

Capital Fundraising Plan to Establish Varsity Wrestling and Women's Equestrian

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by

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ABSTRACT

CAPITAL FUNDRAISING PLAN TO ESTABLISH VARSITY WRESTLING AND WOMEN'S EQUESTRIAN

By David Curry

The capital fundraising plan is a business plan investigating the resources necessary to establish two new varsity athletics programs at Miami University, a Division I member of the National Collegiate Athletic Association. The plan includes a historical context of the effects of the gender equity in education act, Title IX, both nationally and its implications at Miami. Further, an analysis is conducted demonstrating the market for student-athletes in wrestling and equestrian with the case for potential donors. The thesis outlines the development and operations of the capital fundraising plan through volunteer fundraising committees initiating donor relationships. The financial analysis defends the creation of endowments summing \$7.5 Million for wrestling and \$11 Million for equestrian in addition to start-up costs totaling \$1.6 Million that allows the teams to run without the financial aid of the University with the maximum number of scholarships allowed by the NCAA for both sports.

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1.0 Executive Summary

Introduction

Since Title IX passed in 1972, a series of clarifications and legal cases created the current environment of equitable measurement in college athletics. Most colleges measure Title IX compliance through “substantial proportionality,” matching ones ratio of female-to-male athletes to the ratio of female-to-male students in the university. This form of disparity led Miami to cut wrestling, along with men’s soccer and men’s tennis to reach proportionality following the 1998-99 academic year. In order to increase and restore athletic opportunities for males at Miami University, one must add a new women’s program, an option deemed too expensive and therefore impossible by the Board of Trustees and their consultants in 1999.

Recently, the National Collegiate Athletic Association (“NCAA”) recognized numerous women’s sports, including Women’s Equestrian, as “emerging sports.” The NCAA classifies emerging sports as those that have shown substantial growth to be recognized as emerging until enough programs exist to hold an NCAA championship. Women’s Equestrian roster sizes range from 25 to 85 members, easily allowing for the addition of wrestling’s average 30-man roster, but also the possibility for current teams, such as track and swimming, to be fully funded or other men’s teams such as soccer and tennis to return to Miami.

The Opportunity:

Both wrestling and equestrian are underserved intercollegiate markets.

- *Only 2.3% of high school wrestlers can compete in the NCAA.* This is the lowest rate of any major sport and half the average rate (Bowyer).
- *Ohio is one of the best states in high school wrestling.* Ohio ranks second in number of high schools that offer wrestling and is home to the top teams in the nation.
- *Equestrian is an emerging NCAA sport without a team in the Midwest.* The closest varsity equestrian teams reside in Tennessee and New York.
- *Ohio is considered one of the biggest horse states.* Ohio is home to the sixth most horses of any state and the second most youth members of the American Quarter Horse Association.

Target Market:

The capital fundraising team seeks donors in three major classifications:

- *Miami University alumni*: although the University pegs this market, this provides a significantly valuable resource of alums who are interested in athletics, specifically wrestling and/or equestrian.
- *Miami Wrestling alumni*: a relatively untapped market of alumni numbering over 500, most of whom have not donated to the University since the wrestling program was dropped. Although this group does not have a history of large donations to the University, the fundraising team accepts the challenge of reaching the significant gift capabilities of this group.
- *Members of the respective sporting communities*: represent a crucial target market, especially in the equestrian community where an alumni base is not present. The distribution of household incomes of horse owners shows a promising opportunity for major gifts. This group including parents of current and potential athletes.

Potential donors are identified by gift potential and placed in a pyramid of gifts.

Fundraising Committees:

The fundraising plan is led by two committees, one for each sport. The author, David Curry, a wrestler and coach of the Miami Wrestling Club, chairs the wrestling fundraising committee. The Miami University Director of Riding and Head Coach of the Club Equestrian team, Lori Cramer, serves as the chair of the equestrian fundraising committee with her colleagues. Individuals representing the Miami Office of Advancement and the Athletic Department also support the team in various capacities.

Financial Highlights:

The fundraising committees will seek to raise funds sufficient to support both the wrestling and the equestrian programs independent of University funding. Over the course of the first four years of operations, the wrestling fundraising committee seeks to raise \$8.3 Million; a \$2.5 Million endowment generates income for operations, a \$5 Million endowment generates income for 9.9 scholarships and \$800,000 covers remaining start-up expenditures and the phasing in of scholarships. Similarly, the equestrian fundraising committee seeks \$11.8 Million, including a \$3.5 Million endowment for operations, a \$7.5 Million endowment for 15 scholarships and \$800,000 for other expenses and phased-in scholarships. These endowments, as well as a degree of annual gifts and corporate revenues, allow operations to run to perpetuity without the need for University assistance.

In addition to operations, the equestrian fundraising campaign employs the option to construct a state-of-the-art Indoor Equine Facility. Due to insufficient current conditions, an indoor facility is necessary for a competitive team, although not immediately required. While the team could practice at another local facility, incurring rental costs, an indoor facility provides numerous opportunities for the program to generate revenue, support the community, and bestow prestige.

Status and Offering:

Due to a phase-in strategy for scholarships, the initial offering is merely the operating endowments and start-up expenditures. The wrestling funding committee seeks \$300,000 in addition to the \$2.5 Million operating endowment, while equestrian seeks \$195,000 along with its \$3.5 Million operating endowment. The two offerings yield a total of \$6,495,000 necessary to begin implementation of the programs. Following approval from appropriate University committees, the fundraising committees will begin identification of donor efforts.

2.0 Capital Plan

2.1 The Title IX Effect

On June 23, 1972, congress passed Title IX, a simple statement as part of the Education Amendment banning sex discrimination in schools (Gavora 15):

No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance

Since 1972, this law has seen much debate and proven to be a strong foothold for women's rights activists, especially within the realm of collegiate sports. In 1979, a successful lawsuit from the Northwest Women's Law Center forced Washington State University to comply with Title IX (Simon 114). The court's holding effectively created the three-prong test (from www.ed.gov/pubs/TitleIX/part5.html):

- *Part One: Substantial Proportionality.* This part of the test is satisfied when participation opportunities for men and women are "substantially proportionate" to their respective undergraduate enrollments.
- *Part Two: History and Continuing Practice.* This part of the test is satisfied when an institution has a history and continuing practice of program expansion that is responsive to the developing interests and abilities of the underrepresented sex (typically female).
- *Part Three: Effectively Accommodating Interests and Abilities.* This part of the test is satisfied when an institution is meeting the interests and abilities of its female students even when there are disproportionately fewer females than males participating in sports.

The *Grove City College v. Bell* Supreme Court ruling exempted programs within colleges that did not receive federal funding in 1984. However, less than four years later, the decision was overturned by the Civil Rights Restoration Act, ensuring that all divisions of a university receiving federal funding must be in full compliance with Title IX (Simon 114). Despite the three-prong test, statistical proportionality is the only prong known as a safe-harbor for universities in proving compliance. A 1996 clarification by the Department of Education strengthened the proportionality prong, requiring schools to count all athletes on a roster, regardless of interest, scholarship status, or number of athletes allowed to compete. This ruling was instrumental in the definition of equity. While male sports' supporters argue that this new ruling "effectively mandated the very discrimination that Title IX prohibits" (Irving), female activists could look to hard statistics for support of discrimination claims. So, in 1996, when Brown University tried to cut women's gymnastics for budgetary concerns, the prevailing lawsuit, *Cohen v. Brown University*, became the defining case of Title IX. As a result, the Supreme Court held that by cutting gymnastics the University would be in violation of statistical proportionality, and thus it would be illegal to cut the program. In addition, Brown University's plan of compliance to Title IX by agreeing to maintain its percentage of

female athletes within 3.5% of its female population became a national standard (Simon 114).

Miami Effect

Title IX became a reality at Miami in 1984 when the Office of Civil Rights (“OCR”) responded to a complaint that alleged Miami discriminated against women’s interests. The OCR review concluded that the proposed addition of women’s cross-country sufficiently satisfied the deficit in female athletic opportunities. A self-evaluation in 1993 showed that Miami was far from substantially proportionate: females comprised 54% of the student body, but only 29% of the student-athletes. By adding female sports, in 1997 the proportion was still insufficient as females constituted 55% of all students and only 42% of student-athletes. Following in the wake of the *Cohen v. Brown* case, in 1999, the Board of Trustees decided that the only feasible solution to compliance was to cut four men’s sports: wrestling, soccer, tennis, and golf. Given only a few months to raise enough money to be self-supporting, only golf was able to reach its target and avoid elimination. Clubs and individuals representing the three eliminated teams filed a lawsuit against the University alleging reverse discrimination by sex and a violation of the Fourteenth Amendment equal protection of rights. The Supreme Court did not grant the case a writ of certiorari in its appeal after the U.S. Circuit Court of Appeals ruled in favor of the University (*Miami Univ. Wrestling Club v. Miami Univ.*). Since 1999, the Miami Athletic Department has ascribed to “roster management;” each sport has a designated number of roster spots and must apply to vary from that designation by even one athlete (see appendix A2, page 49, for current roster management).

2.2 Capital Plan Initiative

The mission of the Capital Fundraising Plan to Establish Varsity Wrestling and Women’s Equestrian is to discuss the viability of creating the two new programs as varsity teams competing in the NCAA given the current constraints of the Miami Athletic Department. Due to current compliance with Title IX, in order to add any men’s sports one must also create an equally proportionate amount of opportunities for women. A specific issue with establishing wrestling is an average roster size larger than most women’s sports not currently offered by Miami University, thus requiring the addition of two new women’s teams or a single team from a limited number of large-roster women’s sports (see appendix A1, page 47, for list of average roster sizes in the NCAA). The NCAA lists a number of sports as “emerging” – those not previously recognized, but have shown significant growth and provide an opportunity for colleges seeking Title IX compliance. Once an emerging sport reaches forty schools, it can graduate from emerging status and hold a NCAA-recognized championship. Among the current emerging sports are bowling, badminton, rugby, synchronized swimming and equestrian. Consequently, Miami has already invested significant resources in a nationally ranked Equestrian program. With roster sizes ranging from twenty-five to eighty-five women, equestrian allows not only the potential addition of a single male sport, but also the possibility to

expand current rosters limited by roster management such as swimming and diving or track and field which are currently not offering the maximum number of scholarships allowed in their sport at Miami.

The capital structure is a plan to fundraise enough to create self-supporting programs through endowments, annual gifts and corporate revenue. The plan outlines the levels of funding necessary to start the programs, sustain operations and fully fund scholarships. Based upon the underserved youth markets of both sports, the plan relies on an aggressive donor solicitation strategy to attain the fundraising goals. The option to initiate the programs without constructing an indoor equine facility provides a more economically feasible solution. However, in alignment with the University goals of providing the best possible facilities for intercollegiate athletes, the option must be carefully considered to weigh the benefits against the costs of construction and maintenance. A varsity program could practice at one of the existing local facilities when unable to practice outdoors, although this presents additional issues with scheduling, daily travel expenses, an annual rent obligation, and foregone profits from facility programming.

Indoor Equestrian Facility

According to the facility proposal prepared by Director of Equestrian Lori Cramer, it will “provide the ability to produce a diverse program which better serves the student body... achieves national recognition and meets Miami’s goal of excellence” (Cramer 2). With the ability to allay fears caused by inclement weather and frequent flooding, the indoor facility would not only allow a varsity team to practice on campus, but also allow for the following benefits:

- *Increased Student Opportunities*: in addition to the expansion upon current offerings through the PHS department, opportunities arise for an equine studies minor and equine business management
- *Community Outreach Programs*: programming allows for group and individual riding lessons, clinics, and even a special needs riding program
- *Facility Rental*: rental of space, horses and equipment available to 4-H, Girl Scouts and other local organizations
- *Youth Summer Camp*: competitive to traditional youth horse camps with the perk of varsity athletes and intercollegiate coaches as counselors and instructors
- *Event Hosting*: expanded opportunities for hosting horse shows year-round (Cramer 2)

2.3 Miami Traditions

Wrestling and Equestrian already have a rich tradition of excellence at Miami. The first intercollegiate wrestling team competed for Miami in 1921, although the program was temporarily dropped after the 1927 season. In 1951, wrestling returned to Miami, competing continuously for almost 50 years until the program was eliminated after the

1998-99 season. Over the course of 55 seasons, Miami finished in the top 50 in the country thirty times and claimed more Division I All-Americans than any other sport at Miami, while offering only four scholarships, less than half of its opponents (Angello). The sport even claims an Olympic team alternate; two-time All-American and NCAA runner-up Mike Holcomb was a 1979 Junior Olympic Champion and an alternate for the 1984 Olympics. Since the elimination of the varsity program, Miami fields a club team competing in the National Collegiate Wrestling Association (“NCWA”). In 2000, with former varsity wrestlers, the team finished third overall. In 2006, the team returned to the top ten with a seventh place finish, the highest of any self-coached team, and its first National Champion. The 2007 season marked the second consecutive year Miami crowned an individual National Champion and fifth consecutive year with at least one All-American.

Although Equestrian has never competed as a varsity level team, the program has roots in the history of both the University and Western College. In the 1940s, the stables were originally located on what is now South Quad until the facility on Route 73 was constructed in 1958. The stables bear the name of Miami’s first employee, John Brown. Currently, a club team of 80 members represents Miami in the Intercollegiate Horse Show Association (“IHSA”). The Miami club ranked in the top five in the country each of the last three years in the IHSA, an organization representing over 365 colleges and universities. In 2006, the club won the IHSA Regionals in both Hunter Seat and Western styles and was IHSA Zone Champion in Hunter Seat. The team defeated the University of South Carolina, the 2005 NCAA Champion, and recently competed against Oklahoma State University, a full scholarship team (Cramer).

3.0 Personal Context

As a wrestler who has been competing for over a decade for clubs, my middle school, my high school, and now my university, I have grown to love the sport of wrestling. Both of my brothers were wrestlers and my older brother was an Academic All-American at the NCAA Division III level. I have devoted hours to the sport not just training, but also volunteer coaching at my high school, presiding over the club team at Miami, and now coaching the club, all for the love of the game. As a three-time National Qualifier in the National Collegiate Wrestling Association, I know that those who desire to continue to compete in college can still have the opportunity even if the University one chooses to attend does not sponsor a varsity program. However, wrestling is one of the most difficult sports to earn a scholarship, or even a spot on the team, as so few programs exist compared to the number of high school participants. I am lucky to have had the opportunity to coach two NCWA National Champions in the past two years at Miami, but I know these teammates chose Miami for reasons other than wrestling and it is unfortunate that their talents were not rewarded as scholarship athletes at our University.

While many wrestlers and other supporters of “Olympic”, “minor”, or “non-revenue” sports struggle with the legislation of Title IX, I have come to embrace its presence and look for solutions without attempting to change the law. Although the National Wrestling Coaches Association (“NWCA”) has filed formal complaints with the Federal courts to combat the loss of programs strongly correlated to compliance restrictions, success appears doubtful. The solution that I propose will include the addition of a women’s program along with wrestling, allowing the institution to remain in compliance with Title IX. Starting two programs involves a much greater commitment of time and resources, especially in evaluating the needs of another sport with which I am not familiar. Based on current offerings at the University, as well as a strong sense of desire for change and growth of the sport by the current directors of programming, it was an easy choice to collaborate with Equestrian. Not only does the University already employ full-time equestrian coaches who lead their club to competitions against varsity programs, but the size of an equestrian team, ranging from 25 to 85 participants, easily accommodates the 30 female roster places needed to counter-balance the male spots added by wrestling. Through the collaboration of efforts from both the wrestling and equestrian communities, I hope to bring increased opportunities for athletic involvement to Miami University the way Title IX originally intended.

4.0 Market Analysis

4.1 Industry

The intercollegiate athletics industry is both highly regulated and rather unique from the business sector. In 2003, NCAA Division I-A schools averaged \$29.4 Million revenue and Divisions I and II schools totaled \$5.5 Billion in revenues for the intercollegiate athletics industry. Internally generated revenues are typically limited to two sports, football and basketball, while Miami includes ice hockey ticket sales. Olympic sports are traditionally non-revenue-generating and must look to other sources of income such as annual gifts, endowments, and University funding. Very few wrestling programs produce revenue from ticket sales, limited to the top tier programs found in the Big Ten and Big Twelve Conferences. However, many schools generate some income from hosting summer camps, and some, such as Princeton, operate independent of University funding through an endowment, as proposed by this plan. Within the education industry, few departments have the opportunity to generate income, but most athletic departments nationally struggle to breakeven. A small minority of departments can operate independent of university funding, limited to those with the opportunity for big payoffs in football bowl games and a substantial alumni base. As an organization receiving public funding from the government, universities are specifically targeted for equity and regulation. Given the obvious division in men's and women's sports, evaluating equitable distribution of resources led to the current environment of Title IX compliance.

Wrestling Sector

While wrestling is considered by many to be the oldest sport in the world, it continues to grow in popularity at the high school level, showing increases in participation each of the past five years. Since 1994, the number of high schools that sponsor wrestling has grown from 8,559 to 9,744. Over the same time period, the number of participants has grown from 222,429 to 256,509 (Bowyer), a 15% growth in individuals and sixth most participants out of 33 sports recognized by the National Federation of State High School Associations ("NFHS"). While wrestling continues to grow at the high school level, the sport is the most underserved in transition to the NCAA. Only 5,939 wrestlers competed in the NCAA in 2004, or 2.3% of the 250,000 high school wrestlers, the lowest percent of the top men's sports and half the average (see Table 2.1). The under-recruited sector has left a large number of wrestlers unable to compete at the collegiate level. At the club level, where wrestlers are not recruited and scholarships are non-existent, eleven Ohio schools host club teams in the National Collegiate Wrestling Association, tied with Georgia for the most of any state (www.ncwa.net).

In addition to national trends, wrestling in Ohio and the Midwest is among the best. Ohio is arguably the best high school wrestling state, defended by high participation rates and perennial top 3 finishes at the Fargo Nationals in the two internationally competed styles of wrestling. In the 2005-06 season, Ohio boasted 605 high school wrestling teams and 13,184 participants, the second most schools and third most participants of any state behind only California and Illinois, respectively (see appendix for full list). Coaches would not have to travel far to recruit some of the best wrestlers in the country as two of the top three high school teams in the country hail from Ohio (#1 St. Edward, Lakewood, OH and #3 Graham, St. Paris, OH). See table 4.2 for participation rates throughout the Midwest.

While the Midwest market is competitive nationally with the Big Ten conference, the only Division I athletic conference in which all member schools field a varsity wrestling team, mid-major universities such as Miami are underrepresented. Despite such high participation and caliber of wrestler at the high school level, Ohio is host to just four of the 89 NCAA Division I teams: Ohio State, Ohio University, Kent State and Cleveland State, causing many top wrestlers to go out-of-state for college and leaving many others without the opportunity (www.ncaa.org – see appendix A7, page 53, for full list of Division I programs).

Table 4.1 *Under-Recruited Talent Pool* (Bowyer 9)

Sport	High School Participants	College Participants	Percent HS to NCAA
Football	1,071,775	60,117	5.3
Basketball	546,335	16,271	2.9
Track and Field (outdoor)	533,985	21,686	3.9
Baseball	470,671	28,009	5.6
Soccer	378,935	19,291	5.1
Wrestling	251,534	5,939	2.3
Cross Country	208,303	11,638	5.3
Golf	161,284	7,953	4.7
Tennis	153,006	7,386	4.6
Swimming/Diving	<u>107,468</u>	<u>7,650</u>	<u>6.6</u>
TOTALS	3,863,296	185,940	4.6

Table 4.2 *Regional High School Wrestling Participation (NFHS)*

State	Schools	Participants
Ohio	605	13,184
Illinois	407	15,315
Michigan	467	11,976
Indiana	308	8,161
Pennsylvania	485	8,730
<u>Kentucky</u>	<u>75</u>	<u>1,595</u>
All States	9,744	251,534

Equestrian Sector

Listed as an emerging sport in the NCAA, equestrian is a sport on the rise at the collegiate level. Although equestrian is not a sport commonly sponsored by high school programs, Ohio has the second most in the country with four recognized by the National Federation of High School Associations. Michigan is the only state where more than a few high schools sponsor recognized equestrian teams, with 109 in 2005-06 (NFHS 17). Other organizations such as the American Quarter Horse Association (“AQHA”) and the United States Equestrian Federation (“USEF”) govern youth riders. Over 30,000 youths participate in the AQHA with 1,875 members from Ohio, second most of any state only following Texas (Wall) (see table 2.3).

Table 4.3 *AQHA Regional Participants by State (Wall)*

State	Participants
Ohio	1,875
Pennsylvania	1,005
Michigan	907
Indiana	981
<u>Kentucky</u>	<u>583</u>
All States	31,585

In 2002, the Interscholastic Equestrian Association (“IEA”) formed an organization providing high school students the opportunity to form groups independent of one’s school to compete against other teams. The IEA has grown exponentially since its inception, exceeding 600 competitors in the 2004-05 school year in the English riding division. With the addition of the Western riding division in 2005, the IEA expects continued expansion (Cramer).

The American Horse Council Foundation report, *The Economic Impact of the Horse Industry on the United States*, values the horse industry at \$39 Billion domestically, with \$11 Billion from showing horses and \$12 Billion from recreation. Ohio is the sixth largest state in terms of number of horses with 306,898, behind Kentucky in fifth and

ahead of Michigan and Indiana, thirteenth and fifteenth, respectively (Deloitte 13). Despite the popularity of horses in the region, there are currently no varsity equestrian teams in the Midwest. Currently 22 teams compete in the NCAA Divisions I/II, mostly concentrated in the Southwest and South (see appendix A9, page 57, for full list).

4.2 The Donor Market

The fundraising plan targets three groups of donors for gift potential:

- Miami alumni
- Miami Wrestling alumni
- Members of the respective sporting communities, including parents of current and potential athletes

Each group holds personal connections to the sports, the University, or both creating an interest in supporting the cause.

Miami Alumni

Although the current alumni base of the University is constantly approached for continued or increased giving, such that the University has a division dedicated to this task, the potential for gifts on an individual basis from donors specifically interested in the creation or support of athletics, namely equestrian and wrestling, provides a valuable resource. Although an alum may not have been involved in the varsity wrestling team or previously given to the athletic department, any personal connection may cause an individual to wish to support either one of the sports. Specifically, alumni that are personal supporters of the horse community may not be known to the Equestrian Department, but given the stimulus of this project may wish to contribute. Similarly, close friends of former varsity wrestlers or those who may have a family member involved in the sport are significant resources. Although members of this demographic may be more difficult to pinpoint initially, the due diligence of the fundraising committees is necessary to ensure that valuable resources are not overlooked.

Miami Wrestling Alumni

The former varsity wrestlers of Miami are a passionate group of individuals who provide a significant source of gift potential. A number of the members of this group refused to continue annual giving to the University following the decision to cut the program in 1999. The group numbers over 500 living alumni, many of whom maintained an active involvement in the sport as coaches, referees and fans, developing a number of contacts in the community. The University Development Office currently maintains an estimate of gift potential for 85 of these alumni for a cross-section of less than 20% of the group that is individually capable of meeting the funding goal established by this plan (Table 4.4). Further analysis of this group indicates a lifetime gift total of \$32,601 by 99

different donors, and average of just \$329 per donor. Meanwhile, only 17 individuals have donated to the University since 1999 when the program was dropped. The maximum lifetime gifts by an individual in the group is \$4,800, whose last gift came in September of 1995. Only seven individuals have donated at least \$1,000 in their lifetime, and 83% of the group has never donated at all. Fundraising for the wrestling portion will hinge on the ability to mobilize this group of alumni in a collaborative effort. While the opportunity is present, a lack of historical donations by the groups remains a challenge. The network within this group of alumni will encourage former teammates to take an active and significant role in identifying and initiating contacts with potential donors in all three of the target groups.

Table 4.4 *Miami Wrestling Alumni Gift Potential*

Gift Capability	Count
< \$25,000	16
\$25,000-49,000	13
\$50,000-99,000	16
\$100,000-249,000	32
\$250,000-499,000	3
\$500,000-749,000	3
\$750,000-999,000	1
\$1,000,000-4,900,000	<u>1</u>
	<u><u>85</u></u>

Sporting Communities

Individuals active in the sporting communities are the third group of donors. This group is specifically important in the horsing community, where horse owners and those who have shown a propensity to support similar endeavors are identifiable. Included in this group are the parents and relatives of future or potential student-athletes. Larry Sanchez, head coach of the Oklahoma State University varsity equestrian team, notes the significant effects of gifts from relatives of the athletes and others involved in the horse community who would have been previously unreceptive to donating to the University (Sanchez). This group of donors provides the opportunity to solicit ongoing contributions in addition to the initial funding drive. The distribution of horse owners by household income, as shown in Table 4.4, shows the range of incomes by horse owners with a strong demographic earning income that supports gift potential. It is noteworthy that although income is one factor in gift potential, many major gifts are not in the form of cash from income but from accumulated wealth and assets.

Table 4.5 *Distribution of Horse Owners by Household Income (Deloitte 25)*

Household Income	Count	Percent
\$0 to \$24,999	209,879	11%
\$25,000 to \$49,999	453,511	23%
\$50,000 to \$74,999	435,930	22%
\$75,000 to \$99,999	306,797	16%
\$100,000 to \$124,999	199,646	10%
\$125,000 to \$149,999	94,672	5%
\$150,000 +	179,268	9%
Not Reported	76,125	4%
Total	1,955,827	100%

(Owner estimates not inclusive of horse owners under the age of 18.)

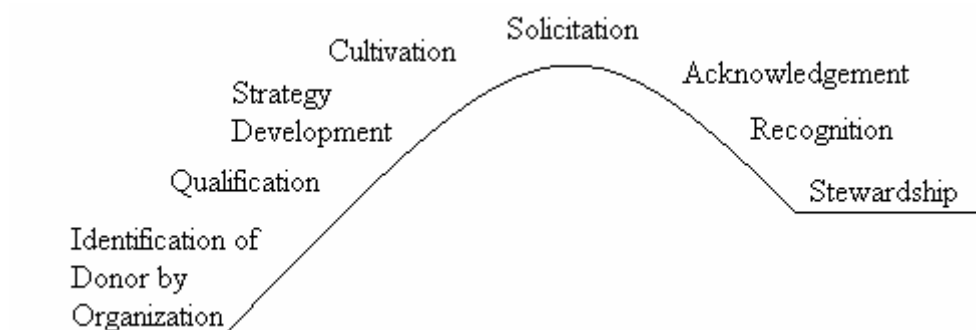
5.0 The Marketing Plan

5.1 Target Market Strategy

By targeting individuals with a vested interest in either the University or one of the sports, potential donors are more receptive to helping the cause. Former athletes, especially wrestlers, know the value of competing in college in learning leadership, dedication, and time management. Through channeling one's personal value on this growth, donors will be assured of supporting the young leaders of their society, improving the diversity of offerings and overall quality of the University, or ensuring a youth will receive the same quality of experience and education that he or she received at Miami University.

5.2 Service Strategy (Donor Relations)

Identification of donors as described in the market analysis (page 11) begins the process diagrammed in the Profile of Giving Bell Curve (Diagram 5.1). Next, donors must qualify for giving, ensuring that any gift does not carry unreasonable stipulations and is not affiliated to any illegal activity. Based on the affiliation of the donor and his or her anticipated needs, a strategy is formed to pursue the donor. The goal is to develop a relationship with the donor through focusing on his or her interests through the cultivation stage. In the solicitation stage, one must emphasize the impact of the gift on the programs as well as the University as a whole. Although some donors may wish to forego recognition, it is important to show appreciation to those who will allow public acknowledgement of his or her gift and maintain a relationship that satisfies the donor and allows possibility for future gifts. Finally, the teams and University must provide stewardship of ongoing feedback throughout the existence of the programs. The current Miami Athletic Department employs a "12 points of contact" goal to reaching alums and donors to the programs. A similar methodology can be applied to donors to the wrestling and equestrian fundraising campaign. The twelve points of contact per year can be divided amongst newsletters and publications, notes from the coaching staff, communication from current athletes and invitations to home events or other functions. The stewardship process outlined is concurrent to recent trends for non-profit organizations donors who desire treatment expected by investors in for-profit ventures and strategic alignment to the social goals of the organization as opposed to the traditional donor approach (Dees 119).

Diagram 5.1 *Profile of Giving Bell Curve* (Dees 138, adapted)

5.3 Pyramids of Gifts

After donors are targeted, he or she is categorized by gift potential and placed into the pyramid of gifts. Based on the levels of fundraising, two pyramids of gifts are necessary: \$8.3 Million from wrestling supporters (\$5 Million scholarship endowment, \$2.5 Million operating endowment, \$800,000 for start-up expenses) and \$11.8 Million from equestrian supporters (\$7.5 Million scholarship endowment, \$3.5 Million operating endowment, and \$800,000 for start-up expenses). Once the University approves the plan at the macro-level, the pyramids will be completed with actual names of potential donors.

Table 5.1 *\$8.3 Million Pyramid of Gifts*

Number of Donors	Gift Size	Total Gifts
1	\$2,000,000	\$2,000,000
3	\$1,000,000	\$3,000,000
10	\$100,000	\$1,000,000
22	\$50,000	\$1,100,000
400	\$3,000	\$1,200,000
		<u>\$8,300,000</u>

Table 5.2 *\$11.8 Million Pyramid of Gifts*

Number of Donors	Gift Size	Total Gifts
1	\$5,000,000	\$5,000,000
3	\$1,000,000	\$3,000,000
10	\$250,000	\$2,500,000
13	\$100,000	\$1,300,000
		<u>\$11,800,000</u>

5.4 Advertising and Promotion

Although the initial fundraising is anticipated at a personal level, once sufficient lead gifts for the two programs are secured, a public announcement and promotion of the plan

can aid in completing the fundraising initiative. The status of the plan and a public offering will be strategically placed in publications of each respective sport, as well as in regional newspapers and alumni publications. Public advertising is not anticipated to be a primary source of fundraising for the programs though it may provide a necessary supplement to the donor groups identified in the market analysis. Using a capital campaign strategy where 80-90% of the fundraising will come from 5-10% of the donors, the strategy focuses on the major gifts initially which require private, individualized solicitation. Lead gifts solicited in the “quiet phase,” before announcement of the plan is public creates both an incentive deadline for major gifts and a bandwagon effect among others (Dove 72).

5.5 Marketing Strategy

Through the identification of donors by organization, most potential donors are segmented by an affinity to a certain sport. However, some donors and University administration may inquire as to specific reasons wrestling and equestrian would add to the community of Miami University.

Wrestling

Dennis Hastert, Former Speaker of the US House of Representatives and one of many famous Americans with ties to wrestling is fond of the sport, saying, “As a young man, I participated in wrestling, and later had the privilege of helping others experience the sport as both a teacher and a coach. Wrestling has played a vital role in developing our nation's young people. No sport demands more in courage, discipline, and perseverance” (Bowyer 4). In addition to the strong character traits associated with wrestling, the sport provides a number of key reasons for inclusion as a varsity sport at Miami University:

- A rich history nationally and at Miami University
- A diverse composition of athletes
- Indigenous and successful in the region
- Under-recruited high school talent
- Opportunity for a regionally competitive and nationally recognized team
- Above average academic achievement
- An untapped market of donors
- Donor recognition opportunities
- A fundraising team willing to volunteer time and resources necessary to launch the program
- Opportunity for community outreach

As described in the historical context of the Capital Plan (page 5), Miami was host to a successful wrestling team for 55 seasons. In addition to the legacy left by the hundreds of alumni who competed on those teams, wrestling holds a place in history as what many

consider to be the world's oldest sport. Wrestling was included in both the ancient Olympic Games and one of the original sports in the modern Olympic Games held in Athens in 1896. Nationally, the sport has been one of the top medal-winning sports in several of the past summer Olympics, and has been in intercollegiate competition for over 100 years. Furthermore, wrestling provides the University an opportunity to expand its goal of increased diversity. Six out of the seven wrestlers on the 2004 Olympic Freestyle Team were minorities, while the sport is historically "blue collar," appealing to athletes of all socio-economic backgrounds (Bowyer 7).

The Market Analysis indicates both the success of high school wrestling in Ohio, as well as a significant market for under-recruited athletes in comparison to other high school sports (see page 10). Although Ohio is considered one of the best states in the country in high school wrestling, top athletes leave the state for college as only Ohio State hosts an annually competitive intercollegiate team. Propelled by the surplus of in-state talent, Miami can compete regionally with the six other MAC schools that sponsor wrestling immediately and have the opportunity to be recognized nationally. The potential for exposure is maximized at the NCAA Champions where, for the past three years, over 70% of schools competing at the Division I level were represented at the sold out event. The 2006 national championships in Oklahoma City sold 97,000 tickets, placing wrestling in the top five in revenue among NCAA sports championships (Bowyer 15). The opportunity for recognition among wrestling schools should be of particular interest to Miami for its popularity among the academic elite. In 2006, three different schools in the Ivy League were ranked in the top 25 and in 2004 Lehigh, Stanford, and Harvard all claimed an individual national champion. Elite wrestlers prove successful in the classroom as well, the average G.P.A. of wrestlers competing at the High School National Championships is a 3.0 (on a four point scale) and nine out of twenty 2006 NCAA finalists were named to the National Wrestling Coaches' Association All-Academic team (Bowyer 17).

Supporting the pool of high school talent and opportunity for Miami to receive instant national recognition is an untapped market of donors. Although the Athletic Department currently solicits alumni of active varsity teams, it does not solicit the wrestling alumni for support. Similarly, while Miami appeals to these alums as it would any other, many of the wrestling alumni decided to discontinue gifts of any form to the University following the disappointment of losing the program. Compared to the general demographic of Miami alumni, this represents a significant source of lost donations. Donors seeking recognition will have the opportunity to see lockers, coaches' offices, practice facilities and scholarships don their name or that of a loved one. Donors will also receive public recognition when appropriate and desired by the donor. A key asset to this untapped market is the team of alumni who are already assembled through their own interest and this plan (see Team, page 28). The volunteered time and resources of this team is pivotal to successfully achieving the gift potential of the donor-base.

Not only does wrestling provide opportunities to enhance Miami's prestige as a university, but also within the community. Varsity athletes at Miami are involved in community service, but wrestling-specific programs expand these opportunities. Camps and event programming, described in the Operations Plan (page 21) open the University to options throughout the year. Weeklong summer camps can draw wrestlers from all over the region, but weekend "tune-up" camps/clinics for commuters in the fall, a spring club for local wrestlers interested in learning and competing in the international styles of wrestling, and shared resources with local youth, middle school, and high school teams allow for a variety of involvement in the community.

Equestrian

Whitney Kimble, a student at Auburn University describes riding in college: "Varsity Equestrian gives a chance for competitive riders to get together and build something that they will take with them for the rest of their lives: teamwork. We work hard together and push each other to obtain the TEAM'S ultimate goal" (www.varsityequestrian.com). Expanding Miami's equine opportunities to include a varsity program allows numerous student athletes the chance to learn teamwork in addition to a variety of benefits and reasons for fruition:

- First team in the Midwest and the MAC to have varsity equestrian
- Opportunity for a nationally competitive team
- Strong horse demographic in region
- New market of potential donors
- Donor recognition opportunities
- Current Miami faculty and staff dedicated to launch the program
- Athlete demographic matches Miami
- Above average academic achievement
- Opportunity for community outreach
- Potential involvement with 2010 Equestrian World Games

As varsity equestrian continues to grow at the collegiate level, an obvious lack of founding teams exists in the Midwest region. Miami has the opportunity to become the host to the first varsity equestrian team in the MAC and the entire Midwest region, giving Miami a significant competitive advantage in both recruiting local talent and garnering prestige. Based on the successes of the current club equestrian team, which already competes against some varsity teams, a varsity equestrian team at Miami has the opportunity to compete instantly for a national championship, without the lag in recruiting and program growth expected with a start-up program.

Horses in the Midwest, specifically Ohio and Kentucky, are indigenous to the region for both ownership and youth participation, as shown in the Market Analysis (page 11). Miami's location in Southwest Ohio shares proximity to the famous Kentucky horse

traditions in Louisville and Lexington while holding a significant popularity in Ohio. The equestrian fundraising committee, composed of current Miami faculty and staff in the Equine Department, will reach a number of potential donors throughout this region through contacts in the horse community who were otherwise uninterested in donating to Miami University in a significant capacity. The horse industry contributes \$39 Billion in direct economic impact to the U.S. economy annually, including \$11 Billion from showing and \$12 Billion from recreation. Almost 2 Million horse owners and another 2 Million volunteers and affiliated family members influence the industry and represent a considerable amount of donor potential (Deloitte 3). The market for potential equestrian donors is greatly influenced by wives of successful businessmen and parents of students and potential students at Miami. The equine department has a base of previous donors of horses, which, in addition to other potential donors, are more likely to be inclined to give a major gift to a varsity program rather than a club. The varsity program, and the proposed equine facility, provides numerous naming and recognition opportunities similar to those outlined in the wrestling plan. In addition to the new market regionally, the equestrian department currently employs the services of a consultant with the ability to expand the scope of the donor pool to a national base (Cramer).

The demographics of potential equestrian athletes match the demographic of current Miami students, as can be seen by the number of equestrian athletes who chose to attend Miami and choose to compete for the club team. While an equestrian team can be quite large, possibly posing administrative problems if inappropriately accounted for, varsity equestrian athletes at other universities, such as Oklahoma State, are successful in the classroom while exhausting minimal academic support resources. In fact, the addition of equestrian helped raise the average G.P.A. of athletes at Oklahoma State (Sanchez).

Finally, a varsity equestrian team provides a number of opportunities for involvement in the community. The construction of the proposed equine facility allows extensive programming, including opportunities for outreach to local Future Farmer of America chapters, Pony Clubs, Girl Scouts and 4-H in addition to hosting shows, clinics, lessons, and camps. Without an indoor facility, the team can still offer some of these opportunities, but in a limited fashion subject to seasonal climate and the possibility of weather causing cancellations. Furthermore, the equestrian department has a unique opportunity to become involved with the 2010 Equestrian World Games, which will be held in Lexington, Kentucky. Miami's proximity to this event provides a varsity equestrian team a prospect for recognition in the "largest equestrian sporting event ever held in the United States" (www.feigames2010.org).

6.0 Operations Strategy

6.1 Fundraising Operations

The fundraising committees will receive training in the process for soliciting a major gift. After a prospect has been identified, researched, and a plan of contact strategy is outlined as described in the Development Strategy (page 24), a member of the fundraising committee begins by involving the prospect, initiating the cultivation process. Upon evaluation of the interests of the potential donor, the committee member, with the help of the Miami Department of Advancement, will invite the prospect to consider the options of supporting the fundraising campaign. Addressing any desires or concerns, the committee will look to close the deal first verbally, and then in writing. Until formation of the teams, the fundraising committees will initiate appropriate forms of recognition and stewardship in appreciation of the gift. It is anticipated that experienced staff of the Department of Advancement will help complete the agreements, but the fundraising committee members will be aware of the likely attitudes and reactions from prospects and be prepared to clarify misunderstandings and objections in order to turn possibly negative reactions into an agreement (Dove 50). The committee chairs will compare monthly progress reports to ensure plan is on schedule and evaluate successes, failures, operating budget and an assessment of critical risks. The fundraising committees will continue actively pursuing potential donors throughout the first few years of team operations in order to complete the fundraising necessary to establish fully funded scholarship endowments. Based on donation and development projections, the fundraising committee will actively operate for four to five years upon successfully raising the sums targeted in the plan.

6.2 Wrestling Operations

The wrestling team will compete in the Mid-American Conference (MAC), the NCAA Division I conference in which the majority of Miami Athletics teams compete. There are currently six universities in the MAC with varsity wrestling: Eastern Michigan, Central Michigan, Kent State, Ohio, Northern Illinois and Buffalo. The MAC tournament currently qualifies the individual conference champions at each of the ten weight classes to the NCAA national tournament with five honorable mentions and four wild card bids as determined by the coaches. The wrestling competition season runs from October through the NCAA tournament which is traditionally held in early to mid-March.

The Miami Athletic Department provides varsity athletes with certain services to maintain a competitive environment and top-class opportunity for student-athletes. Members of the team will receive instruction from professional strength and conditioning

coaching, training staff, academic support, and other amenities available through the Athletic Department at the Gross Center.

In addition to preparing the team for competition, the coaches will be actively involved in recruiting, budgeting, and fundraising. Although recruiting can be considered a year-round activity, coaches must be mindful of restrictions determining maximum amount of contact between coaches and recruits during certain times of the year. The team will maintain its budget as determined by the athletic department and the operating endowment offsetting the operating expenses. Coaches must facilitate fundraising and other donations for any additional funds required. The team will work in collaboration with the current University organizations including the Department of University Advancement and the Red and White Club (Athletics Boosters) to facilitate annual giving.

In addition to operations of the team, as a source of revenue generation and supplement to the coaches' salaries, the coaching staff and team will operate a spring wrestling club and summer youth wrestling camp. In an effort to expand the reach of the wrestling program to the surrounding community, a spring wrestling club focuses on teaching high school and middle school wrestlers the fundamentals of the international styles of wrestling and encouraging individual growth in the sport. Similar regional clubs have increased in popularity recently in the Dayton and Cincinnati areas, although no such club exists in the immediate area. In addition to the spring club, summer youth camps increase the awareness of potential recruits about the University and its varsity wrestling program while allowing the coaching staff to evaluate youth who may be interested in the program. The coaching staff may be involved at the administrative level in varying degrees with both off-season community-based activities.

6.3 Equestrian Operations

Similar to the wrestling team, the members of the equestrian team will receive the benefits provided by the Athletic Department through its strength and conditioning personnel, training staff, and academic support. The equestrian team will compete against other NCAA teams, as well as continue to compete in the Intercollegiate Horse Show Association ("IHSA") in both the hunt seat and western horsemanship styles. Since no other schools in the Mid-American Conference currently have varsity equestrian, giving Miami a competitive advantage in regional recruiting, the team will compete at the Regional level against clubs and potential emergent varsity teams while gaining immediate recognition nationally. Varsity Equestrian programs compete amongst one another in the Varsity Equestrian National Championship, which will become a NCAA National Championship once forty Division I and II schools recognize equestrian as a varsity sport. Equestrian currently crowns team champions in the Overall competition, Hunter Seat and Western at the Varsity Equestrian National Championship held each year in the spring.

Although the coaching staff also will be responsible for operations similar to the wrestling team, additional administrative duties are required in the management of the equine facility. The option for an equine facility allows the opportunity to offer a youth summer camp similar to the model described in the wrestling operations in addition to a number of events and community outreach programs requiring an integrated schedule of offerings as described in the capital plan initiative (page 5). PHS faculty and varsity coaching staff share the duties in a collaborative effort to maximize the utility of the facility and care for the respective horses. With revenues expected to exceed expenses of facility management, a facility also allows the subsidization of operating budgets with profits from facility activities. Without an on-campus facility, the program will practice at Honeytree Stables in Hamilton, Ohio, where the club team currently practices on occasion. The closest indoor show facilities, where the team would have to hold competitions in the case of inclement weather, are located in Lebanon and Loveland (see Table 6.1).

Table 6.1 *Regional Indoor Horse Show Facilities (Cramer)*

Site	Location	Distance	Facility
Lochmoor Stables	Lebanon, OH	34 miles	Indoor/Outdoor
David Beisel Stables	Loveland, OH	44 miles	Indoor/Outdoor
Paxton Farm	Batavia, OH	58 miles	Indoor/Outdoor
Robert's Arena	Wilmington, OH	71 miles	Indoor
Circle City	Indianapolis, IN	102 miles	Indoor
Horse Park	Lexington, KY	114 miles	Indoor/Outdoor
Lakeside Arena	Frankfort, KY	137 miles	Indoor/Outdoor

7.0 Development Plan

7.1 Campaign Development Strategy

After receiving approval from the University committees, the capital-funding plan must organize its fundraising committees, identify potential donors, strategize most effective courses of action for individual donors, and finally seek funding from donors.

University Approval

Before the capital fundraising plan can officially launch, the fundraising committee seeks approvals from certain University administration. First, the plan is presented before the RedHawk Council, an organization with student representatives from each of the current varsity sports offered at Miami. Gaining the support of the current athletes not only helps in supporting the feasibility of the plan to other committees, but also provides an opportunity for networking to a large base of student-athletes. The next phase of the approval process is presentation to the Athletic Policy Committee, showing that the plan is aligned with the goals of the Athletic Department and serving as a gateway to the University Senate as a whole and the President. Upon reference to the University Senate, the plan must show the value added to Miami University and the surrounding community without infringing upon current initiatives. The final approval is at the discretion of the President of the University, Dr. Hodge, and the Board of Trustees.

Fundraising Committee Development

Due to the voluntary nature of the members of the wrestling fundraising committee, electronic communication is integral to understanding the strengths and abilities of committee members. All current committee members are Miami Wrestling alumni who have shown an interest in helping in the process to reinstate wrestling. Committee members are organized by former teammates, where possible, and geographic location. Based on these criteria, committee members will contact and initiate donor relationships as described in the Donor Market strategy (page 11). The committee will begin by soliciting lead gifts from the top two tiers of the Pyramid of Gifts (page 16). Donors within the wrestling alumni target market are identified with the aid of the Miami Department of Advancement database. Committee members not directly involved with soliciting a lead gift from an identified donor will be responsible for networking with teammates and others to identify Miami alumni, friends, or members of the community with potential for major gifts.

The equestrian fundraising committee members are all current faculty or staff in the Miami University Equine Department. This committee will function autonomously from

the wrestling fundraising committee and holds more responsibility in identifying potential donors. Through contacts within the horse community, the committee will pinpoint individuals with whom to pursue donations and begin the cultivation process of its top tier potential donors.

Donation Timeline

The fundraising committees will contact the identified potential donors through a systematic top-down approach. This approach allows the committees to focus on the initial lead gifts that are integral to the success of the campaign for the first six to nine months before expanding to include the third and fourth level donors. Finally, the plan will be made public in order to make the final push through the end of 2008, if substantial lead gifts are secured (See Table 7.1 for Development Timeline). Depending on the success of the committees, the public announcement of the plan and even the third and fourth level donations may be pushed back an additional year. Publicity of the campaign may strategically correspond to public recognition of a lead gift. Contacts in the Associated Press are coordinated through Miami wrestling alumnus Kevin Behrens, owner of a regional newspaper, who will aid in organizing an appropriate and effective method of publicizing the campaign.

7.2 Operations Development Strategy

After performing the campaign development directives, the operations development plan outlines the integration of varsity programs and phasing in scholarships over three to four years.

Program Initiation

As donations near targets for first year expenses, hiring procedures begin to fill coaching necessities for both teams. Gifts must total \$5.2 Million (80% of \$6.5 Million, first year offering – page 31) by January 2009 in order to begin search and hiring procedures with sufficient time to begin by the 2009-10 school year. Upon approval of new coaching staffs, coaches must immediately begin to recruit athletes using scholarships available in year one. Coaches must also work with the Athletic Department to begin scheduling competitions. With the inception of the programs, teams must be registered with the appropriate leagues and governing bodies including the National Collegiate Athletic Association and the wrestling team will compete in the Mid-American Conference. Larry Sanchez, chairman of the Varsity Equestrian committee and head coach of Oklahoma State University, can assist in the equestrian team application to the NCAA while assistance is available from the National Collegiate Wrestling Association and Director of Operations Jeff Bowyer for the wrestling team application to the NCAA.

Scholarship Distribution

The first year of competition will allow distribution of three wrestling scholarships and four equestrian scholarships. Scholarships will continue to be awarded in future seasons as further funding is acquired until sufficient funds are reached to create a scholarship endowment. See table 7.2 for a four-year distribution plan for scholarships.

Table 7.1 *Development Timeline*

Activity	2007				2008				2009				2010			
Seek approval from University committees																
Initiate Fundraising, Target lead gifts																
Gift solicitation for remaining targets																
Take plan "public"																
Begin hiring procedures																
Option: Begin Construction on Equine Facility																
Renovate current facilities																
Coaches hired, begin recruiting																
Distribute first year scholarships																
First Season of Competition																

Table 7.2 *Scholarship Distribution by year*

<u>Season</u>	<u>Equestrian</u>	<u>Wrestling</u>
2009-10	4	3
2010-11	4	2
2011-12	4	3
<u>2012-13</u>	<u>3</u>	<u>1.9</u>
<u>Total</u>	<u>15</u>	<u>9.9</u>

7.3 Facility Development

Equestrian

If sufficient donations are secured for the construction of an indoor equine facility, construction will begin in the fourth quarter of 2007. Otherwise, renovations and improvements to current facilities will accommodate lockers and changing rooms for the

team and visiting teams for the on-campus facility. The equestrian department is approaching the University to construct an indoor facility for use by a varsity team in addition to expanded academic opportunities. The current facility limits the team from practicing in inclement weather and is prone to flooding. Without an indoor facility on campus, the equestrian team will have to rent practice time at Honeytree Stables in Hamilton and consider competitions at one of the local horse show facilities when unable to practice and compete outdoors (see Table 6.1, page 23).

Wrestling

The wrestling team will return to the facility it occupied prior to 1999 in the North Gym of Withrow Court. The gym is currently in use by the club gymnastics team, although facilities could be adapted in Phillips Hall to accommodate for the club. In 1995 the North Gym was remodeled for a new wrestling room, but since 1999 the gym has been reverted to a basketball facility and only one wall still has the necessary padding. The facility renovation will include wall-to-wall mats with padding on the walls for maximum protection from possible injury. Office space for a head coach is available in its former location, room 101 Withrow Court, and locker room facilities in the basement will be renovated to accommodate private lockers for the team in a fashion comparable to the facilities available to existing varsity programs.

8.0 Team

The team is divided into three main areas of interest and specialization: the wrestling funding committee, equestrian funding committee and University support.

Wrestling Funding Committee

The wrestling funding committee chair is the author, David Curry. David is a senior, graduating in May 2007 with a double major in Finance and Accounting. Through his roles as President and Coach of the Miami Wrestling Club, David created a number of contacts with wrestling alumni interested in the state of the club and the possibilities of a return of a varsity program. With a vision and desire to succeed, David leads a number of Miami wrestling alumni ready to help in whatever facet possible. Chris Thobaben, a 2006 graduate and club wrestling teammate, shares this vision. Joining David and Chris are a number of varsity alumni including Paul Ostermann, a wrestling coach of 22 years after his career at Miami, Aaron Boucher, the lone senior on the fateful 1999 Miami Wrestling team, and a team ranging in graduation years from 1959 to 2000: Julie Kenline (Team Manager), Douglas Ott, Mike Honkomp, Tom Duck, Troy Patton, Dick Savidge, Jim Althans, Dave Thomas, Rich Gowdy, and Brad Weeks.

Equestrian Funding Committee

Leading the equestrian funding committee is the Miami University Director of Riding and current club team head coach, Lori Cramer. Since graduating from the University of Findlay with a Masters of Business Administration, Lori served as director of English Equestrian Studies at Findlay before coaching the Hunt Seat team at Ohio State. Lori is an accomplished coach at the intercollegiate level and has a strong desire to pursue the opportunity of a varsity equestrian program at Miami. Assisting Lori is Heather Burra, who is also a graduate of the University of Findlay and serves as assistant Hunter Seat coach to the club team. The Equestrian Department also employs three instructors for PHS classes who will aid the funding committee: Miami graduate Beth Akers, Lisa Helfer and Leslie Crude.

University Support

The team looks to support from the University Division of Advancement for direction in classifying and contacting potential donors and from the Athletic Department for guidance in structuring the plan. Jay Lowe is the Assistant Director of Advancement for intercollegiate athletics and has assisted in the preparatory stages along with Jeff Abke, Director of Regional Development. Additionally, Athletic Director Brad Bates is

ensuring that due process is followed for implementation of the plan and Deputy Director of Athletics Jason Lener is aiding in the correct representation of financials.

9.0 Critical Risks

9.1 Insufficient Donor Interest

One significant potential pitfall would be lack of interest from potential donors. While many wrestling alumni ceased donating to the University following the elimination of the program, many may be wary of the possibility that the program could be cut again or may still be hostile to the University. Similarly, the wrestling program addition is contingent upon the addition of equestrian. If the equestrian donors prove insufficient, neither program can proceed.

9.2 Major Gift Endows Another Sport

Due to the nature of Title IX, if another women's sports became endowed and sponsored by the University as a sport before the initial fundraising was complete, it would not necessarily be affected. However, if a major gift were to endow equestrian with another men's sport, the addition of wrestling would not likely comply with Title IX statistical proportionality.

9.3 Time and Cost to Find Donors

Although the donors may exist and be willing to support the cause, the time and costs to locate the donors may become overwhelming to the volunteers seeking fundraising. The funding committees are limited in both time and money and therefore susceptible to the limitations of their finite resources.

9.4 Perceived Competition with "Love and Honor" Campaign

Although the timing of the capital fundraising plan is congruent to the University-wide "Love and Honor" capital campaign, University administration may not foresee the plan as aligning with the objectives of the established campaign. Instead, the administration may perceive the capital plan to deter resources from the "Love and Honor" Campaign or over-saturate the alumni with funding needs in a manner damaging to alumni relations. Thus, it is important to stress the untapped markets for which the campaigns do not directly compete.

10.0 The Offering

As Table 10.1 illustrates, the initial offering required to start both programs is \$6,465,000 for the first year. Scholarships funded only reflect those integrated in the initial phase. The initial offering indicates those costs necessary to start the programs and partially sustain operations. Additional annual funding is necessary to sustain the programs, although a significant portion of expenses are met from revenues generated by the operating endowment created by the offering.

Table 10.1 *Sources and Uses Schedule*

Sources		Uses	
\$2,800,000 Wrestling Fundraising	\$2,500,000	Operating Endowment	
	\$300,000	Start-up Expenses: mats, equipment, hiring Scholarships (3)	
\$3,695,000 Equestrian Fundraising	\$3,500,000	Operating Endowment	
	\$195,000	Start-up Expenses: tack, supplies, hiring Scholarships (4)	
\$6,495,000 Total	\$6,495,000	Total	

Upon attaining 80% of the goal of \$6,495,000 (\$5.2 Million), the programs can begin the first phase of inception, hiring, and integration as described in the Development Strategy (page 24). See Financial Plan (page 33) for contingency plan of variation in operating endowment returns.

Funds raised in addition to the initial offering will be used in the respective scholarship endowments. Full funding of the scholarship endowments is an additional \$12.5 Million (9.9 wrestling scholarships and 15 equine scholarships at \$25,000 per year). Donors can sponsor a scholarship athlete to perpetuity with a gift of \$500,000. Table 10.2 provides a summary of total funding needed per year in order to fully endow scholarships by the fourth year of operations (See Financial Statements by year, pages 37-43).

Table 10.2 *Summary of Funding by Year*

Year	Wrestling				Equestrian			
	Operations	Scholarships	Scholarship Endowment	Total	Operations	Scholarships	Scholarship Endowment	Total
2007-10	\$ 2,726,160	\$ 75,000	\$ -	\$ 2,801,160	\$ 3,592,880	\$ 100,000	\$ -	\$ 3,692,880
2010-11	\$ 61,600	\$ 125,000	\$ 2,500,000	\$ 2,686,600	\$ 29,760	\$ 200,000	\$ 3,750,000	\$ 3,979,760
2011-12	\$ 48,760	\$ 200,000	\$ 2,500,000	\$ 2,748,760	\$ 12,640	\$ 300,000	\$ 3,750,000	\$ 4,062,640
2012	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ 15,000
				<u>\$ 8,266,520</u>				<u>\$ 11,750,280</u>

In addition to the funds necessary to run the programs, the equestrian department seeks a separate offering to construct a facility. Although the department will appeal to the University for some of this funding, the on-campus facility offering is not contingent on this plan.

11.0 The Financial Plan

The project financing is based upon four main revenue-producing activities: interest earned from an endowment, corporate sponsorships, annual giving, and special events. Expenses are a product of start-up costs, operations, coaches' salaries, scholarships, and administrative expenses.

11.1 Financing

Endowment

The initial capital plan is designed to raise the funds necessary to create a revenue-sustaining endowment. The interest from the endowment will provide cash for scholarships and various operating expenses. Historically, endowments have earned an 8-10% return, with 10-11% returns in recent years. Allowing for 3% inflation, a conservative, yet frequently utilized return of 5% is calculated for the annual interest revenue. However, fluctuations in this return could require additional fundraising to yield the anticipated

Corporate Sponsorships

A number of annual expenses can be reduced by entering into strategic partnerships with certain regional and national corporations interested in supporting the growth of intercollegiate athletics at Miami in exchange for advertising. Cliff Keen Athletics is a brand name in wrestling that sells singlets, headgear and uniforms. A strategic partnership with Cliff Keen saves \$3,000 per year in team equipment, as the company has already agreed to donate singlets and offer half-off list price of all products to the team. The University currently has a preferred pricing agreement with Nike and Adidas for equipment and apparel for a number of teams. Sponsorships are also currently sought for equestrian equipment and expenses such as jumps, tack, horses, feed/hay, and reduced farrier and vet expenses. National brands such as Sunbeam, Nutrena and John Deere are known to sponsor equestrian activities. The equestrian club currently owns a trailer donated by Sunbeam. The potential equine facility also allows the opportunity to advertise for those companies who donate supplies and services in a strategic marketplace.

Annual giving

Initial fundraising efforts can be further aided by annual pledges from interested alumni and parents of members of the teams. Larry Sanchez, Head Coach of Equestrian at Oklahoma State University, notes the affect of gifts from players' parents as a significant

source of revenue that was unavailable prior to the existence of the program. The Miami equestrian club currently relies on membership dues, which are often deferred to members' parents. Average roster sizes of 30 and 50 members, for wrestling and equestrian, respectively, with an average annual gift of \$500 from parents brings annual revenues of \$15,000 and \$25,000 for each sport (designated as "Other Donations"). Other fundraising efforts by the teams have been successful in the past. The former Miami varsity wrestling coach, Chuck Angello, estimated \$20,000 revenue per year from an annual car wash. A similar active fundraising strategy could yield \$30,000 for the wrestling team, with hopes that the equestrian team would develop an equally aggressive fundraising strategy. ("Annual Fundraising").

Special Events

A new equine facility provides the opportunity for many events and camps previously impossible in the outdoor facilities. The facility will play host to clinics, educational seminars, horse shows, group and individual riding lessons, summer youth camps, as well as facility and horse stabling rentals. For clinics, seminars, lessons and rentals, a conservative estimate of revenues is \$160,000. Similar equine summer youth camps charge weeklong campers \$700-\$1000. At an estimate of \$800 per camper, 60 campers per week, and 5 one-week sessions yields a revenue of \$240,000 from equine camps. A summer camp for youth and prospective wrestlers at a competitive price of \$400 per camper, 100 campers per week and 5 one-week sessions yields a revenue of \$200,000 per summer. Additional revenues from these camps are often enticing to supplement coaching salaries as incentive to increase the enrollment and prestige of the camp.

NCAA Distributions

Each year the NCAA distributes a portion of its revenues to the Division I member institutions. The sports sponsorship fund contributes \$22,000 for each sport a university sponsors over the required minimum of 14. With the addition of wrestling and equestrian, Miami receives \$44,000 per year if the distribution stays the same. Similarly, in 2006, the grants-in-aid fund distributed a progressive amount per grant awarded by the university. For each scholarship after the first 150 awarded, the grant distribution was \$4280.

Alternative Gifts

Other than the major gifts targeted by the endowment fundraising, alternative forms of donating can be just as effective as creating an operating endowment by securing funding for the future. Planned gifts are common among adults in their fifties and older who have acquired enough wealth for a major gift over a period of time. Donors may also pledge estate or retirement-plan benefits in their will, as well as proceeds from a life insurance plan. These alternative forms of giving allow donors to consider a number of factors in their gift, such as ensuring care of surviving loved ones, as well as estate and capital

gains tax savings by giving to a nonprofit organization. Although these gifts may not reach the team budget for a number of years, the appeal to donors is a significant selling point.

11.2 Expenditures

Start-up costs

Both sports have numerous specific startup expenses in addition to the costs associated with annual operations. Wrestling costs are mainly associated with the transformation of current facilities in Withrow Court back to the wrestling room of the late 90s. Practice mats, under-mat padding, wall padding, and competition mats will be required, at costs estimated at \$30,000. Sufficient weights and training equipment are valued at \$50,000 and other improvements and miscellaneous expenses to renovating the facility cost \$50,000.

Similarly, the equine facility will need certain equipment to support a varsity equestrian team. Expenses for rental of a local indoor facility are shown in the first three years of financial analysis to reflect both the flexibility of the team and the additional time necessary to raise sufficient funds and construct the proposed on-campus facility. Although the University Department of Equine Activities currently owns a number of jumps, horses, tacks and other supplies, the expansion of the program requires the acquisition of additional equipment. Likewise, although the Equestrian club already has a coach, it may incur some hiring expenses for supporting personnel while the athletic depart will seek, interview and hire an entire wrestling coaching staff.

Annual Operating Expenses

Teams' annual operating budgets are based on an average of similar sized programs. The wrestling team budget of \$60,000 per year is competitive for the Mid American Conference and three times the size of the \$19,000 budget of the program when it was cut in 1999. The majority of expenses are in team travel and recruiting, with other various expenses including apparel, pre-season training, conference dues, coaching certification memberships, insurance, and other miscellaneous expenditures. The equestrian budget includes similar apportionment of operating expenses, but also includes those expenses unique to caring for horses. Expenditures for farrier and veterinary fees are a function of the thirty horses anticipated for use by the varsity equestrian team based on current Equine Department expenses for sixty horses. Facility rental expenses for the first three years include feed and hay for the horses. The proposed indoor equine facility will eliminate the need for facility rentals, but will include other maintenance costs in addition to feed, hay and care for horses. In addition to traditional operations, annual operating expenses includes a budget for fundraising in the first few years (see Campaign Fundraising Expenses Schedule, page 44) and a team budget for stewardship continuing throughout the existence of the teams.

Special events and camps expenditures are incurred annually in proportion to the respective revenues. Wrestling camp expenses are a function of 500 one-week campers sleeping 6 nights at \$15 per night and \$30 per day for food. Equestrian camp expenses include the per diem costs of 300 one-week campers and camp counselor salaries, but also costs incurred from hosting seminars, clinics, horse shows, and lesson instructors.

Coaches' Salaries

Wrestling coaching salaries are a function of the average salaries of wrestling coaches in the Mid American Conference, including 35% compensation above base salary for respective fringe benefits. Equestrian salaries are comparably derived for competitive salaries. All salaries are subject to adjustment for part-time coaches who are also paid a salary as a full-time University staff or faculty.

Scholarships

Scholarship expenses allotted reflect full funding of all scholarships allowed by the NCAA for both sports. The maximum scholarships allowed for Division I wrestling is 9.9 and for equestrian is 15. Using a simple distribution of 50% in-state and 50% out-of-state student-athletes, average scholarship total for in-state athletes is \$20,000 and out-of-state athletes is \$30,000. Scholarships shall include tuition, fees, room, board, books and other class supplies.

11.3 Profit and Loss Statements

Wrestling Projected Profit and Loss Statement

2009-10

Revenues		
Operating Endowment (5%*2.5M)	\$ 125,000	
Scholarship Fundraising	\$ 75,000	
Startup Fundraising	\$ 226,160	
Corporate Sponsorships	\$ 5,000	
Other Donations	\$ 15,000	
NCAA Sports Sponsorship Fund	\$ 22,000	
NCAA Grants-in-aid Fund (3*4280)	\$ 12,840	
Events/Camps	<u>\$ 200,000</u>	
Total Revenues		\$ 681,000
Expenses		
Startup		
Mats	\$ 30,000	
Weights/Equipment	\$ 50,000	
Other/Facility	\$ 50,000	
Hiring	<u>\$ 10,000</u>	\$ (140,000)
Annual		
Operating Expenses		
Team Travel	\$ 35,000	
Recruitment	\$ 10,000	
Clothing	\$ 3,000	
Training/Equipment	\$ 4,000	
Dues/Memberships	\$ 3,000	
Fundraising	\$ 21,000	
Supplies/Other	<u>\$ 5,000</u>	\$ (81,000)
Scholarships (Phase 1: 3)		\$ (75,000)
Salaries		
Head Coach	\$ 75,000	
Assistant Coach	<u>\$ 35,000</u>	\$ (110,000)
Events/Camps		
Camper Room/Board	\$ 135,000	
Counselor Wages	<u>\$ 45,000</u>	\$ (180,000)
Administrative Expenses		
Strength and Conditioning	\$ 40,000	
Athletic Training	\$ 42,500	
Secretarial	\$ 37,500	
Academic Support	\$ 37,500	
Compliance (Grad Asst)	<u>\$ 32,500</u>	\$ (95,000)
Net Income (Loss)		\$ -

Equestrian Projected Profit and Loss Statement

2009-10

Revenues		
Operating Endowment (5%*3.5M)	\$ 175,000	
Scholarship Fundraising	\$ 100,000	
Startup Fundraising	\$ 92,880	
Corporate Sponsorships	\$ 20,000	
Other Donations	\$ 25,000	
NCAA Sports Sponsorship Fund	\$ 22,000	
NCAA Grants-in-aid Fund (4*4280)	\$ 17,120	
Events/Camps	<u>\$ 400,000</u>	
Total Revenues		\$ 852,000
Expenses		
Startup		
Tacks/Supplies	\$ 20,000	
Jumps	\$ 1,000	
Other	\$ 4,000	
Hiring	<u>\$ 5,000</u>	\$ (30,000)
Annual		
Operating Expenses		
Team Travel	\$ 60,000	
Recruitment	\$ 6,000	
Farrier	\$ 15,000	
Vet Expenses	\$ 12,000	
Facility Rental	\$ 40,000	
Clothing	\$ 5,000	
Training/Equipment	\$ 4,000	
Dues/Memberships	\$ 3,000	
Fundraising	\$ 21,000	
Supplies/Other	<u>\$ 5,000</u>	\$ (171,000)
Scholarships (Phase 1: 4)		\$ (100,000)
Salaries		
Head Coach	\$ 70,000	
Assistant Coach	\$ 35,000	
Assistant Coach	<u>\$ 25,000</u>	\$ (130,000)
Events/Camps		
Camper Room/Board	\$ 81,000	
Counselor Wages	\$ 45,000	
Other Event Costs	<u>\$ 200,000</u>	\$ (326,000)
Administrative Expenses		
Strength and Conditioning	\$ 40,000	
Athletic Training	\$ 42,500	
Secretarial	\$ 37,500	
Academic Support	\$ 37,500	
Compliance (Grad Asst)	<u>\$ 32,500</u>	\$ (95,000)
Net Income (Loss)		\$ -

Wrestling Projected Profit and Loss Statement

2010-11

Revenues		
Operating Endowment (5%*2.5M)	\$ 125,000	
Scholarship Fundraising	\$ 125,000	
Annual Fundraising	\$ 61,600	
Corporate Sponsorships	\$ 5,000	
Other Donations	\$ 15,000	
NCAA Sports Sponsorship Fund	\$ 22,000	
NCAA Grants-in-aid Fund (5*4280)	\$ 21,400	
Events/Camps	<u>\$ 200,000</u>	
Total Revenues		\$ 575,000
Expenses		
Annual		
Operating Expenses		
Team Travel	\$ 35,000	
Recruitment	\$ 10,000	
Clothing	\$ 3,000	
Training/Equipment	\$ 4,000	
Dues/Memberships	\$ 3,000	
Fundraising/Stewardship	\$ 5,000	
Supplies/Other	<u>\$ 5,000</u>	\$ (65,000)
Scholarships (Phase 2: 5)		\$ (125,000)
Salaries		
Head Coach	\$ 75,000	
Assistant Coach	<u>\$ 35,000</u>	\$ (110,000)
Events/Camps		
Camper Room/Board	\$ 135,000	
Counselor Wages	<u>\$ 45,000</u>	\$ (180,000)
Administrative Expenses		
Strength and Conditioning	\$ 40,000	
Athletic Training	\$ 42,500	
Secretarial	\$ 37,500	
Academic Support	\$ 37,500	
Compliance (Grad Asst)	<u>\$ 32,500</u>	\$ (95,000)
Net Income (Loss)		\$ -

Equestrian Projected Profit and Loss Statement

2010-11

Revenues		
Operating Endowment (5%*3.5M)	\$ 175,000	
Scholarship Fundraising	\$ 200,000	
Annual Fundraising	\$ 29,760	
Corporate Sponsorships	\$ 20,000	
Other Donations	\$ 25,000	
NCAA Sports Sponsorship Fund	\$ 22,000	
NCAA Grants-in-aid Fund (8*4280)	\$ 34,240	
Events/Camps	<u>\$ 400,000</u>	
Total Revenues		\$ 906,000
Expenses		
Annual		
Operating Expenses		
Team Travel	\$ 60,000	
Recruitment	\$ 6,000	
Farrier	\$ 15,000	
Vet Expenses	\$ 12,000	
Facility Rental	\$ 40,000	
Clothing	\$ 5,000	
Training/Equipment	\$ 4,000	
Dues/Memberships	\$ 3,000	
Fundraising/Stewardship	\$ 5,000	
Supplies/Other	<u>\$ 5,000</u>	\$ (155,000)
Scholarships (Phase 2: 8)		\$ (200,000)
Salaries		
Head Coach	\$ 70,000	
Assistant Coach	\$ 35,000	
Assistant Coach	<u>\$ 25,000</u>	\$ (130,000)
Events/Camps		
Camper Room/Board	\$ 81,000	
Counselor Wages	\$ 45,000	
Other Event Costs	<u>\$ 200,000</u>	\$ (326,000)
Administrative Expenses		
Strength and Conditioning	\$ 40,000	
Athletic Training	\$ 42,500	
Secretarial	\$ 37,500	
Academic Support	\$ 37,500	
Compliance (Grad Asst)	<u>\$ 32,500</u>	\$ (95,000)
Net Income (Loss)		\$ -

Wrestling Projected Profit and Loss Statement

2011-12

Revenues		
Operating Endowment (5%*2.5M)	\$ 125,000	
Scholarship Fundraising	\$ 200,000	
Annual Fundraising	\$ 48,760	
Corporate Sponsorships	\$ 5,000	
Other Donations	\$ 15,000	
NCAA Sports Sponsorship Fund	\$ 22,000	
NCAA Grants-in-aid Fund (8*4280)	\$ 34,240	
Events/Camps	<u>\$ 200,000</u>	
Total Revenues		\$ 650,000
Expenses		
Annual		
Operating Expenses		
Team Travel	\$ 35,000	
Recruitment	\$ 10,000	
Clothing	\$ 3,000	
Training/Equipment	\$ 4,000	
Dues/Memberships	\$ 3,000	
Fundraising/Stewardship	\$ 5,000	
Supplies/Other	<u>\$ 5,000</u>	\$ (65,000)
Scholarships (Phase 3: 8)		\$ (200,000)
Salaries		
Head Coach	\$ 75,000	
Assistant Coach	<u>\$ 35,000</u>	\$ (110,000)
Events/Camps		
Camper Room/Board	\$ 135,000	
Counselor Wages	<u>\$ 45,000</u>	\$ (180,000)
Administrative Expenses		
Strength and Conditioning	\$ 40,000	
Athletic Training	\$ 42,500	
Secretarial	\$ 37,500	
Academic Support	\$ 37,500	
Compliance (Grad Asst)	<u>\$ 32,500</u>	\$ (95,000)
Net Income (Loss)		\$ -

Equestrian Projected Profit and Loss Statement

2011-12

Revenues		
Operating Endowment (5%*3.5M)	\$ 175,000	
Scholarship Fundraising	\$ 300,000	
Annual Fundraising	\$ 12,640	
Corporate Sponsorships	\$ 20,000	
Other Donations	\$ 25,000	
NCAA Sports Sponsorship Fund	\$ 22,000	
NCAA Grants-in-aid Fund (12*4280)	\$ 51,360	
Events/Camps	<u>\$ 400,000</u>	
Total Revenues		\$ 1,006,000
Expenses		
Annual		
Operating Expenses		
Team Travel	\$ 60,000	
Recruitment	\$ 6,000	
Farrier	\$ 15,000	
Vet Expenses	\$ 12,000	
Facility Rental	\$ 40,000	
Clothing	\$ 5,000	
Training/Equipment	\$ 4,000	
Dues/Memberships	\$ 3,000	
Fundraising/Stewardship	\$ 5,000	
Supplies/Other	<u>\$ 5,000</u>	\$ (155,000)
Scholarships (Phase 3: 12)		\$ (300,000)
Salaries		
Head Coach	\$ 70,000	
Assistant Coach	\$ 35,000	
Assistant Coach	<u>\$ 25,000</u>	\$ (130,000)
Events/Camps		
Camper Room/Board	\$ 81,000	
Counselor Wages	\$ 45,000	
Other Event Costs	<u>\$ 200,000</u>	\$ (326,000)
Administrative Expenses		
Strength and Conditioning	\$ 40,000	
Athletic Training	\$ 42,500	
Secretarial	\$ 37,500	
Academic Support	\$ 37,500	
Compliance (Grad Asst)	<u>\$ 32,500</u>	\$ (95,000)
Net Income (Loss)		\$ -

11.4 Consolidated Profit and Loss Statement

Consolidated Profit and Loss Statement Annual Operations (Year 2012+, with Scholarships Endowed)

Revenues - Wrestling

Operating Endowment (5%*2.5M)	125,000
Scholarship Endowment (5%*5M)	250,000
Annual Fundraising	30,000
Corporate Sponsorships	5,000
Other Donations	15,000
NCAA Sports Sponsorship Fund	22,000
NCAA Grants-in-aid Fund (9.9*4280)	42,372
Events/Camps	<u>200,000</u>
	<u>689,372</u>

Revenues - Equestrian

Operating Endowment (5%*3.5M)	175,000
Scholarship Endowment (5%*7.5M)	375,000
Annual Fundraising	15,000
Corporate Sponsorships	20,000
Other Donations	25,000
NCAA Sports Sponsorship Fund	22,000
NCAA Grants-in-aid Fund (15*4280)	64,200
Events/Camps	<u>400,000</u>
	<u>1,096,200</u>

Total Revenues

1,785,572

Expenses – Wrestling

Operations	65,000
Scholarships (9.9)	250,000
Salaries	110,000
Events/Camps	<u>180,000</u>
	<u>605,000</u>

Expenses – Equestrian

Operations	155,000
Scholarships (15)	375,000
Salaries	130,000
Events/Camps	<u>326,000</u>
	<u>986,000</u>

Administrative Expenses

190,000

Total Expenses

(1,781,000)

Net Income (Loss)

\$4,572

11.5 Fundraising Campaign Expenses

Fundraising Campaign Expenses

	2007-08	2008-09	2009-10	2010-11	2011-12	
	<u>Fundraising</u>	<u>Fundraising</u>	<u>Operations</u>	<u>Operations</u>	<u>Operations</u>	<u>Total</u>
Travel	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Proposals and Presentations	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 2,500
Research	\$ 5,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 13,000
Publications	\$ 500	\$ 500	\$ 1,000	\$ 500	\$ 500	\$ 3,000
Graphic Presentations	\$ 5,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 9,000
Miscellaneous	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Totals	\$ 21,500	\$ 9,500	\$ 10,000	\$ 9,500	\$ 9,500	\$ 60,000

Campaign Expense Apportionment

	2009-10	2010-11	2011-12	
	<u>Operations</u>	<u>Operations</u>	<u>Operations</u>	<u>Total</u>
Wrestling	\$ 21,000	\$ 5,000	\$ 5,000	\$ 31,000
Equestrian	\$ 21,000	\$ 5,000	\$ 5,000	\$ 31,000
Totals	\$ 42,000	\$ 10,000	\$ 10,000	\$ 62,000

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A1. Average Roster Size by Sport

Accessed 3/17/07

NCAA Gender-Equity Survey Results

Table 1 - Athletics Participation
Division I - Overall

Sport	Men's Teams		Women's Teams	
	Number of Teams	Average Squad	Number of Teams	Average Squad
Archery			3	15
Baseball	282	34		
Basketball	327	15	325	15
Bowling			1	0
Cross Country	306	14	322	16
Fencing	20	17	25	16
Field Hockey			75	22
Football	238	107		
Golf	288	10	223	9
Gymnastics	17	17	63	16
Ice Hockey	33	29	21	23
Lacrosse	52	42	75	26
Rifle	4	10	11	8
Rowing	22	40	85	58
Skiing	13	14	15	14
Soccer	194	27	294	25
Softball			265	19
Squash	8	17	8	16
Swimming/Diving	143	24	186	26
Synchronized Swimming			4	17
Tennis	269	10	312	9
Track & Field - Indoor	246	36	289	35
Track & Field - Outdoor	264	37	294	35
Volleyball	21	19	312	14
Water Polo	21	23	29	22
Wrestling	76	30		
Average Number of Participants per Institution	261		212	

*The participation data are reported from the 2003-04 NCAA Sports Sponsorship and Participation Rates

*Highlighted Sports represent those currently offered by Miami University (Excludes Synchronized Skating)

A2. Miami Roster Management

Following the decisions of the Board of Trustees, then Miami Athletic Director Joel Maturi issued a memorandum to the current head coaches regarding roster management, stating:

“Our goal is to be within 3% points of our undergraduate population, understanding that number may change and realizing 3% points may not be acceptable to the Office of Civil Rights (OCR). We believe the numbers are “fair” and necessary due to the fact that we do not have the funds available to add any women’s sports at this time.”

Men’s Sports:

Baseball	32
Basketball	14
Cross Country	14
Football	105
Golf	10
Ice Hockey	27
Swimming & Diving	28
Track & Field (Outdoor)	43
Total	273 (48%)

Women’s Sports:

Basketball	15
Cross Country	15
Field Hockey	22
Synchronized Skating	50
Soccer	26
Softball	19
Swimming & Diving	40
Tennis	10
Track & Field (Indoor)	42
Track & Field (Outdoor)	42
Volleyball	14
Total	295 (52%)

A3. Miami University EADA Report

For the school year 2005-06

Accessed 2/17/07

Athletics Participation

Varsity Team	Number of Participants as of the day of the first scheduled contest	
	Men's Teams	Women's Teams
Baseball	33	
Basketball	14	15
All Track Combined	51	97
Field Hockey		23
Football	104	
Golf	9	
Ice Hockey	26	
Soccer		31
Softball		19
Swimming and Diving	28	43
Tennis		11
Volleyball		15
Other Sports		50
Total Participants	265	304
Unduplicated Count of Participants	252	252

Operating Expenses I

Varsity Teams	Men's Teams			Women's Teams			Total Operating Expenses
	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	
Baseball	33	\$4,571	\$150,856				\$150,856
Basketball	14	\$12,792	\$179,085	15	\$15,851	\$237,766	\$416,851
All Track Combined	51	\$1,365	\$69,629	97	\$1,228	\$119,121	\$188,750
Field Hockey				23	\$3,910	\$89,934	\$89,934
Football	104	\$5,154	\$536,010				\$536,010
Golf	9	\$5,171	\$46,543				\$46,543
Ice Hockey	26	\$9,235	\$240,113				\$240,113
Soccer				31	\$3,840	\$119,051	\$119,051
Softball				19	\$6,767	\$128,569	\$128,569
Swimming and Diving	28	\$2,182	\$61,097	43	\$1,529	\$65,748	\$126,845
Tennis				11	\$4,380	\$48,185	\$48,185
Volleyball				15	\$7,776	\$116,642	\$116,642
Other Sports				50	\$3,577	\$178,872	\$178,872
Total Operating Expenses	265		\$1,283,333	304		\$1,103,888	\$2,387,221

*Information retrieved from Office of Postsecondary Education, U.S. Department of education: www.ope.ed.gov

A4. EADA Comparison

Operating Budgets for 2005-06 Season

Accessed 3/17/07

Selected Universities with Wrestling and Equestrian

Sport	School	Participants	Operating Budget per Athlete	Total Operating Budget
Wrestling	Kent State University	31	\$2,210	\$68,515
	Ohio University	36	\$2,384	\$85,813
	Central Michigan University	32	\$2,413	\$77,203
	Eastern Michigan University	35	\$3,152	\$110,337
	Northern Illinois University	39	\$1,792	\$69,903
	University at Buffalo	35	\$1,673	\$58,551
Equestrian	Cornell Univesity	29	\$855	\$24,802
	College of Charleston	37	\$1,141	\$42,215
	University of Georgia	69	\$3,445	\$237,698
	University of South Carolina	29	\$2,803	\$81,273
	Oklahoma State University	63	\$3,754	\$236,525

A5. Miami Historical Proportionality

Year	Undergraduate Enrollment		Athletes		Number of teams		Substantial proportionality				
	Men	Women	Men	Women	Men	Women					
2004-05	6,930	46.02%	8,129	53.98%	272	47.39%	302	52.61%	7	9	-1.37
2003-04	6,724	45.53%	8,045	54.47%	282	47.88%	307	52.12%	7	9	-2.35
2002-03	7,576	45.28%	9,154	54.72%	219	51.29%	208	48.71%	6	8	-6.00
2001-02	6,777	44.54%	8,439	55.46%	275	47.74%	301	52.26%	8	11	-3.20
2000-01	6,671	44.60%	8,286	55.40%	267	46.35%	309	53.65%	8	11	-1.75
1999-2000	6,440	44.78%	7,942	55.22%	272	47.22%	304	52.78%	8	11	-2.44
1998-99	6,607	44.61%	8,203	55.39%	353	52.45%	320	47.55%	11	11	-7.84
1997-98	6,578	44.63%	8,160	55.37%	390	55.48%	313	44.52%	n/a	n/a	-10.84
1996-97	6,558	45.16%	7,965	54.84%	341	58.59%	241	41.41%	n/a	n/a	-13.44
1995-6	n/a	n/a	n/a	n/a	398	67.23%	194	32.77%	n/a	n/a	n/a

Substantial proportionality: a positive number indicates that female athletes are overrepresented on varsity teams compared with the undergraduate population as a whole; a negative number the opposite.

*Created from *The Chronicle of Higher Education* "Gender Equity in College Sports" accessed 9/27/2006

A6. 2005-06 High School Wrestling Participation

Conducted By
THE NATIONAL FEDERATION OF STATE HIGH SCHOOL ASSOCIATIONS
 Based on Competition at the High School Level in the 2005-06 School Year

State	Schools	Particip.
Alabama	80	1,940
Alaska	68	1,388
Arizona	176	5,485
Arkansas		
California	728	23,318
Colorado	230	5,134
Connecticut	117	2,770
Delaware	39	1,015
Florida	321	7,610
Georgia	283	7,275
Hawaii	56	1,101
Idaho	98	2,374
Illinois	407	15,315
Indiana	308	8,161
Iowa	302	7,189
Kansas	195	5,264
Kentucky	75	1,595
Louisiana	68	1,224
Maine	64	1,101
Maryland	173	4,371
Massachusetts	151	4,435
Michigan	467	11,976
Minnesota	351	7,677
Mississippi	1	35
Missouri	210	6,883
Montana	86	1,640
Nebraska	242	4,795
Nevada	78	2,333
New Hampshire	37	769
New Jersey	326	8,579
New Mexico	52	960
New York	462	12,879
North Carolina	296	8,465
North Dakota	71	946
Ohio	605	13,184
Oklahoma	125	2,450
Oregon	197	5,023
Pennsylvania	485	8,730
Rhode Island	34	963
South Carolina	121	3,964
South Dakota	98	1,402
Tennessee	141	4,005
Texas	209	6,576
Utah	96	2,912
Vermont	22	248
Virginia	249	7,544
Washington	273	8,342
West Virginia	80	1,654
Wisconsin	344	7,529
Wyoming	47	1,006

A7. Division I Men's Wrestling Teams

Teams as of 2/17/07 Arranged by State

Institution	Conference	Division	State
Arizona State University	Pacific-10 Conference	I	AZ
California Polytechnic State University	Pacific-10 Conference	I	CA
California State University, Bakersfield	Pacific-10 Conference	I	CA
California State University, Fullerton	Pacific-10 Conference	I	CA
University of California, Davis	Pacific-10 Conference	I	CA
Stanford University	Pacific-10 Conference	I	CA
University of Northern Colorado	Independent	I	CO
U.S. Air Force Academy	Independent	I	CO
Sacred Heart University	Colonial Athletic Association	I	CT
American University	Eastern Intercollegiate Wrestling Association	I	DC
Delaware State University	Independent	I	DE
University of Iowa	Big Ten Conference	I	IA
Iowa State University	Big 12 Conference	I	IA
University of Northern Iowa	Independent	I	IA
Boise State University	Pacific-10 Conference	I	ID
Eastern Illinois University	Independent	I	IL
University of Illinois, Champaign	Big Ten Conference	I	IL
Northern Illinois University	Mid-American Conference	I	IL
Northwestern University	Big Ten Conference	I	IL
Indiana University, Bloomington	Big Ten Conference	I	IN
Purdue University	Big Ten Conference	I	IN
Boston University	Colonial Athletic Association	I	MA
Harvard University	Eastern Intercollegiate Wrestling Association	I	MA
University of Maryland, College Park	Atlantic Coast Conference	I	MD
U.S. Naval Academy	Eastern Intercollegiate Wrestling Association	I	MD
Central Michigan University	Mid-American Conference	I	MI
Eastern Michigan University	Mid-American Conference	I	MI
University of Michigan	Big Ten Conference	I	MI
Michigan State University	Big Ten Conference	I	MI
University of Minnesota, Twin Cities	Big Ten Conference	I	MN
University of Missouri, Columbia	Big 12 Conference	I	MO
Appalachian State University	Southern Conference	I	NC

Campbell University	Colonial Athletic Association	I	NC
Davidson College	Southern Conference	I	NC
Duke University	Atlantic Coast Conference	I	NC
Gardner-Webb University	Independent	I	NC
North Carolina State University	Atlantic Coast Conference	I	NC
University of North Carolina, Chapel Hill	Atlantic Coast Conference	I	NC
University of North Carolina at Greensboro	Southern Conference	I	NC
North Dakota State University	Independent	I	ND
University of Nebraska, Lincoln	Big 12 Conference	I	NE
Princeton University	Eastern Intercollegiate Wrestling Association	I	NJ
Rider University	Colonial Athletic Association	I	NJ
Rutgers, State Univ of New Jersey, New Brunswick	Eastern Intercollegiate Wrestling Association	I	NJ
State University of New York at Binghamton	Colonial Athletic Association	I	NY
University at Buffalo, the State University of New	Mid-American Conference	I	NY
Columbia University-Barnard College	Ivy Group	I	NY
Cornell University	Eastern Intercollegiate Wrestling Association	I	NY
Hofstra University	Colonial Athletic Association	I	NY
U.S. Military Academy	Eastern Intercollegiate Wrestling Association	I	NY
Wagner College	Colonial Athletic Association	I	NY
Cleveland State University	Eastern Wrestling League	I	OH
Kent State University	Mid-American Conference	I	OH
Ohio State University	Big Ten Conference	I	OH
Ohio University	Mid-American Conference	I	OH
University of Oklahoma	Big 12 Conference	I	OK
Oklahoma State University	Big 12 Conference	I	OK
University of Oregon	Pacific-10 Conference	I	OR
Oregon State University	Pacific-10 Conference	I	OR
Portland State University	Pacific-10 Conference	I	OR
Bloomsburg University of Pennsylvania	Eastern Wrestling League	I	PA
Bucknell University	Eastern Intercollegiate Wrestling Association	I	PA
Clarion University of Pennsylvania	Eastern Wrestling League	I	PA
Drexel University	Colonial Athletic Association	I	PA
Duquesne University	Independent	I	PA

East Stroudsburg University of Pennsylvania	Eastern Intercollegiate Wrestling Association	I	PA
Edinboro University of Pennsylvania	Pennsylvania State Athletic Conference	I	PA
Franklin & Marshall College	Eastern Intercollegiate Wrestling Association	I	PA
Lehigh University	Eastern Intercollegiate Wrestling Association	I	PA
Lock Haven University of Pennsylvania	Eastern Wrestling League	I	PA
Millersville University of Pennsylvania	Independent	I	PA
University of Pennsylvania	Ivy Group	I	PA
Pennsylvania State University	Big Ten Conference	I	PA
University of Pittsburgh	Eastern Wrestling League	I	PA
Brown University	Eastern Intercollegiate Wrestling Association	I	RI
The Citadel	Southern Conference	I	SC
South Dakota State University	Independent	I	SD
University of Tennessee at Chattanooga	Southern Conference	I	TN
Utah Valley State College	Independent	I	UT
George Mason University	Colonial Athletic Association	I	VA
James Madison University	Colonial Athletic Association	I	VA
Liberty University	Independent	I	VA
Old Dominion University	Colonial Athletic Association	I	VA
University of Virginia	Atlantic Coast Conference	I	VA
Virginia Military Institute	Southern Conference	I	VA
Virginia Polytechnic Institute & State University	Atlantic Coast Conference	I	VA
University of Wisconsin, Madison	Big Ten Conference	I	WI
West Virginia University	Eastern Wrestling League	I	WV
University of Wyoming	Independent	I	WY

*Information retrieved from www.ncaa.org

A8. New or Re-Instated Wrestling Programs Since 1999

Division I

Utah Valley State, Bucknell, Binghamton, Sacred Heart, Liberty University

Division II

Mesa State, Grand Canyon, Mercyhurst College, Limestone College, Newberry College, New Mexico Highlands , Belmont Abbey, St. Andrews Presbyterian

Division III

Olivet, Tri-State University, Stevens Tech, Seton Hill University

NAIA

Newman, Campbellsville, Menlo, University of Great Falls, York College, Morningside College, Mckendree College, Wichita College, Campbellsville, Bacone College, Oklahoma City University, Oregon Institute of Technology, King College, University of Sioux Falls, Notre Dame College

NJCAA

Spartansburg Methodist, Jamestown, Dakota County, Southwest Oregon CC, Pratt CC, Wentworth Community College, Mercyhurst Northeast

Women

Menlo, Neosho CC, University of Cumberlands, Missouri Valley College

*Information provided by Bowyer, slide 16.

A9. Women's Equestrian – Divisions I & II

**As of 2/17/07
Arranged by Division**

Institution	Conference	Division	State
Auburn University	Independent	I	AL
Baylor University	Big 12 Conference	I	TX
Brown University	Ivy Group	I	RI
California State University, Fresno	Western Athletic Conference	I	CA
College of Charleston (South Carolina)	Southern Conference	I	SC
Cornell University	Ivy Group	I	NY
University of Georgia	Southeastern Conference	I	GA
Kansas State University	Independent	I	KS
New Mexico State University	Independent	I	NM
Oklahoma State University	Big 12 Conference	I	OK
Sacred Heart University	Independent	I	CT
University of South Carolina, Columbia	Independent	I	SC
Southern Methodist University	Independent	I	TX
Stephen F. Austin State University	Southern Conference	I	TX
Texas A&M University, College Station	Big 12 Conference	I	TX
Texas Christian University	Independent	I	TX
University of Minnesota, Crookston	Independent	II	MN
Pace University	Independent	II	NY
Seton Hill University	West Virginia Intercollegiate Athletic Conference	II	PA
South Dakota State University	Independent	II	SD
Stonehill College	Independent	II	MA
West Texas A&M University	Lone Star Conference	II	TX

*Information retrieved from www.ncaa.org