

2016

Moving toward Financial Sustainability

Student & Faculty Report on the University
Budget

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Eastern Michigan University
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The sharp decline in state government budgetary support for higher education over the last fifteen years has profoundly affected American universities, their students, and faculty. With states now providing only 21% of the funding for public higher education,¹ universities have raised tuition sharply. For example, from 2005-06 to 2015-16, in-state (Michigan) undergraduate tuition and fees increased an average of 73%.² Thus, students now pay for a much larger share of the cost of higher education, and they do so by taking on debt and/or working while enrolled. It is estimated that 80% of students now work an average of 19 hours per week while earning a degree,³ leaving much less time for study.⁴ Approximately 70% of students graduate with student loan debt, the average amount of which was \$28,950 in 2014.⁵ Given the pressures faced by students, it is not surprising that in a recent poll 80% of students reported feeling overwhelmed by stress, largely due to financial pressures, and 30% reported that such stress is negatively affecting their academic performance.⁶ In essence, students are paying more for college, but are benefitting less.

Faculty have also been negatively affected by decreasing state support. In Michigan, spending on instruction declined from 42% of total higher education expenses in 2002 to 37% in 2015.⁷ Most public colleges and universities have cut costs in a number of ways

¹ Per audited financial statements, this was exactly the percentage EMU received from the State of Michigan in 2015.

² IPEDS for 2005-06. *US News and World Report* for 2015-16.

³ Amy Langfield, "80 percent of college students chipping in for education." *CNBC*, Aug. 9, 2013. <http://www.cnbc.com/id/100952906>

⁴ Alexander C. McCormick, "It's about Time: What to Make of Reported Declines in How Much College Students Study," *Liberal Education* (Association of American Colleges and University), Vol 97:1 (2011).

⁵ "Project on Student Debt," Institute for College and Student Success. <http://ticas.org/posd/map-state-data-2015>

⁶ Megan Reed, "Stress in college: experts provide tips to cope." *USA Today College*, October 29, 2015. <http://college.usatoday.com/2015/10/29/college-student-stress/>

⁷ Higher Education Institutional Data Inventory for the Michigan Legislature.

that directly affect faculty: reducing the proportion of regular (tenured and tenure-track) faculty; increasing the share of courses taught by part-time and non-tenure track faculty; reducing the number, but increasing the size of classes; and cutting funding for academic programs and research (see Figures 1 & 2). With workloads increasing and institutional support for academic programs and research decreasing, professors are also experiencing stress and are much less satisfied with their jobs.⁸

Eastern Michigan University has not been immune from these trends. The university has experienced a significant decline in state funding, from over \$81 million in 2000 to \$72 million in 2015. On a nominal basis, the decline was 11%; on an inflation-adjusted basis, the decline is 37%⁹: state funding now comprises just 21% of total revenues, down from 37% in 2000. This drop has led to tuition increases, with a 7.8% jump in 2015 alone, as well as cuts to academic departments and programs, which are called on to do more with less.

Given the profound effects of the constrained fiscal environment on student and faculty lives and careers noted above, we – representatives of Student Government, EMU-AAUP, Faculty Senate, and the Faculty Senate Committee on Budget and Finances -- believe that students and faculty should be aware of, and involved in, decisions about the university budget. We have a shared goal in achieving a university budget that provides a high quality education at an affordable cost. To facilitate awareness and participation in the budgeting process, we are issuing this inaugural annual report.

⁸ David Kroll, "Top 10 reasons being a university professor is a stressful job," *Forbes*, January 5, 2013. <http://www.forbes.com/sites/davidkroll/2013/01/05/top-10-reasons-being-a-university-professor-is-a-stressful-job/#d15a84b563eb>

⁹ CPI-U Detroit from the Bureau of Labor Statistics.

This 2016 report focuses on what we believe to be one the most pressing issues facing Eastern Michigan University: athletic spending. Strict budget constraints have been placed on academic programs over the past five years, but it is apparent that the same fiscal discipline has not been applied to athletics. This disjunction between academic and athletic budgeting practices is cause for deep concern. As we will show below, spending on athletics is contributing to budget deficits, thus threatening the university's financial stability, as well as significantly diminishing the administration's commitment to the core academic mission.

The report first reviews the trend in athletic spending at EMU over the past decade. It then examines several aspects of current spending on athletics and considers the implications for students and faculty. The report concludes with general observations and recommendations for how the university can move toward financial sustainability of both athletic and academic programs, even in this period of near zero growth in the U.S. economy.

Trends in Athletic Spending at EMU

Athletic spending at EMU has increased over the past ten years from around \$20,000,000 in 2005 to over \$33,000,000 in 2015, an increase of over 65%. During the same time period, athletic revenues (through NCAA distribution, very small ticket sales, licensing, etc.) have declined from around \$10,000,000 to almost \$7,000,000. The combination of increased spending with declining revenues has led to an ever-increasing athletic budget deficit, which has grown from \$10,000,000 in 1995 to over \$27,000,000 in 2015 (see Figure 3).

One reason for the increased spending on athletics is the growing size of the athletic department staff. As the number of faculty declined from 688 to 678, the overall number of full time equivalent (FTE) athletic personnel climbed from 64 to 85.68 (between 2006-2007 and 2015-2016). There were ten more coaching positions and more than 11 “athletic personnel” added over the time period. The increase in number of coaches and personnel was thirty-four times greater than the increase in personnel in the entire university over the same time period (an increase of 15.78 FTEs or .9%, see Table 1 & Figure 4). The trend explains much of the rising cost of athletics, which experienced a 27% increase in spending while the instructional budget increased by only 5% (see Figure 5).

Over the past ten years the proportion of the athletic budget that is subsidized by the general fund (generated from tuition, fees, state of Michigan funding, etc.) has averaged over 84% (see Figures 6, 7, & 8). In a time when academic programs and student support services are being pushed to be “cost neutral” (i.e., the revenue they bring in is equal to the costs), there is no area on the academic side of the University with a remotely similar subsidy rate.

Current State of Spending on Athletics at EMU

From the most recent data available through USA Today’s database on athletic spending (<http://sports.usatoday.com/ncaa/finances/>) we see that 80% of EMU’s athletic budget in 2015 was subsidized by the core academic mission, which places it at 42nd out of the 231 Public Universities in the database. It should be noted that most of the Colleges and Universities above EMU in the rankings are smaller (e.g., New Jersey Tech, Delaware State, etc.) with athletic budgets that average less than half of EMU’s \$33,956,234. When

we look at the amount of subsidy in terms of dollars (\$27,309,988) EMU is 6th highest in the country. Comparing EMU with other Mid-American Conference (MAC) schools, EMU is 1st in the percent and amount of subsidy, well above the conference average of 69% (see Figure 7), and second in overall athletic spending (see Table 2). The recent trend is also alarming: from 2014 to 2015, total spending rose from \$30 million to \$34 million, and the subsidy increased from \$25 million to \$27 million (see Table 3). The total direct expenses (e.g., coaches and administrative salaries, team travel, uniforms, etc.) increased over \$2.6 million between 2014 and 2015 and indirect costs (e.g., scholarships, facilities, etc.) rose another \$1.2 million (see Table 4).

After examining the overall subsidy of athletics we decided to examine the university financial support by the cost per student over the past two academic years. In 2014, the amount of subsidy to the athletic program was over \$1,076 per student after accounting for direct and indirect athletic expenses and increased to \$1,227 for 2015 (see Table 5). If we break down the cost per student into what students paid out of pocket, through tuition and fees, and state of Michigan support, we find each student paid \$917 out of pocket to support athletics at EMU.¹⁰

Thus, the total cost of the athletics program to each student who completes a degree in four years is \$3668; for those who take five years to complete the degree, the cost is \$4585. Given that most students fund their college education through loans, and that the average student loan repayment period is 21 years, our students will be paying for athletics long after they graduate, and with interest, thus substantially raising the true cost to each

¹⁰ The State of Michigan chipped in an additional \$310 per student to support EMU athletics (almost 10% of EMU's total budget).

of them.¹¹ Thus, whether EMU can afford to subsidize athletics is not primarily a financial question, but an ethical or moral question. Should the university be saddling students with unnecessary debt for athletics programs that added little to no value to their education?

What Should We Do at EMU?

First, it is very important to contextualize this report within the overall University budget and declining support from the State of Michigan (again only 21% of costs in 2015) that has led to budgetary constraints on academic programs and student support services at our University. We believe athletics has a place at EMU, but believe subsidizing 80% of the cost of athletics is not aligned with budgetary expectations on the academic side of the institution. We need to find long-term solutions to ensure the financial viability of athletics and the university as a whole. What follows are key considerations that we believe would assist in “right-sizing” the athletic budget to be more aligned with practices used for the rest of the University.

1. The athletic department and ***ALL*** of its direct and indirect costs should be pulled out of the University’s general budget and be made a stand-alone auxiliary to facilitate budgetary transparency.
2. At this juncture there are a range of options that should be considered:
 - A. Keep things as they are and continue to increase athletic spending, siphoning resources from the core academic mission of our University to support athletics.
 - B. Athletic department spending should move toward the “average” (in terms of subsidy rate) of MAC Universities. If EMU were at the current average, the

¹¹ Allie Bidwell, “Student Loan Expectations: Myth vs. Reality,” *U.S. News*, October 7, 2014. <http://www.usnews.com/news/blogs/data-mine/2014/10/07/student-loan-expectations-myth-vs-reality>

University would save \$3.8 million. These funds could be used to strengthen the quality of academic programs and student support services. In conjunction with this option, EMU should convince the other MAC institutions to reduce the number of football scholarships from 85 to 50. If every institution in the conference went in this direction, it would greatly reduce the significant financial subsidies that all MAC institutions give to athletics. Trying to compete financially with the Big Ten is not feasible (see Figure 9)

- C. Eastern Michigan should drop Division I football, and join the Horizon League, where football is not required. EMU is comparable in size in terms of undergraduate enrollment, 4th out of 11 (see Table 6) instead of 10th of 12 in the MAC (see Table 7), and would remain at the bottom of either league in average basketball attendance (see Table 8). Eastern Michigan can play Division I-AA football, which would lead to a significant reduction in scholarships (from 85 to 55), and a significant reduction in coaches' salaries and travel costs (e.g., no longer would EMU pay for football players staying in hotels the night before home games, see Table 9). Alternatively, EMU can still play football, but at the Division II or Division III (non-scholarship) level within the Horizon League, which would save even more resources. The advantage of joining the Horizon League is EMU athletes could still compete at the Division I level in Olympic and other non-revenue sports, but spend much less (see Table 10). The only two issues of fit for EMU in the Horizon League would be women's gymnastics and men's wrestling. EMU would have to find affiliates to compete against as we currently do with swimming (due to the small number of MAC universities with

swim teams). Those sports do not cost much in terms of resources, and many of the athletes in those sports are paying (or partially paying) their own tuition. If those sports were eliminated, there would be a reduction in tuition revenue. In addition, by keeping these sports, EMU still supports the positive aspects of athletics, such as teamwork, discipline, and bringing the campus together.

- D. Eastern Michigan should join the Horizon League, but totally drop football. Even at the Divisions I-AA, II, or III levels, football is very expensive. Dropping football would save EMU \$2,891,818 in direct costs and approximately \$1,808,715 in scholarship costs (using average athletic awards, would save at least \$4.7 million, see Table 11). There are almost 100 Division I Universities without football programs that have very successful athletic programs. For example, just this year alone 13 of these Universities were represented in the field of 64 in the men's basketball tournament (Arkansas-Little Rock, Cal State Bakersfield, Florida Gulf Coast, Gonzaga, Green Bay, Iona, Providence, Saint Joseph's, Seton Hall, UNC-Asheville, UNC-Wilmington, VCU, Wichita State, Xavier,) and nine qualified for the women's basketball tournament (Belmont, DePaul, George Washington, Green Bay, Iona, San Francisco, Seton Hall, St. Bonaventure, UNC-Asheville). Four of these universities qualified for both the men's and women's basketball championship tournaments.

The option of EMU dropping sports completely is not one that we support. Though athletics is a significant drain on resources, and increases tuition for students and their families, the loss of tuition revenue from students in the non-revenue sports could hurt EMU financially, and moves us away from important values of teamwork, discipline, and community. A broader discussion should take place on campus on the role of athletics at EMU and whether it would be beneficial to consider moving EMU out of the MAC and into another league, such as the Horizon League (with Oakland University, etc.), that do not require fielding the most expensive team sports to be members of the league. In terms of sports being the “front porch” or the “window” to the university, that is just not the case at EMU. Our students and the academic programs these students participate in should always be the window to the core of Eastern Michigan University.

Appendix of Figures and Tables

All data sourced from USA Today and

Eastern Michigan Federal filing on athletics unless noted

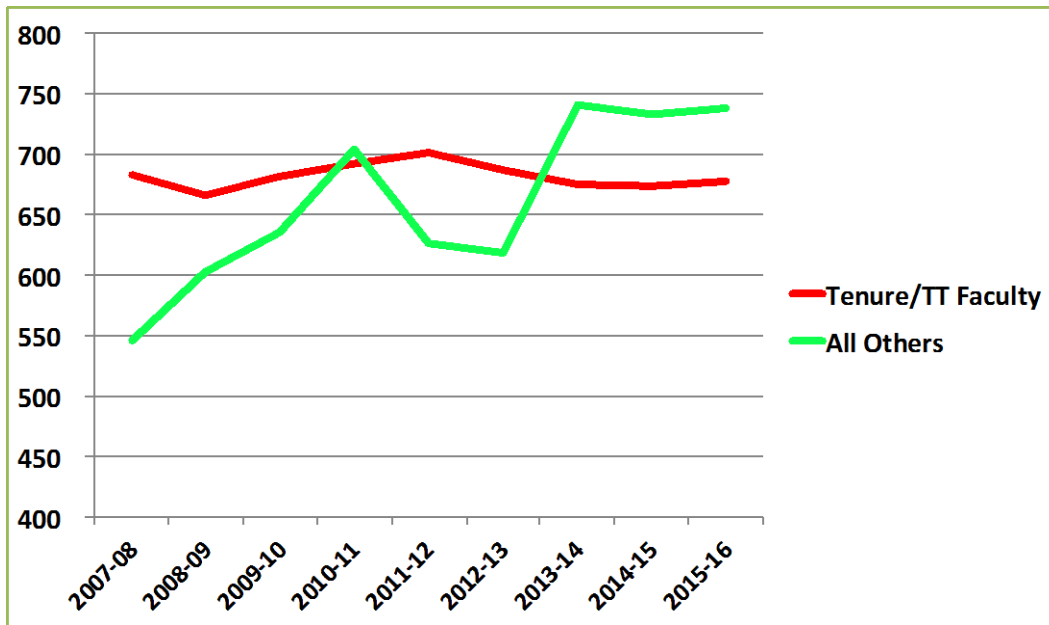


Figure 1. Nine year trend instructional mix at Eastern Michigan University (from Faculty Profiles).

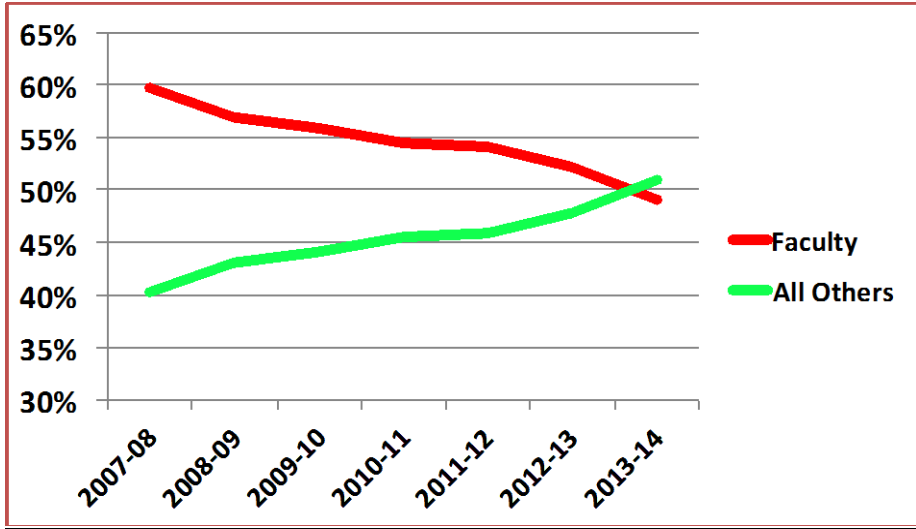


Figure 2. Percent of credit hours taught by faculty and others at EMU (source: Faculty Course assignments)

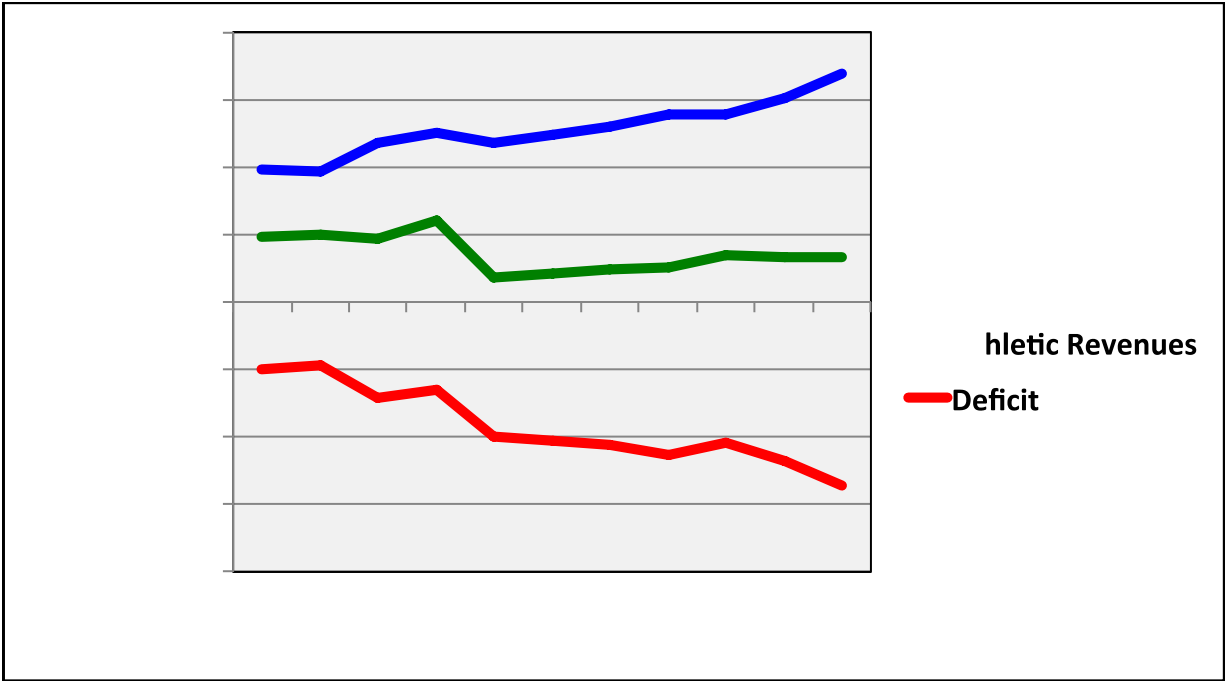


Figure 3. Ten-year trend in athletic expenses, revenues, and deficits at Eastern Michigan University.

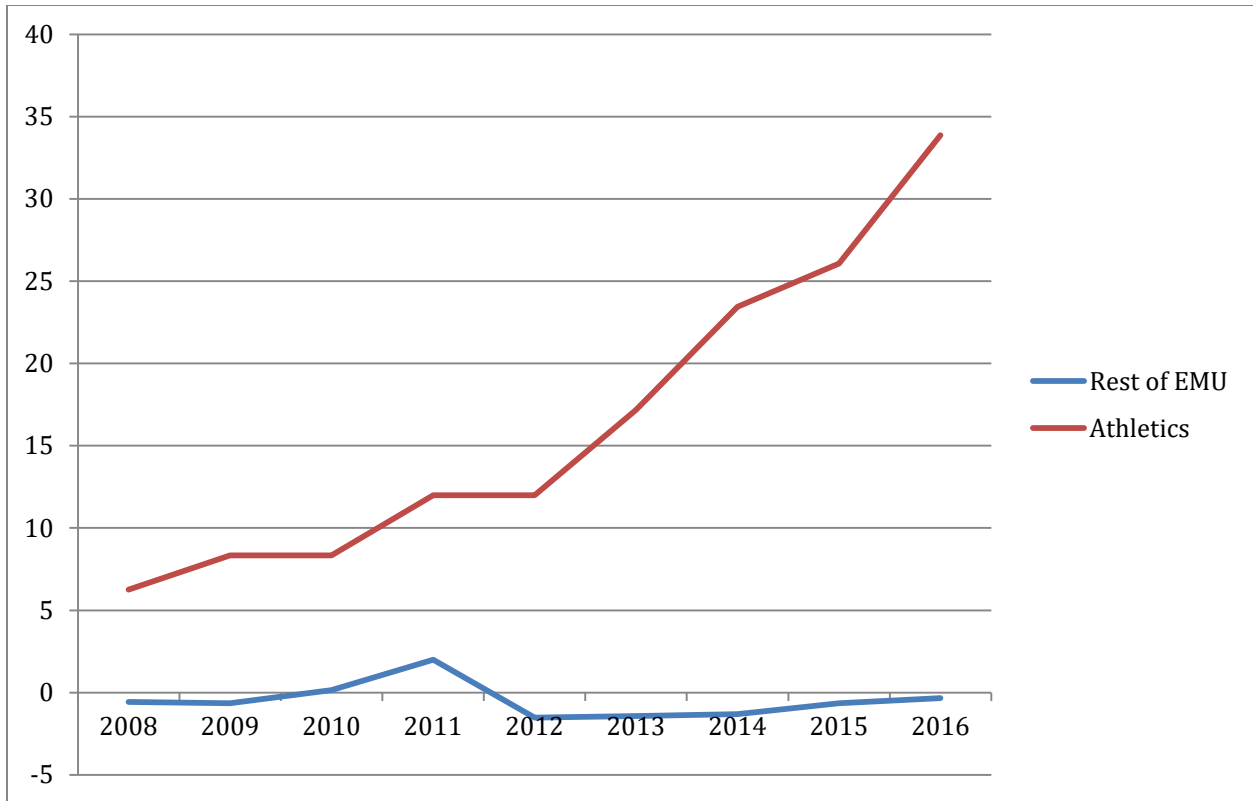


Figure 4. Percent change (from FY2007) in FTEs for athletics compared to the rest of EMU.

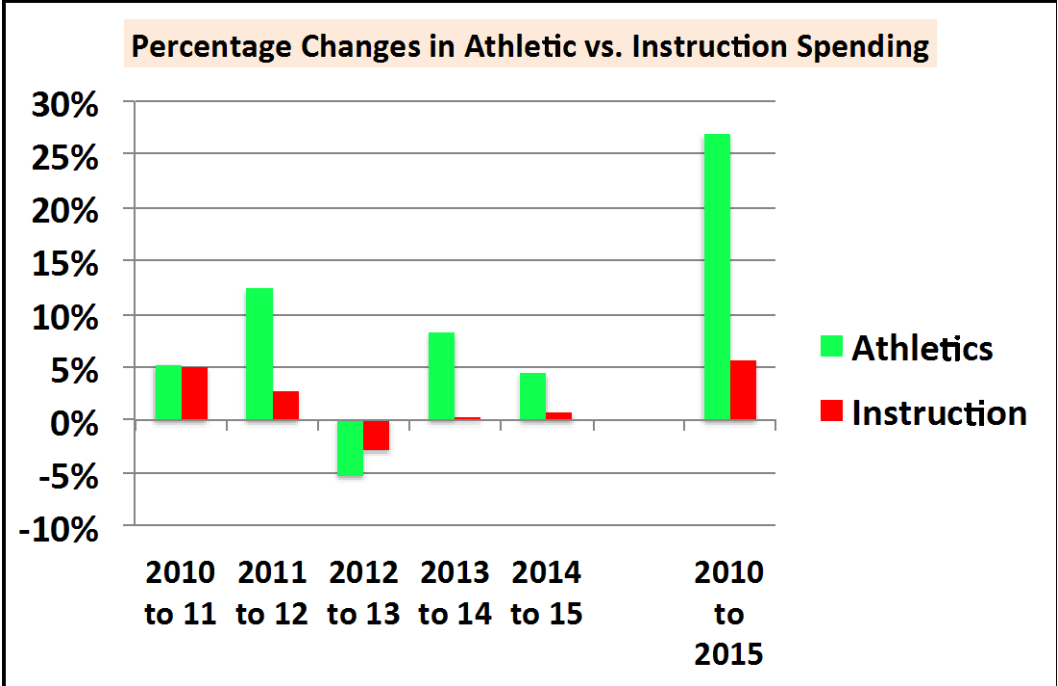


Figure 5. Percent changes in athletic vs. instructional spending.

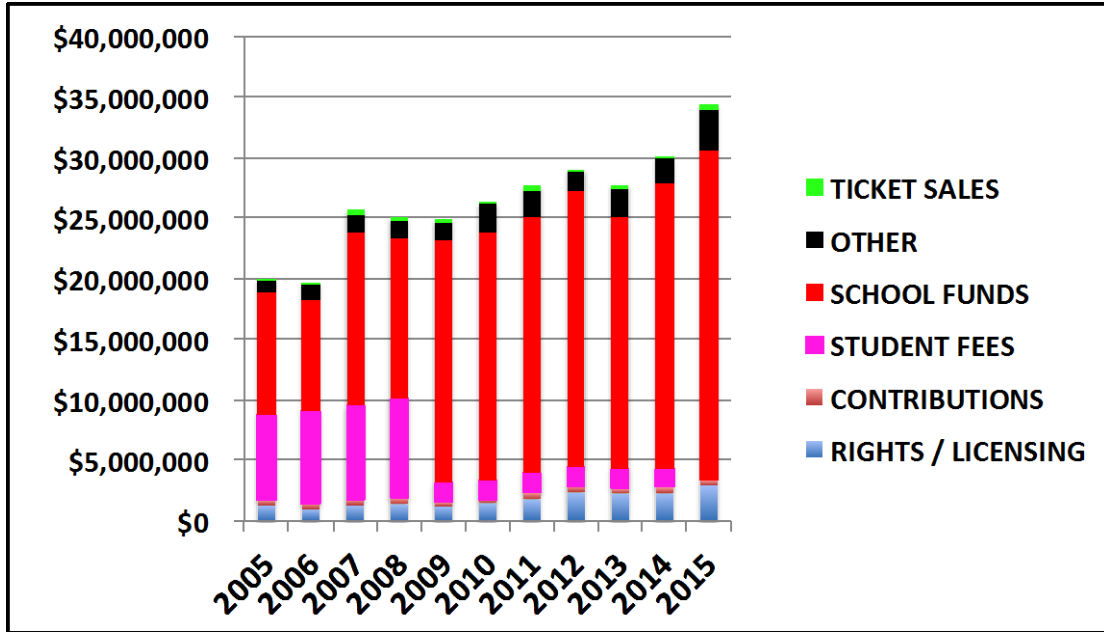


Figure 6. The revenue distribution of athletics over the last 11 years is reported below (Source: USA Today and NCAA Athletic Report submitted by Eastern Michigan University).*

* Note: The large red and pink bars in this table are the school funds, or the direct subsidy of athletics from the core academic mission. Why is the red bar so large? Because ticket sales and contribution revenues are very small. The little green blip at the top of each graph are ticket sales, and they are not nearly sufficient to prevent a large subsidy from the core academic mission to athletics.

Table 1

FTEs in General Fund Budgeted Personnel over the Past Ten Years

Fiscal Year	Total Personnel (All General Fund)		Athletic Coaches		Athletic Personnel		Total Athletic Staff	
	FTE	Salaries	FTE	Salaries	FTE	Salaries	FTE	Salaries
2015-2016	1,844.53	\$132,742,620	55.00	\$4,311,874	30.68	\$2,106,419	85.68	\$6,418,293
2014-2015	1,834.17	\$128,756,524	54.00	\$4,171,506	26.68	\$1,815,218	80.68	\$5,986,724
2013-2014	1,820.57	\$124,761,231	54.00	\$3,694,307	25.00	\$1,599,007	79.00	\$5,293,314
2012-2013	1,814.76	\$121,651,667	52.00	\$3,367,974	23.00	\$1,313,996	75.00	\$4,681,970
2011-2012	1,809.49	\$120,272,711	49.00	\$3,279,808	22.67	\$1,306,290	71.67	\$4,586,098
2010-2011	1,871.60	\$118,906,320	48.00	\$3,046,439	23.67	\$1,318,701	71.67	\$4,365,140
2009-2010	1,836.71	\$113,597,748	46.00	\$2,802,469	23.34	\$1,271,480	69.34	\$4,073,949
2008-2009	1,822.76	\$107,938,634	46.00	\$2,546,580	23.34	\$1,223,200	69.34	\$3,769,780
2007-2008	1,822.78	\$104,299,326	46.00	\$2,421,977	22.00	\$1,107,458	68.00	\$3,529,435
2006-2007	1,828.75	\$101,654,817	45.00	\$2,308,631	19.00	\$899,519	64.00	\$3,208,150

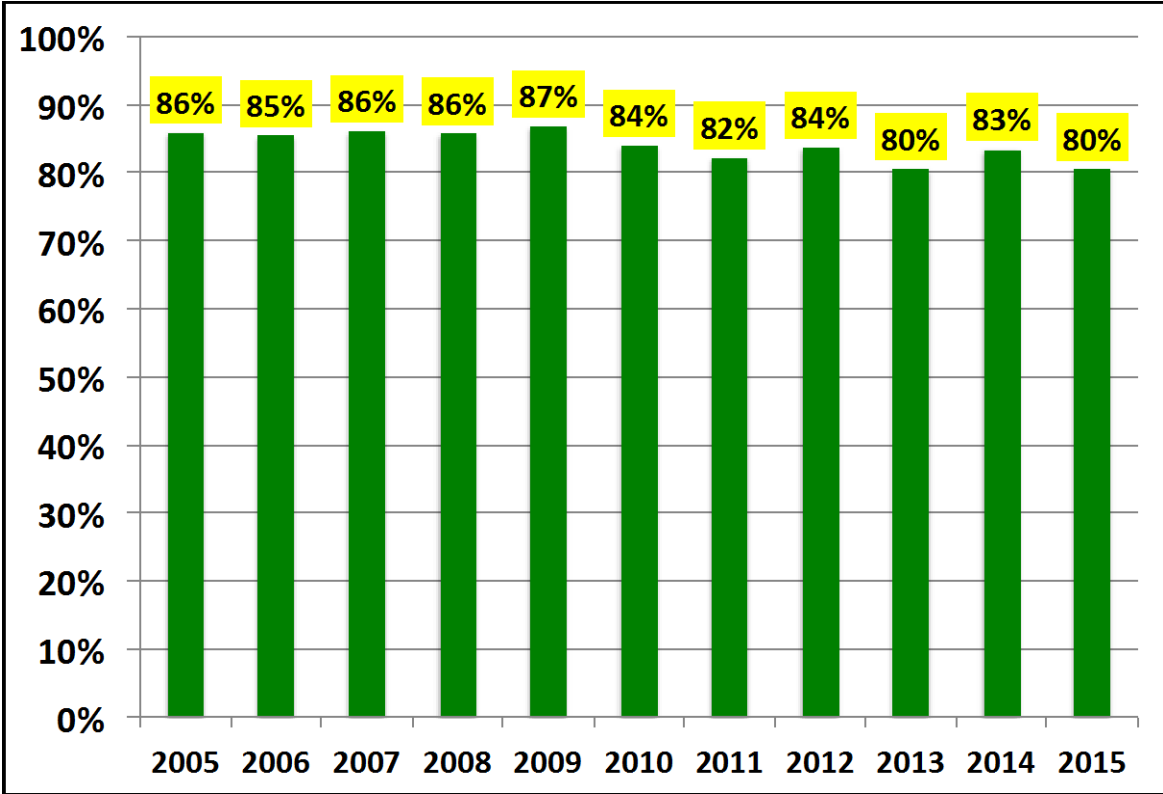


Figure 7. Percent of EMU athletic budget paid for (or subsidized) by the rest of the university.

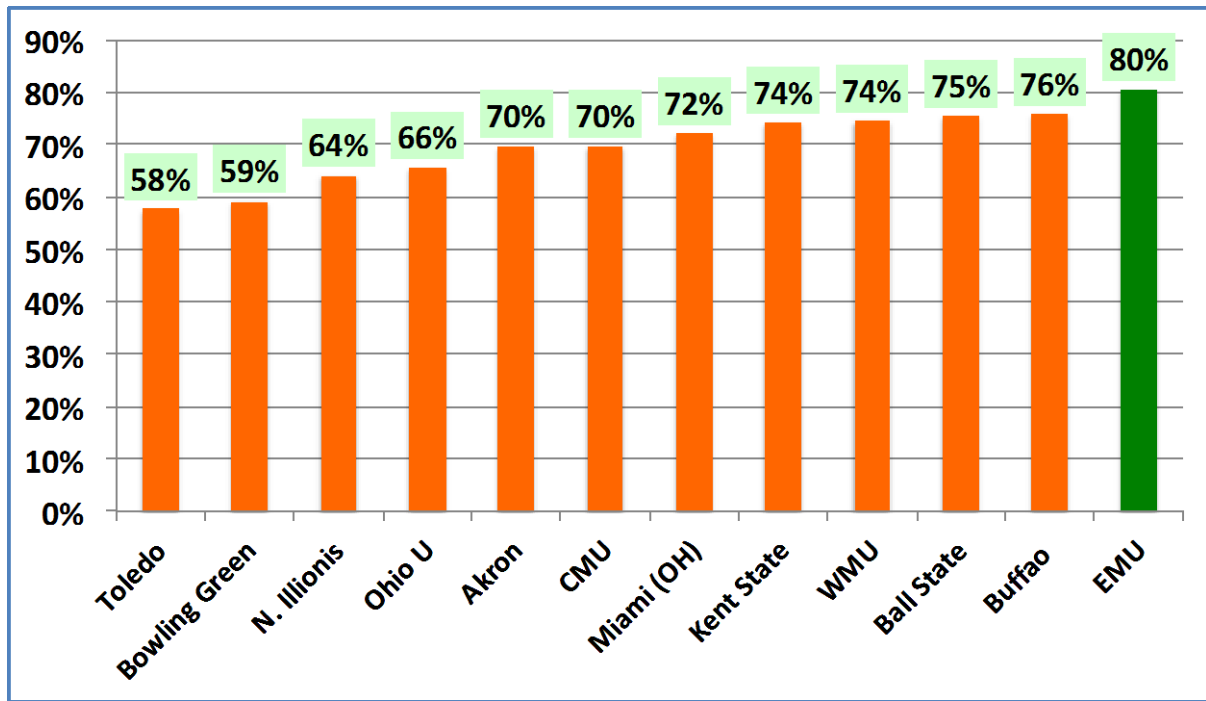


Figure 8. The proportion of subsidization of the athletic budget at EMU compares to other Mid-American Conference (MAC) universities (source: USA Today for 2015).

Table 2

Spending and Subsidy Comparison for the MAC in 2015

University	Athletic Spending	Subsidy in Dollars	Subsidy Percent
Western Michigan	\$34,698,711	\$25,839,878	74%
Eastern Michigan	\$33,956,233	\$27,309,988	80%
Miami (Ohio)	\$33,119,460	\$23,857,893	72%
Buffalo	\$32,181,552	\$24,353,178	76%
Akron	\$31,771,467	\$22,118,580	70%
Ohio University	\$28,709,413	\$18,810,082	66%
Central Michigan	\$27,862,443	\$19,408,633	70%
Northern Illinois	\$27,634,930	\$17,721,433	64%
Toledo	\$26,503,340	\$15,267,544	58%
Kent State	\$25,908,848	\$19,204,708	74%
Ball State	\$22,800,600	\$17,177,535	75%
Bowling Green	\$21,824,966	\$12,907,708	59%
Average w/o EMU	28,455,975	19,697,016	69%

Table 3

The Break Down of Athletic Revenue and Support from the Academic Side of the University

	2014	2015
Football	\$79,920	\$414,544
Men's Basketball	\$51,889	\$53,197
Women's Basketball	\$12,003	\$6,981
All other sports	\$4,926	\$13,985
Total Ticket Sale Revenue for All Sports	<u>\$148,738</u>	<u>\$488,707*</u>
Ticket Sales	\$148,738	\$488,707
Game guarantees	\$1,663,750	\$2,070,170
Contributions	\$523,811	\$431,502
Media Rights	\$0	\$142,500
NCAA and Conference distributions	\$2,250,161	\$2,766,577
Program sales, concessions, parking	\$1,155	\$1,585
Royalties and licensing	\$3,363	\$3,928
Sport camp revenues	\$203,793	\$193,981
Investment income	\$50,601	\$19,109
Other revenues	\$152,443	\$528,186
Total Direct Revenues	<u>\$4,997,815</u>	<u>\$6,646,245</u>
<i>Support from the Academic Side</i>		
Student Fees	\$1,572,843	\$0
Direct institutional support **	\$17,136,124	\$18,110,906
Indirect institution support	\$6,374,741	\$9,199,082
Total Academic Side Support	<u>\$25,083,708</u>	<u>\$27,309,988</u>
Total Revenues and Support	<u>\$30,081,523</u>	<u>\$33,956,233</u>

**Note.* This amount includes funds paid by Pepsi for “seats” at athletic events in return for their vending contract throughout campus.

***Note.* This amount includes tuition and direct support from the state of Michigan

Table 4

The Breakdown of Athletic Expenses

	2014	2015
<i>Direct Cash Expenses</i>		
Guarantees (paid to non-Division 1 schools)	\$566,500	\$397,000
Coach's Salaries and Benefits	\$4,335,236	\$5,630,342
Athletic Administrative Salaries and Benefits	\$2,938,176	\$3,218,159
Severance Payments	\$251,129	\$0
Recruiting Expenses	\$190,010	\$565,997
Team Travel	\$1,388,023	\$2,073,095
Team Uniforms and Supplies	\$1,097,950	\$1,255,874
Game Expenses	\$464,955	\$641,883
Marketing and Fundraising Expenses	\$1,138,477	\$867,647
Sports Camp Expenses	\$105,214	\$215,939
Direct Facilities Costs	\$766,197	\$1,300,997
Spirit Group	\$24,566	\$49,150
Direct Overhead	\$0	\$684,460
Medical Expenses	\$711,587	\$589,407
Membership Dues	\$428,628	\$281,464
Other Expenses	\$1,289,904	\$595,634
Total Direct Expenses:	\$15,696,552	\$18,367,048
<i>Indirect Expenses</i>		
Student Athlete Aid	\$8,010,230	\$7,898,085
Indirect Institution Support*	\$6,374,741	\$7,898,085
Total Indirect Expenses	\$14,384,971	\$15,589,186
Total Revenues and Support	\$30,081,523	\$33,956,233

*Note. "Indirect institutional Support" includes: 1) allocation for institutional administrative cost; 2) facilities and maintenance; 3) grounds and field maintenance; 4) security; 5) risk management; 6) utilities; 7) depreciation; and 8) debt service.

Table 5

Cost of the Athletic Deficit per Student

	2014	2015
<i>Direct Revenues and Expenses</i>		
Total Direct Revenues	\$4,997,815	\$6,646,245
Total Direct Expenses	\$15,696,552	\$18,367,048
Direct Deficit	<u>(\$10,698,737)</u>	<u>(\$11,720,803)</u>
<i>Indirect Revenues and Expenses</i>		
Indirect Revenues	\$0	\$0
Indirect Expenses	\$14,384,971	\$15,589,186
Indirect Deficit	<u>(\$14,384,971)</u>	<u>(\$15,589,186)</u>
Number of Students (Fall Headcount)	23,317	22,261
Direct Deficit per Student	(\$459)	(\$527)
Indirect Deficit per Student	(\$617)	(\$700)
Total Cost of Athletics per Student	<u>(\$1,076)</u>	<u>(\$1,227)</u>

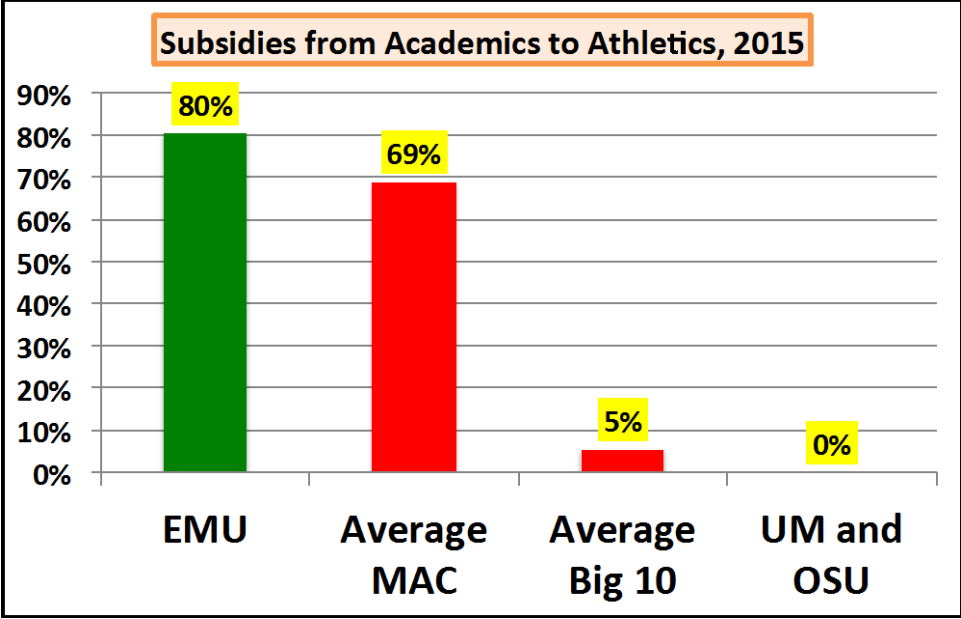


Figure 9. Comparing EMU and the MAC to the average for the Big 10 overall and the University of Michigan and Ohio State University specifically (source: USA Today for 2015).

Table 6

*Comparing EMU to Horizon League Universities in Undergraduate Enrollment for 2015
(source: EADA -Equity in Athletics Data Analytics, from the US Dept. of Education)*

University	Undergrad Enrollment (FTE)
University of Wisconsin - Milwaukee	18,448
University of Illinois Chicago	15,397
Northern Kentucky	12,809
Oakland University	12,407
Wright State	10,653
Youngstown State	8,693
Cleveland State	8,578
University of Wisconsin - Green Bay	4,197
Valparaiso	3,128
University of Detroit Mercy	2,100
Current Horizon League Average	9,641
Eastern Michigan	12,938

Table 7

Comparing EMU to MAC Universities in Undergraduate Enrollment (source: EADA)

University	Undergrad Enrollment (FTE)
Kent State	18,539
Buffalo	17,991
Central Michigan	17,860
Ohio University	16,986
Western Michigan	15,581
Akron	15,078
Miami (Ohio)	15,029
Ball State	14,913
Norther Illinois	13,467
EMU	12,938
Bowling Green	12,901
Toledo	12,699

Table 8

Comparing EMU to MAC and Horizon League Universities in Average Attendance at College Basketball in 2014

University	2014 Average	Conference
<i>Regular Season Games</i>	6,124	MAC
Ohio University	6,124	MAC
Toledo	5,002	MAC
Wright State	4,117	Horizon
University of Wisconsin - Green Bay	3,979	Horizon
Akron	3,609	MAC
Buffalo	3,486	MAC
Ball State	3,066	MAC
University of Illinois Chicago	3,010	Horizon
Kent State	2,934	MAC
University of Wisconsin - Milwaukee	2,847	Horizon
Valparaiso	2,833	Horizon
Western Michigan	2,675	MAC
University of Detroit Mercy	2,472	Horizon
Youngstown State	2,326	Horizon
Cleveland State	2,236	Horizon
Oakland University	2,142	Horizon
Northern Kentucky	1,845	Horizon
Bowling Green	1,759	MAC
Central Michigan	1,694	MAC
Miami (Ohio)	1,201	MAC
Northern Illinois	1,012	MAC
Eastern Michigan	901	MAC
<i>Conference Tournament Games</i>		
Horizon	3,542	
MAC	3,026	

Table 9

*Comparing EMU to Horizon League Universities in Athletic Spending in 2015**

University	Athletic Spending	Subsidy in Dollars	Subsidy Percent
University of Illinois-Chicago	\$16,217,206	\$12,450,059	76%
Youngstown State	\$14,946,755	\$10,734,826	72%
Oakland	\$14,138,441	\$11,441,310	81%
University of Wisconsin-Milwaukee	\$12,916,898	\$11,015,201	80%
Cleveland State	\$11,827,556	\$9,656,532	82%
Wright State	\$11,663,355	\$8,388,880	79%
University of Wisconsin-Green Bay	\$8,516,931	\$5,207,211	60%
Public Horizon League Averages	\$12,889,592	\$9,842,003	76%
Eastern Michigan	\$33,956,234	\$27,309,988	80%

* *Note:* Not all Horizon League members are public Universities and only the public Universities are included in the USA Today data.

Table 10

Comparing the Sports Played by Horizon League Members (10 institutions) to Sports Currently Played at EMU

Sport	Currently Played at EMU?			
	Women	Men	Women	Men
Softball/Baseball	9	7	yes	yes
Basketball	10	10	yes	yes
Track	10	9	yes	yes
Golf	8	8	yes	yes
Soccer	10	9	yes	
Swimming	8	7	yes	yes
Tennis	10	8	yes	
Volleyball	9	0	yes	
Fencing	2	2		
Football*	0	2		yes
Gymnastics	1	0	yes	
Wrestling	0	1		yes
Skiing (co-ed)	1	1		
Bowling	2	0		
Lacrosse	2	0		

*Note: Valparaiso and Youngstown State play FCS football (one level below MAC)

Table 11

EMU Undergraduate Scholarships by Category

Scholarship	2015 Students	Total EMU Funds	Average Award
Education First	1,192	\$7,131,211	\$5,983
Emerald	4,861	\$18,723,100	\$3,851
National Scholars	370	\$5,675,111	\$15,339
Athletic	417	\$8,881,210	\$21,279