sponsorships and fundraising (donations), this approach simplifies how the model is represented.

We also did not continue to add to the fundraising amounts after the budget of 2018, not that this is the maximum FSU can raise. It reflects, instead, a conservative approach to economic forecasting. We also did not change the student enrollment numbers to reflect any increase. We feel that there probably will be

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increases and this will increase the student fee numbers, but we would rather underestimate the revenues.

Below is the yearly breakdown of the increases in revenues and expenses that were placed into 20 year financial plan (**Appendix H**).

- 2014 -- **Revenue** changes by \$689,000
 - \$50,000 Athletic Fundraising
 - \$338,000 increase in Student Fees
 - \$301,000 increase in Special Equity Fee
- 2014 -- **Expense** is increased by \$216,000
 - Labor - \$148,000 – soccer coaches \$34,000, athletic trainer \$45,000, fundraiser \$69,000
 - Soccer operating expenses - \$30,000
 - 2 women's scholarships - \$38,000

- 2015 – **Revenue** changes by \$426,000
 - \$301,000 increase in Special Equity Fee
 - \$125,000 Athletic Fundraising
- 2015 -- **Expenses** increased by \$265,000
 - Labor - \$164,000 – assistant trainer \$50,000, assistant Athletic Director \$80,000, 50% cost for soccer coach \$34,000
 - 4 women's soccer scholarships -\$76,000
 - Operating soccer \$25,000

- 2016 - **Revenue** changes by \$75,000
 - \$75,000 Athletic Fundraising
- 2016 - **Expense** increases by \$225,000
 - Labor – new assistant sports information director or other staff - \$65,000
 - 4 women's scholarships - \$80,000
 - 4 women's soccer scholarships - \$80,000 (team now fully funded)

- 2017 - **Revenue** changes by \$50,000
 - Athletic Fundraising increased by \$50,000
- 2017 - **Expense** increases by \$118,000
 - Labor - \$35,000 women's lacrosse coaches at 50% cost
 - 2.5 women's scholarships - \$50,000
 - Operating Costs – women's lacrosse - \$33,000

- 2018 - **Revenue** changes by \$50,000
 - Athletic Fundraising increased by \$50,000
- 2018 - **Expense** increases by \$153,000
 - Labor - \$40,000 women's lacrosse coaches at 50% cost
 - 4 Scholarships – women's lacrosse \$86,000
 - Operating Costs women's lacrosse \$27,000

- 2019 – **Revenue** no change - \$0
- 2019 - **Expense** increases by \$120,000
 - 2 women's sports scholarships - \$34,000
 - 4 women's lacrosse scholarships - \$86,000

**Fairmont State University
Athletics Strategic Plan April 30, 2013**

From 2013 thru 2031 the 20 year plan sees a steady progression towards the desired percentages (**Table V-3**).

**Table V-3
Athletic Revenue Support**

	2013	2019	2031
Total Expenses (million)	\$4.224	\$5.208	\$6.773
E & G	56.60%	41.13%	39.04%
Student Fees	33.15%	45.08%	47.51%
Athletic Department	6.01%	3.41%	3.33%
Fundraising	4.24%	10.38%	10.12%
Total	100.00%	100.00%	100.00%

The percentages for Student Fees (47.5%) and Athletic Department (13.45%) are below the desired range by approximately 5%, but each shows improvement from the 2013 estimated position.

Capital Funding Requirements

Within the context of a 20 year financial model, the replacement or renovation of most, if not all, athletic venues must be discussed. The assessment of the physical plant in Sections III and IV shows that planning for the replacement of Rosier's artificial turf and the building of a new turf field on the lower field for women's soccer and lacrosse are costs that the State of West Virginia will not allow to be paid through E&G funding. The Feaster Center will also need extensive renovations or a complete replacement during the 20 year period under review. If all educational programs are completely removed from Feaster, it becomes an auxiliary enterprise building, and so outside the funding umbrella of the State.

The main sources of funding for an auxiliary enterprise's capital projects are either donations or a public/private single purpose entity. In the case of Fairmont State, the main source may be donations raised through its own efforts or it could create partnerships with city, county, or recreational commissions to build shared-facilities. The possibility of a public/private partnership is also a viable alternative for some of the anticipated projects.

It is imperative that FSU construct an effective athletic annual campaign for supporting the on-going operating and scholarship costs of the program as described in the previous section. From this effort, the fundraisers will be able to identify the people who have the resources to make major gifts. It will then become the fundraisers task to ascertain the identified donor's wants and needs as far as gifting to Fairmont is concerned. Many small donors may have the financial resources to become major donors, but institutions fail to take into account the individual donor's wants or needs. Many times, a failed major gift request is due to a lack of understanding of the donor's wishes, rather than his/her lack of money or desire to assist the institution.

If Fairmont takes the long view on this 20 year period, it can be divided into three parts for attracting major gifts:

- First, 3 to 5 years are the maturation of the annual campaign, with identification of possible major donors and creating a physical vision of future projects.
- Second, 5 to 10 years are devoted to maximizing the annual campaign, cultivating a growing major gifts population and completing a \$2-5 million project.
- Third, 8 to 20 years establishment of a secure endowment for operating budgets and completion of a major capital project funded by donations.

VI. DEFINING SUCCESS AND RECOMMENDATIONS

A number of ways exist to express the success of an athletic program. The one most people settle on is the winning percentage. This won/loss record usually only includes the teams that the individual stakeholder sees as important, in most cases football and men's or women's basketball. ICAC believes that this approach is discriminatory in its narrowness.

To define success for its athletic program, Fairmont has to make clear what the role of intercollegiate athletics is on its campus. This can be accomplished by taking a wider view of exactly what benchmarks constitute success for the athletics program. These can include:

1. Graduation rates of student-athletes (76%) versus the overall student rate (36%)
2. Retention and persistence rates of student athletes
3. On-campus behavior and leadership of the student-athletes
4. Community service performed by student-athletes
5. Fulfilling the role of Fairmont ambassadors
6. Compliance with all NCAA, State, and federal regulations
7. Athletic prowess (won/loss records) of all the teams
8. Winning percentages of the marquee sports

When the FSU athletic program is viewed with these eight criteria as benchmarks, one can conclude that it is indeed a successful program. The fact that some sports have not had the desired on-field results is no longer the only definition of success. The quandary for FSU is to find a way to continue the off-field successes and improve its athletic prowess and to communicate success concisely and in a compelling way.

One of the keys to good communication among an organization's units is a clear understanding of what its purpose is and how this role assists in the completion of the overall institutions mission. A second is a very definite knowledge of what the costs involved in completing this role are now and in the future. The process that FSU undertook last year by bringing to campus an objective consulting firm, ICAC, to assess its athletic program has already begun this improvement.

The Steering Committee formed to assist ICAC in developing this Athletic Master Plan is comprised of individual members who represent most, if not all, the FSU constituencies. ICAC interviewed extensively on-campus and then returned to campus several times to present its findings and set vision and goals. It also presented via phone to a few key constituencies. All these discussions have been used as opportunities to inform the FSU community as to the role of athletics on its campus.

This new found knowledge concerning the costs involved in athletics, Title IX regulations, NCAA compliance issues, coaching contracts, and a myriad of other details involved in managing a 21st Century athletic enterprise has been imparted on the Steering Committee and passed on by its members to their colleagues. This has fostered a better understanding of athletics and will continue to improve coordination among FSU units. In this context, ICAC has the following recommendations. The University should:

1. Create a clear and concise articulation of what the role of athletics is and what its definition of the program's success is.
2. Make a firm commitment to NCAA, State, and federal regulatory compliance.
3. Decide upon the pathway that leads to compliance.
4. Create an Athletic Facility Master Plan that will prioritize the renovation, maintenance, or replacement of all athletic facilities over the next 20 years.
5. Hire additional athletic administrative staff to bring FSU's Athletic Department into agreement with its benchmarking group and separate coaching from faculty positions.
6. Hire an athletic development person with the proper skill set to implement an effective annual campaign and set the stage for major gifts effort to occur within 5 years.
7. Decide on the most effective way to reach the desired revenue sharing percentages.

**Fairmont State University
Athletics Strategic Plan April 30, 2013**

**APPENDIX A
Members of the Steering Committee**

Name	FSU Job Title	Community Position	Steering Committee Representation
James R. Elliott	Director of Athletics		Co-chair, Athletics
Adam N. Zundell	Director of Athletic Media Relations & Marketing		Athletics
Megan Gibson	Student		Student athlete representation
CassAndrew Kelly	Student		Student athlete representation
Richard C. Harvey, JD	Dean, School of Business		Faculty and administrative consultation
Dr. Gwendolyn R. Jones	Faculty, School of Education		Faculty
Dr. Christina M. Lavorata	Interim Provost		Academic Affairs
Cynthia S. Curry	AVP for Human Resources and Campus/Community Relations		Title IX
William D. Finley	Director, Institutional Research		Institutional data and research
Christa C. Kwiatkowski	Financial Reporting Manager, Business Services		Budget
Enrico Porto	VP for Administrative and Fiscal Affairs		Co-chair, Financial and administrative consultation
Gary Bennett	VP, Fairmont State Foundation Retired Professor of Accounting, FSU		FSU Foundation
Dr. Frederick G. Fidura	Interim VP for Institutional Advancement		Institutional Advancement
Robert H. Thompson	Fairmont State Athletic Association	W. S. Thomas Transfer, Inc. (Retired)	FS Athletic Association
Cannon Wodsworth	Board Member, Fairmont State Foundation	Director of State and Commercial Projects, Global Science and Technology, Inc.	FSU Foundation
George W. Yost	Alumni Association Board of Directors		Alumni Association
Dr. Robert E. Mild	Professor, School of Fine Arts		Board of Governors, faculty concerns
Mark Pallotta	Board of Governors	Insurance Agent, Bond Insurance	Board of Governors
Frank C. Washenitz, II	Board of Governors	Mylan Pharmaceuticals	Former student athlete representation

Summary of Intercollegiate Athletics Activities Recap of EADA Reporting & Supplemental Data

Institution Name: FAIRMONT STATE UNIVERSITY
 Prepared By:

	FY 20XX	FY 20XX-1	Source
Expenses and Revenue Summary			
Total Intercollegiate Athletics Expenses			EADA Report - Table 10
Total Intercollegiate Athletics Revenue			EADA Report - Table 10
			EADA Report - Totals from Worksheets 4, 5, and 8
Breakdown of Revenue Sources:			
Student Activity Fees			Column 3
¹ Direct State Government Support			Column 6
² Institutional Support			Column 7
All Other			All other Columns
Total (Same as Table 10)			
Financial Aid Summary			
Total Athletically Related Financial Aid			EADA Report - Table 6
Breakdown of Athletic Financial Aid Dollars by Funding Source			
Amount Funded by Waivers			Institution Data
Amount Funded by Direct State Government Funds			Institution Data
Amount Funded by E&G Institutional Funds			Institution Data
Amount Funded by Other Institutional Funds			Institution Data
Amount Funded by Athletics or 3rd Parties			Institution Data
Total (Same as Table 6)			
Number of Students Provided Athletic Financial Aid			
Funded by E&G Waivers			
Headcount			Institution Data
³ FTE			Institution Data
Funded by Auxiliary Waivers			
Headcount			Institution Data
⁴ FTE			Institution Data
Funded by Direct State Government Funds			
Headcount			Institution Data
⁴ FTE			Institution Data
Funded by Institutional Funds			
Headcount			Institution Data
⁴ FTE			Institution Data
Funded by Athletics, 3rd Parties, or Other			
Headcount			Institution Data
⁴ FTE			Institution Data
Total			
Headcount			Institution Data
⁴ FTE (Total Number of NCAA Equivalents)			Institution Data
Total Number of Athletes on Rosters			Institution Data

NOTE - Please also provide copies of the institution's FY 2003 and FY 2004 EADA reports. EADA table and column references on this survey reflect FY 2003 report structures. Please adjust accordingly if changes have been made to the EADA forms for FY 2004.

¹ Workstudy payments.
² Includes waivers, salaries and benefits. EADA report reflected fewer institutional labor dollars from Athletics than the actual payroll system due to reporting errors in the payroll system.
³ Some students receive one-half of a fee waiver.
⁴ 1.0 FTE is defined as 1.0 NCAA equivalent.

ICAC/Fairmont State University
Athletics Financial Analysis
20 Year Budget Projection

Regular Athletic Fee and Other Revenues	2012 -Budget	2012 -Actual	UPDATED		2013-Actual	UPDATED		Add 2014	2015	Add 2015	2016	Add 2016
			2013- Budget	2013-Budget		2014	2014					
Athletic Fee Revenue - 2-year	248,157	254,623	119,895	119,895	118,760	59,948	59,895		0		0	
Athletic Fee Revenue - 4-year	1,329,002	1,291,786	993,205	993,205	923,409	1,312,749	1,310,524	338,087	1,515,524	205,000	1,515,524	0
Athletic Special Equity Fee			295,667	295,667	301,568							
Advertising Revenue - see note 1	0	0	95,000	95,000	10,000	0	25,000		25,000		25,000	
Other Athletic Revenue	133,475	98,472	161,005	161,005	118,857	161,005	150,485		153,495		156,565	
Athletic Sponsorships and Fundraising	0	0	13,600	13,600	8,235		13,600		13,872		14,149	
Total Athletic Fee and Other Revenue	1,710,634	1,644,881	1,664,772	1,678,372	1,480,829	1,533,701	1,559,504		1,707,891		1,711,238	
Athletic Labor	706,710	683,487	744,330	747,278	698,468	789,330	649,722	45,000	798,666	134,000	882,035	65,000
Athletic Scholarships - student fees	110,400	110,400	42,296	42,296	42,296	108,508	46,742	0	165,381	113,104	175,788	
Transfer from Foundation - FSAA - scholarships							(50,000)	(50,000)	(175,000)	(125,000)	(250,000)	(75,000)
Athletic Operating	902,506	863,355	852,443	858,343	884,541	934,492	759,422	65,000	774,610	0	790,102	
Total Athletic Fee Expenses	1,719,616	1,657,242	1,639,069	1,647,917	1,625,305	1,832,330	1,405,886		1,563,657		1,597,926	
Net Total Revenue	(8,982)	(12,361)	25,703	30,455	(144,477)	(298,628)	153,618		144,234		113,312	
Annual Lease Payment - Turf	50,236	50,236	50,236	50,236	50,236	50,236	50,236		50,236		50,236	
Transfers To Fairmont E&G	0	0	95,000	95,000	10,000	0	25,000		25,000		25,000	
Transfers To Reserves	12,638	0	(119,533)	(114,781)	(204,713)	(348,864)	78,382	0	68,998	0	38,076	0
Net Revenue - after Transfers to Reserves	(71,857)	(62,597)	0	0	0	0	0		0		0	

Reserves - Regular Athletic Fee	2012 -Budget	2012 -Actual	UPDATED		2013-Actual	UPDATED		Add 2014	2015	Add 2015	2016	Add 2016
			2013- Budget	2013-Budget		2014	2014					
Beginning Cash Balance	472,258	472,258	396,784	396,784	396,784	283,003	283,003		362,885		433,383	
Interest	994	994	1,000	1,000	849	1,500	1,500		1,500		1,500	
Transfers In - Reserves	0	0	(119,533)	(114,781)	(204,713)	(348,864)	78,382		68,998		38,076	
Less - Projects	(58,261)	(58,261)	-	-	-	-	-		-		-	
Less - Transfers to Cover Project Fund Budgets	(18,207)	(18,207)	-	-	-	-	-		-		-	
Ending Cash Balance - Reserves	396,784	396,784	278,251	283,003	192,919	(64,361)	362,885		433,383		472,960	

Current Cash Balances	5/31/2013
342500 - Athletics	\$ (180,781)
342600 - Athletics Sponsorships & Fundraising	\$ 13,105
342000 - Athletic Camps	\$ (6,945)
340300 - Athletic Cash Advance	\$ (3,100)
	\$ (177,721)

Special Equity Fee	2012 -Budget	2012 -Actual	UPDATED		2013-Actual	UPDATED		Add 2014	2015	Add 2015	2016	Add 2016
			2013- Budget	2013-Budget		2014	2014					
Athletic-Special Equity Fee			0	0	0	597,484	597,484	301,849	819,333	221,849	819,333	
Total Special Equity Revenue	0	0	0	0	0	597,484	597,484	301,849	819,333	221,849	819,333	0
Athletic Labor						34,000	176,472	34,000	214,531	34,000	219,465	
Athletic Scholarships - student fees						38,000	38,000	38,000	114,760	76,000	277,055	160,000
Transfer from Foundation - FSAA - scholarships							0	0	0	0	0	0
Athletic Operating						30,000	192,600	30,000	221,452	25,000	225,881	
Total Special Equity Expenses	0	0	0	0	0	102,000	407,072	30,000	550,743	25,000	722,401	
Net Total Revenue	0	0	0	0	0	495,484	190,412		268,590		96,932	
Transfers to Athletic Fee Reserves - Special Equity Fee	0	0	0	0	0	495,484	190,412		268,590		96,932	
Net Revenue - after Transfers to Reserves	0	0	0	0	0	0	0		0		0	

Reserves - Athletics Special Equity Fee	2012 -Budget	2012 -Actual	UPDATED		2013-Actual	UPDATED		Add 2014	2015	Add 2015	2016	Add 2016
			2013- Budget	2013-Budget		2014	2014					
Beginning Cash Balance	n/a	n/a	n/a	n/a	n/a	-	-		190,412		459,002	
Interest												
Transfers In - Reserves				0			190,412	0	268,590	0	96,932	0
Less - Projects												
Ending Cash Balance - Reserves				0			190,412		459,002		555,934	

ICAC/Fairmont State University
Athletics Financial Analysis
20 Year Budget Projection

	2012 -Budget	2012 -Actual	2013- Budget	UPDATED 2013-Budget	2013-Actual	- 2014	UPDATED 2014	Add 2014	2015	Add 2015	2016	Add 2016
Total E&G and Other Expenditures												
E&G - Labor	417,004	391,109	674,955	727,106	593,772	674,955	834,846	69,000	854,047		873,691	
E&G Operating - Facilities	0	0	319,685	319,685	259,154	326,078	319,685		326,078		332,600	
E&G Operating -Scholarships	175,000	177,271	130,000	130,000	129,863	130,000	130,000		132,600		135,252	
E&G Operating -Scholarships - (one-time)			113,104	113,104	112,467	0	113,104		-		-	
Participant Enhancement Scholarships - Athletics				8,500	6,250	0	8,500		8,500		8,500	
Auxiliary Operating -Scholarships (supported by Housing)	80,250	80,250	80,250	80,250	80,250	80,250	80,250		80,250		80,250	
E&G Operating -Waivers	670,000	708,918	690,000	690,000	754,385	754,515	754,515	64,515	769,605		784,997	
FUS Athletic Football Waivers						0	20,000		20,400		20,808	
Total E&G and Other Expenditures	1,342,254	1,357,548	2,007,994	2,068,645	1,936,140	1,965,798	2,260,900		2,191,481		2,236,098	

	2012 -Budget	2012 -Actual	2013- Budget	UPDATED 2013-Budget	2013-Actual	- 2014	UPDATED 2014	Add 2014	2015	Add 2015	2016	Add 2016
2-year Fee Revenue	1.00	1.00	1.00	1.00		1.00	1.00		1.00		1.00	
4-year Fee Revenue	1.04	1.04	1.00	1.00		1.3404	1.3404		1.1564		1.00	
Special Equity Revenue Escalator	1.00	1.00	1.00	1.00		2.0208	2.0208		1.3713		1.00	
Labor Escalator	1.023	1.023	1.023	1.023		1	1		1.023		1.023	
Other Revenue & Sponsorships -Operating Expense - Scholarship Escalator	1.02	1.02	1.02	1.02		1.02	1.02		1.02		1.02	

	2012 -Budget	2012 -Actual	2013- Budget	UPDATED 2013-Budget	2013-Actual	- 2014	UPDATED 2014	Add 2014	2015	Add 2015	2016	Add 2016
Beginning Balance			247,012	247,012	247,012		297,012		297,012		297,012	
FSAA - Unrestricted Gifts and Income (Athletic Fundraising)			180,000	230,000	101,616	230,000	230,000	50,000	355,000	125,000	430,000	75,000
Total Foundation Revenue			180,000	230,000	101,616	230,000	230,000	50,000	355,000	125,000	430,000	75,000
FSAA - Scholarships			180,000	150,000	149,660	230,000	150,000		150,000		150,000	
Transfer to University - scholarships							50,000	50,000	175,000	125,000	250,000	75,000
FSAA - Other Expenses			0	30,000	19,981		30,000		30,000		30,000	
Total Foundation Operating			180,000	180,000	169,641	230,000	230,000	50,000	355,000	125,000	430,000	75,000
Net Revenue for Foundation			0	50,000	(68,025)	0	0	0	0	0	0	0
Ending Balance			247,012	297,012	178,987		297,012		297,012		297,012	

	2012 -Budget	2012 -Actual	2013- Budget	UPDATED 2013-Budget	2013-Actual	- 2014	UPDATED 2014	Add 2014	2015	Add 2015	2016	Add 2016
Foundation - Gift - support for Capital Projects - see note 3	0	0	277,500	277,500	277,500	0	0		0		0	
E&G Athletic Capital Projects	0	0	120,000	120,000	120,000	0	604,239		0		0	
Total Capital Project Support - E&G and Foundation	0	0	397,500	397,500	397,500	0	604,239	0	0	0	0	0

	2012 -Budget	2012 -Actual	2013- Budget	UPDATED 2013-Budget	2013-Actual	- 2014	UPDATED 2014	Add 2014	2015	Add 2015	2016	Add 2016
2-year Athletics Fee - cap (annual fee)	162	162	40	40	40	20	20	(20)	-		-	
2-year Athletics Fee - per credit hour	7	7	4	4	4	2	2	(2)	-		-	
4-year Athletics Fee - cap (annual fee)	282	282	282	282	282	378	378	96	437		437	
4-year Athletics Fee - per credit hour	12	12	12	12	12	16	16	4	18		18	
4-year Special Equity Fee* (annual fee)	96	96	96	96	96	194	194	98	266	72	266	-
Additional Equity Fee									196			
TOTAL ANNUAL FEE- 4 year	378	378	378	378	378	572	572	194	703		703	

**Special Equity Fee can only be assessed for full-time and is non-refundable after the drop/add period.*

	2012 -Budget	2012 -Actual	2013- Budget	UPDATED 2013-Budget	2013-Actual	- 2014	UPDATED 2014	Add 2014	2015	Add 2015	2016	Add 2016
Income Breakdown												
Percentage of Student Fees	51.66%	51.51%	36.57%	35.87%	37.47%	45.53%	42.34%		46.02%		44.93%	
Percentage E & G	43.97%	45.22%	52.12%	52.68%	53.98%	45.43%	48.64%		43.19%		43.03%	
Percentage Athletics- other revenue	4.37%	3.28%	6.64%	6.52%	3.59%	3.72%	3.78%		3.52%		3.49%	
Percentage Athletics - fundraising - excluding capital	0.00%	0.00%	4.67%	4.93%	4.96%	5.32%	5.24%		7.27%		8.55%	
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		100.00%		100.00%	

Footnotes:

- 1- Football Scoreboard Advertising Revenue owed to the E&G Fund is \$85,000. It is anticipated that in the second year advertising revenue will pay \$25,000 back to E&G.
- 2- Capital project lines (transfer from E&G 800000 fund \$604,239. Transfer from Foundation Fund \$-0-, E&G supported (and Foundation supported) Capital Projects of \$604,239.

FY 2013 and FY 2014 columns highlighted in pink represent budgets from consultants final report. These numbers were based upon January 2013 budgets provided to the consultant.

FY 2013 and FY 2014 columns highlighted in green represent current budgets as of May 2014 after the consultants report. These budgets need to replace the outdated budgets in the report.

ICAC/Fairmont State University
Athletics Financial Analysis
20 Year Budget Projection

Regular Athletic Fee and Other Revenues	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
Athletic Fee Revenue - 2-year	0		0		0		0	0	0
Athletic Fee Revenue - 4-year	1,591,300		1,639,039		1,704,601		1,772,785	1,843,696	1,917,444
Athletic Special Equity Fee									
Advertising Revenue - see note 1	10,000		0		0		0	0	0
Other Athletic Revenue	159,696		162,890		166,148		169,471	172,860	176,317
Athletic Sponsorships and Fundraising	14,432		14,721		15,015		15,316	15,622	15,935
Total Athletic Fee and Other Revenue	1,775,429	0	1,816,650	0	1,885,764	0	1,957,571	2,032,178	2,109,696
Athletic Labor	882,035	0	902,322	0	923,075		923,075	944,306	966,025
Athletic Scholarships - student fees	187,904	0	201,262	0	205,287	0	209,393	213,581	217,853
Transfer from Foundation - FSAA - scholarships	(300,000)	(50,000)	(350,000)	(50,000)	0	350,000	0	0	0
Athletic Operating	805,904	0	822,022	0	838,463		855,232	872,337	889,784
Total Athletic Fee Expenses	1,575,843	0	1,575,606	0	1,966,826	0	1,987,701	2,030,224	2,073,661
Net Total Revenue	199,585		241,044		(81,062)		(30,129)	1,955	36,035
Annual Lease Payment - Turf	50,236		50,236		50,236		50,236	50,236	50,236
Transfers To Fairmont E&G	10,000		0		0		0	0	0
Transfers To Reserves	139,349	0	190,808	0	(131,298)	0	(80,365)	(48,281)	(14,201)
Net Revenue - after Transfers to Reserves	0		0		0		0	0	0

Reserves - Regular Athletic Fee	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
Beginning Cash Balance	472,960		613,809		806,116		676,319	597,453	550,672
Interest	1,500		1,500		1,500		1,500	1,500	1,500
Transfers In - Reserves	139,349		190,808		(131,298)		(80,365)	(48,281)	(14,201)
Less - Projects									
Less - Transfers to Cover Project Fund Budgets									
Ending Cash Balance - Reserves	613,809		806,116		676,319		597,453	550,672	537,971

Current Cash Balances

342500 - Athletics
342600 - Athletics Sponsorships & Fundraising
342000 - Athletic Camps
340300 - Athletic Cash Advance

Special Equity Fee	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
Athletic-Special Equity Fee	819,333		819,333		819,333		819,333	819,333	819,333
Total Special Equity Revenue	819,333	0	819,333	0	819,333	0	819,333	819,333	819,333
Athletic Labor	254,465	35,000	300,318	40,000	307,225		307,225	314,291	321,520
Athletic Scholarships - student fees	332,596	50,000	425,248	86,000	553,753	120,000	564,828	576,125	587,647
Transfer from Foundation - FSAA - scholarships	0	0	0	0	(350,000)	(350,000)	(371,412)	(382,440)	(393,689)
Athletic Operating	263,399	33,000	295,667	27,000	301,580		307,612	313,764	320,039
Total Special Equity Expenses	850,460	88,000	1,021,233	163,000	812,558	(130,000)	808,253	821,740	835,517
Net Total Revenue	(31,127)		(201,900)		6,775		11,080	(2,407)	(16,184)
Transfers to Athletic Fee Reserves - Special Equity Fee	(31,127)		(201,900)		6,775		11,080	(2,407)	(16,184)
Net Revenue - after Transfers to Reserves	0		0		0		0	0	0

Reserves - Athletics Special Equity Fee	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
Beginning Cash Balance	555,934		524,807		322,907		329,682	340,762	338,355
Interest									
Transfers In - Reserves	(31,127)	0	(201,900)	0	6,775	0	11,080	(2,407)	(16,184)
Less - Projects									
Ending Cash Balance - Reserves	524,807		322,907		329,682		340,762	338,355	322,171

ICAC/Fairmont State University
Athletics Financial Analysis
20 Year Budget Projection

Total E&G and Other Expenditures	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
E&G - Labor	873,691		893,785		914,342		914,342	935,372	956,886
E&G Operating - Facilities	339,252		346,037		352,958		360,017	367,217	374,561
E&G Operating -Scholarships	137,957		140,716		143,531		146,401	149,329	152,316
E&G Operating -Scholarships - (one-time)	-		-		-		-	-	-
Participant Enhancement Scholarships - Athletics	8,500		8,500		8,500		8,500	8,500	8,500
Auxiliary Operating -Scholarships (supported by Housing)	80,250		80,250		80,250		80,250	80,250	80,250
E&G Operating -Waivers	800,697		816,711		833,046		849,706	866,701	884,035
FUS Athletic Football Waivers	21,224		21,649		22,082		22,523	22,974	23,433
Total E&G and Other Expenditures	2,261,571		2,307,648		2,354,708		2,381,740	2,430,343	2,479,981

	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
2-year Fee Revenue	1.00		1.00		1.00		1.00	1.00	1.00
4-year Fee Revenue	1.05		1.03		1.04		1.04	1.04	1.04
Special Equity Revenue Escalator	1.00		1.00		1.00		1.00	1.00	1.00
Labor Escalator	1		1.023		1.023		1	1.023	1.023
Other Revenue & Sponsorships -Operating Expense - Scholarship Escalator	1.02		1.02		1.02		1.02	1.02	1.02

	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
Beginning Balance	297,012		297,012		297,012		297,012	297,012	297,012
FSAA - Unrestricted Gifts and Income (Athletic Fundraising)	480,000	50,000	530,000	50,000	540,600	-	551,412	562,440	573,689
Total Foundation Revenue	480,000	50,000	530,000	50,000	540,600	-	551,412	562,440	573,689
FSAA - Scholarships	150,000		150,000		150,000		150,000	150,000	150,000
Transfer to University - scholarships	300,000	50,000	350,000	50,000	360,600		371,412	382,440	393,689
FSAA - Other Expenses	30,000		30,000		30,000		30,000	30,000	30,000
Total Foundation Operating	480,000	50,000	530,000	50,000	540,600	0	551,412	562,440	573,689
Net Revenue for Foundation	0	0	0	0	0	0	0	0	0
Ending Balance	297,012		297,012		297,012		297,012	297,012	297,012

	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
Foundation - Gift - support for Capital Projects - see note 3	0		0		0		0	0	0
E&G Athletic Capital Projects	0		0		0		0	0	0
Total Capital Project Support - E&G and Foundation	0	0	0	0	0	0	0	0	0

	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
2-year Athletics Fee - cap (annual fee)	-		-		-		-	-	-
2-year Athletics Fee - per credit hour	-		-		-		-	-	-
4-year Athletics Fee - cap (annual fee)	459		473		492		512	532	553
4-year Athletics Fee - per credit hour	19		20		21		21	22	23
4-year Special Equity Fee* (annual fee)	266		266		266		266	-	266
Additional Equity Fee	-		-		-		-	-	-
TOTAL ANNUAL FEE- 4 year	725		739		758		778	532	819

**Special Equity Fee can only be assessed for full-time and is not assessed for part-time students.*

	2017	Add 2017	2018	Add 2018	2019	Add 2019	2020	2021	2022
Income Breakdown									
Percentage of Student Fees	45.17%		44.91%		45.07%		45.40%	45.57%	45.74%
Percentage E & G	42.38%		42.16%		42.05%		41.71%	41.58%	41.45%
Percentage Athletics- other revenue	3.18%		2.98%		2.97%		2.97%	2.96%	2.95%
Percentage Athletics - fundraising - excluding capital	9.27%		9.95%		9.92%		9.93%	9.89%	9.86%
	100.00%		100.00%		100.00%		100.00%	100.00%	100.00%

Fairmont State University
Athletics Financial Analysis
20 Year Budget Projection

Regular Athletic Fee and Other Revenues	2023	2024	2025	2026	2027	2028	2029	2030	2031
Athletic Fee Revenue - 2-year	0	0	0	0	0	0	0	0	0
Athletic Fee Revenue - 4-year	1,955,793	1,994,909	2,034,807	2,075,503	2,117,013	2,159,353	2,202,540	2,246,591	2,291,523
Athletic Special Equity Fee									
Advertising Revenue - see note 1	0	0	0	0	0	0	0	0	0
Other Athletic Revenue	179,844	183,440	187,109	190,851	194,668	198,562	202,533	206,584	210,715
Athletic Sponsorships and Fundraising	16,253	16,578	16,910	17,248	17,593	17,945	18,304	18,671	19,044
Total Athletic Fee and Other Revenue	2,151,890	2,194,927	2,238,826	2,283,603	2,329,275	2,375,860	2,423,377	2,471,846	2,521,283
Athletic Labor	966,025	988,243	1,010,973	1,010,973	1,034,225	1,058,013	1,058,013	1,082,347	1,107,241
Athletic Scholarships - student fees	222,210	226,654	231,187	235,811	240,527	245,338	250,244	255,249	260,354
Transfer from Foundation - FSAA - scholarships	0	0	0	0	0	0	0	0	0
Athletic Operating	907,579	925,731	944,245	963,130	982,393	1,002,041	1,022,082	1,042,523	1,063,374
Total Athletic Fee Expenses	2,095,814	2,140,628	2,186,406	2,209,914	2,257,145	2,305,391	2,330,339	2,380,119	2,430,969
Net Total Revenue	56,076	54,299	52,420	73,688	72,129	70,469	93,039	91,727	90,314
Annual Lease Payment - Turf	50,236	50,236	50,236	50,236	50,236	50,236	50,236	50,236	50,236
Transfers To Fairmont E&G	0	0	0	0	0	0	0	0	0
Transfers To Reserves	5,840	4,063	2,184	23,452	21,893	20,233	42,803	41,491	40,078
Net Revenue - after Transfers to Reserves	0	0	0	0	0	0	0	0	0

Reserves - Regular Athletic Fee	2023	2024	2025	2026	2027	2028	2029	2030	2031
Beginning Cash Balance	537,971	545,310	550,874	554,558	579,510	602,904	624,637	668,940	711,930
Interest	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Transfers In - Reserves	5,840	4,063	2,184	23,452	21,893	20,233	42,803	41,491	40,078
Less - Projects									
Less - Transfers to Cover Project Fund Budgets									
Ending Cash Balance - Reserves	545,310	550,874	554,558	579,510	602,904	624,637	668,940	711,930	753,508

Current Cash Balances

342500 - Athletics
342600 - Athletics Sponsorships & Fundraising
342000 - Athletic Camps
340300 - Athletic Cash Advance

Special Equity Fee	2023	2024	2025	2026	2027	2028	2029	2030	2031
Athletic-Special Equity Fee	819,333	819,333	852,106	886,191	921,638	958,504	996,844	1,036,718	1,078,186
Total Special Equity Revenue	819,333	819,333	852,106	886,191	921,638	958,504	996,844	1,036,718	1,078,186
Athletic Labor	321,520	328,915	336,480	336,480	344,219	352,136	352,136	360,235	368,521
Athletic Scholarships - student fees	599,400	611,388	623,616	636,088	648,810	661,786	675,022	688,522	702,293
Transfer from Foundation - FSAA - scholarships	(405,163)	(416,866)	(428,803)	(440,979)	(453,399)	(466,067)	(478,988)	(492,168)	(505,612)
Athletic Operating	326,440	332,969	339,628	346,421	353,349	360,416	367,624	374,977	382,476
Total Special Equity Expenses	842,197	856,406	870,921	878,009	892,979	908,271	915,794	931,566	947,678
Net Total Revenue	(22,864)	(37,073)	(18,814)	8,181	28,659	50,232	81,050	105,151	130,508
Transfers to Athletic Fee Reserves - Special Equity Fee	(22,864)	(37,073)	(18,814)	8,181	28,659	50,232	81,050	105,151	130,508
Net Revenue - after Transfers to Reserves	0	0	0	0	0	0	0	0	0

Reserves - Athletics Special Equity Fee	2023	2024	2025	2026	2027	2028	2029	2030	2031
Beginning Cash Balance	322,171	299,307	262,234	243,420	251,601	280,260	330,493	411,542	516,694
Interest									
Transfers In - Reserves	(22,864)	(37,073)	(18,814)	8,181	28,659	50,232	81,050	105,151	130,508
Less - Projects									
Ending Cash Balance - Reserves	299,307	262,234	243,420	251,601	280,260	330,493	411,542	516,694	647,202

Fairmont State University
Athletics Financial Analysis
20 Year Budget Projection

Total E&G and Other Expenditures	2023	2024	2025	2026	2027	2028	2029	2030	2031
E&G - Labor	956,886	978,894	1,001,409	1,001,409	1,024,441	1,048,003	1,048,003	1,072,108	1,096,766
E&G Operating - Facilities	382,053	389,694	397,488	405,437	413,546	421,817	430,253	438,858	447,636
E&G Operating -Scholarships	155,362	158,469	161,639	164,871	168,169	171,532	174,963	178,462	182,031
E&G Operating -Scholarships - (one-time)	-	-	-	-	-	-	-	-	-
Participant Enhancement Scholarships - Athletics	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500
Auxiliary Operating -Scholarships (supported by Housing)	80,250	80,250	80,250	80,250	80,250	80,250	80,250	80,250	80,250
E&G Operating -Waivers	901,715	919,750	938,145	956,907	976,046	995,567	1,015,478	1,035,787	1,056,503
FUS Athletic Football Waivers	23,902	24,380	24,867	25,365	25,872	26,390	26,917	27,456	28,005
Total E&G and Other Expenditures	2,508,668	2,559,937	2,612,297	2,642,740	2,696,824	2,752,059	2,784,365	2,841,421	2,899,691

	2023	2024	2025	2026	2027	2028	2029	2030	2031
2-year Fee Revenue	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4-year Fee Revenue	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02
Special Equity Revenue Escalator	1.00	1.00	1.04	1.04	1.04	1.04	1.04	1.04	1.04
Labor Escalator	1	1.023	1.023	1	1.023	1.023	1	1.023	1.023
Other Revenue & Sponsorships -Operating Expense - Scholarship Escalator	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Beginning Balance	297,012	297,012	297,012	297,012	297,012	297,012	297,012	297,012	297,012
FSAA - Unrestricted Gifts and Income (Athletic Fundraising)	585,163	596,866	608,803	620,979	633,399	646,067	658,988	672,168	685,612
Total Foundation Revenue	585,163	596,866	608,803	620,979	633,399	646,067	658,988	672,168	685,612
FSAA - Scholarships	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Transfer to University - scholarships	405,163	416,866	428,803	440,979	453,399	466,067	478,988	492,168	505,612
FSAA - Other Expenses	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Foundation Operating	585,163	596,866	608,803	620,979	633,399	646,067	658,988	672,168	685,612
Net Revenue for Foundation	0	0	0	0	0	0	0	0	0
Ending Balance	297,012	297,012	297,012	297,012	297,012	297,012	297,012	297,012	297,012

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Foundation - Gift - support for Capital Projects - see note 3	0	0	0	0	0	0	0	0	0
E&G Athletic Capital Projects	0	0	0	0	0	0	0	0	0
Total Capital Project Support - E&G and Foundation	0	0	0	0	0	0	0	0	0

	2023	2024	2025	2026	2027	2028	2029	2030	2031
2-year Athletics Fee - cap (annual fee)	-	-	-	-	-	-	-	-	-
2-year Athletics Fee - per credit hour	-	-	-	-	-	-	-	-	-
4-year Athletics Fee - cap (annual fee)	564	575	587	599	611	623	635	648	661
4-year Athletics Fee - per credit hour	24	24	24	25	25	26	26	27	28
4-year Special Equity Fee* (annual fee)	-	266	-	277	-	288	-	300	-
Additional Equity Fee	-	-	-	-	-	-	-	-	-
TOTAL ANNUAL FEE- 4 year	564	841	587	876	611	911	635	948	661
<i>*Special Equity Fee can only be assessed for full-time and is not assessed for part-time students</i>									

	2023	2024	2025	2026	2027	2028	2029	2030	2031
Income Breakdown									
Percentage of Student Fees	45.76%	45.60%	45.74%	46.04%	46.17%	46.31%	46.61%	46.76%	46.90%
Percentage E & G	41.36%	41.48%	41.39%	41.08%	40.98%	40.88%	40.57%	40.46%	40.36%
Percentage Athletics- other revenue	2.97%	2.97%	2.96%	2.97%	2.96%	2.95%	2.95%	2.94%	2.93%
Percentage Athletics - fundraising - excluding capital	9.92%	9.94%	9.91%	9.92%	9.89%	9.86%	9.87%	9.84%	9.81%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Summary of Intercollegiate Athletics Activities Recap of EADA Reporting & Supplemental Data

Institution Name: FAIRMONT STATE UNIVERSITY
 Prepared By:

	FY 20XX	FY 20XX-1	Source
Expenses and Revenue Summary			
Total Intercollegiate Athletics Expenses			EADA Report - Table 10
Total Intercollegiate Athletics Revenue			EADA Report - Table 10
Breakdown of Revenue Sources:			EADA Report - Totals from Worksheets 4, 5, and 8
Student Activity Fees			Column 3
¹ Direct State Government Support			Column 6
² Institutional Support			Column 7
All Other			All other Columns
Total (Same as Table 10)			
Financial Aid Summary			
Total Athletically Related Financial Aid			EADA Report - Table 6
Breakdown of Athletic Financial Aid Dollars by Funding Source			
Amount Funded by Waivers			Institution Data
Amount Funded by Direct State Government Funds			Institution Data
Amount Funded by E&G Institutional Funds			Institution Data
Amount Funded by Other Institutional Funds			Institution Data
Amount Funded by Athletics or 3rd Parties			Institution Data
Total (Same as Table 6)			
Number of Students Provided Athletic Financial Aid			
Funded by E&G Waivers			
Headcount			Institution Data
³ FTE			Institution Data
Funded by Auxiliary Waivers			
Headcount			Institution Data
⁴ FTE			Institution Data
Funded by Direct State Government Funds			
Headcount			Institution Data
⁴ FTE			Institution Data
Funded by Institutional Funds			
Headcount			Institution Data
⁴ FTE			Institution Data
Funded by Athletics, 3rd Parties, or Other			
Headcount			Institution Data
⁴ FTE			Institution Data
Total			
Headcount			Institution Data
⁴ FTE (Total Number of NCAA Equivalents)			Institution Data
Total Number of Athletes on Rosters			Institution Data

NOTE - Please also provide copies of the institution's FY 2003 and FY 2004 EADA reports. EADA table and column references on this survey reflect FY 2003 report structures. Please adjust accordingly if changes have been made to the EADA forms for FY 2004.

¹ Workstudy payments.

² Includes waivers, salaries and benefits. EADA report reflected fewer institutional labor dollars from Athletics than the actual payroll system due to reporting errors in the payroll system.

³ Some students receive one-half of a fee waiver.

⁴ 1.0 FTE is defined as 1.0 NCAA equivalent.

Winston, Tami

From: Porto, Enrico
Sent: Friday, June 07, 2013 1:31 PM
To: Winston, Tami
Subject: FW: Updated Final Report

From: Fellingham [<mailto:Fellingham@intercollegiateac.com>]
Sent: Friday, June 07, 2013 12:08 PM
To: Rose, Maria
Cc: Porto, Enrico; Cynlinhart
Subject: Updated Final Report

President Rose,

I have been advised by Rick Porto and his team that I had 3 computational errors in my spread sheet that was used as Appendix H in our report. I apologize for this error.

Without going into a detailed account, the net effect was an increase in costs of about \$140,000. These costs were discussed in our narrative but were incorrectly placed in the Excel Spread Sheet. In order to offset these expenses, we increased the Student Fees by a net of \$125,00 in 2015. This was accomplished by reducing the Special Equity Fee by \$80k and increasing the Student Fees by \$205k.

The overall effect is a movement among the revenue streams of about 1% each, so it does not affect our overall conclusions or recommendations.

We also have included the new Athletic Budget in the FSU format as a new appendix designated as Appendix K.

We will revise the narrative on Pages 56 to 59 and Appendix H to reflect the new numbers. We will get the revised PDF file to you by opening of business June 12, 2013

Thanks for your understanding,
Andy