The Catholic Seven: A Marketing Analysis & Proposal

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Marketing Communications Capstone

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Team Credentials

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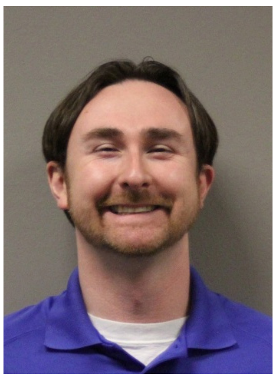
Danyelle Buschbom is the merchandise marketing associate for the men's, kid's and athletics team at Payless ShoeSource Corporate Headquarters in Topeka, Kan. She assists with footwear marketing communication between buying and marketing teams. Prior to entering corporate retail, Danyelle worked in advertising sales for two local television stations. Danyelle earned her bachelor's degree in corporate communication from Washburn University in Topeka, Kan. She will receive her master's degree in marketing communications from the School of Journalism and Mass Communications at the University of Kansas in May.



Charley Puhr
Charley Puhr brings more than a decade of professional marketing experience to the research team. As the director of marketing at Harrah's North Kansas City and the VooDoo Lounge, Charley oversees advertising, special events, promotions and entertainment for one of the Midwest's largest casinos and hotels. Charley graduated summa cum laude from Baker University with a bachelor's degree in business. He will receive his master's degree in marketing communications from the School of Journalism and Mass Communications at the University of Kansas in May.

Ashley Schulte
Ashley Schulte is an account manager for Travelers Insurance small business accounts. Her expertise includes customer service, system and product training, and agency relationship management. She also specializes in writing and editing. Ashley graduated from the University of Kansas with a bachelor's degree in English with a creative writing emphasis. She will receive her master's degree in marketing communications from the School of Journalism and Mass Communications at the University of Kansas in May.

James K. Gentry
This project was supervised by James K. Gentry, Ph.D., Clyde M. Reed Teaching Professor at the School of Journalism and Mass Communications at the University of Kansas. Prior to joining KU as journalism dean in 1997, Gentry was a dean at the University of Nevada, Reno for five years and was a member of the faculty at University of Missouri School of Journalism for 14 years, where he was a department chair for five years. He received his Ph.D. from the University of Missouri. He writes occasionally on the economics of sports for The New York Times.

Executive Summary

Background

Conference realignment, more than any other recent trend in college athletics, creates "haves and have nots," as schools clamor to find a place where they can remain both financially viable and competitive. Because the majority of conference realignment is focused on football, strong basketball leagues are often adversely affected by the movement.

In December 2012, seven Catholic schools from the Big East Conference announced plans to vacate the Big East and create their own league, quickly dubbed the "Catholic Seven." Besides their religious affiliation, these seven schools share basketball as their primary revenue-driving sport and do not compete in Division I football. Three University of Kansas graduate students worked to research and develop a marketing and branding strategy for the newly-formed league.

Research and Analysis

Secondary research focused on the financial viability of a basketball-centric conference, along with perceptions of religion and sports. Major topics included:

- The financial backgrounds of athletic departments at the Catholic Seven schools and potential future league members
- Television markets for the Catholic Seven schools and potential league invitees
- Religion's place in sports and branding considerations

Primary research centered on how conferences operate, identifying brand appeal and what college basketball fanatics want to see from a league. Methods included:

- In-depth interviews with experts in the fields of sports marketing and business, branding and an NCAA Division-I conference commissioner
- A focus group with self-identified college basketball fanatics who fit the profile of an average ESPN college basketball viewer

Recommendations

The research and recent events led the team to develop three strategic recommendations:

1. Develop a compelling rebrand of the Big East
2. Engage current and former Big East fans
3. Ensure Madison Square Garden (MSG) remains synonymous with the Big East

Recommendations are complete with strategies, backgrounds, tactics and timelines. Also included are measurement guidelines and detailed appendices.

The following marketing and branding proposal is supported by research, and it is recommended the Big East act quickly to capitalize on the notoriety gained by the well-publicized departure and return of the "Catholic Seven."

Limitations of the Study

The events that unfolded during the timeline of this study proved challenging to our team. While concluding secondary and primary research, the Catholic Seven announced its departure date and said that it would retain the Big East brand as well as Madison Square Garden as its championship site. These announcements were areas of consideration in the research and required us to change gears a number of times. We determined March 17, 2013, as our cut-off date for including new information and the recommendations are based upon what was known at that time.

In addition, the Catholic Seven were unavailable as a resource for information or interviews due to the nature of negotiations. Requests for interaction with each school's alumni groups were also declined. These challenges undoubtedly created limitations in our research, but we feel we have provided feasible recommendations based upon our findings.

Preliminary Research Questions

As our research team further explored the potential for the Catholic Seven basketball conference, the ever-changing developing situation led us to these areas of focus.

1. Is a men's basketball-driven collegiate athletic conference financially viable?

To address this question, we will focus on the number of households and the structure of TV contracts based on the potential audience size of Catholic Seven schools and other potential league candidates. A newly-formed conference should look for teams that are located in a large TV market, with no need to duplicate the same market (e.g., Villanova and St. Joseph's are both in Philadelphia, but Villanova is a more attractive school based on NCAA Tournament success).

Related to financial viability is the number of teams that will compete in the conference. What is the proper number of teams for a basketball-driven league? The final number cannot possibly be seven because of competitive balance and scheduling conflicts. We can look at differences in scheduling between the current Big 12 (with 10 schools) versus the structure and travel required of teams with more schools. We can also find other schools that make sense to get the Catholic Seven to 10 or 12 teams; Butler, Dayton, St. Joseph's, Saint Louis University, Xavier, Gonzaga and St. Mary's are currently mentioned as potential new league members (Smith, 2013).

Follow-up: Is geography more important to a small conference, especially without football revenue? We will look at the financial backgrounds of the Catholic Seven teams and compare that with football-focused leagues after conference realignment. To quote Dr. Max Utsler, sports marketing professor at the School of Journalism and Mass Communications at University of Kansas, "Clearly, the leagues based conference realignment on football and said, 'To hell with everything else.'"

2. Should a collegiate athletic conference be faith-based?

This question will tie into perceptions about religion and sports. We will research what other similarities exist between the existing seven schools, such as men's basketball acting as the primary revenue generator for the current Catholic Seven (and any other schools that may join the league). Basketball-focused schools, especially faith-based ones, tend to lack the "black-eyes" associated with football-dominated athletic programs (Utsler, 2013). Athletic conferences originally formed as an alliance of regional, like-minded schools, and the Catholic Seven – or whatever the final number becomes – could offer a throwback to traditional conferences (Utsler, 2013).

Follow-up: The West Coast Conference (WCC) is an alliance of faith-based (or values-based) universities, but not overtly. Should the Catholic Seven use a "trigger-word" in the conference name? Should the league include a faith element in the name, or how much should faith be included in messaging and branding?

3. What should the conference consider from a marketing and branding standpoint?

As the Big East's future remains uncertain, speculation around the Catholic Seven's potential inheritance of the Big East brand provides a possible framework for branding and marketing of the new conference. With many moving parts, including the preliminary "Catholic" identity, a new FOX Sports network, league expansion, and an ambiguous conference realignment environment, what recommendations can be made to effectively create a successful conference brand? What marketing activities will help the new conference gain exposure and create engagement with its existing and potential fan audience?

Follow-up: Should the Catholic Seven fight to retain the Big East brand? A strong college basketball heritage is associated with the Big East name, but the remaining schools of the current Big East may have a high asking price. Fan attitudes toward the Big East should be measured to determine which conference should have naming rights.

Situation Analysis

College athletics is, in theory, about the spirit of competition and serves as a source of pride for colleges and universities. However, television contracts and their revenue have forever changed the landscape of college sports. Recent conference realignment has reshaped leagues and destroyed long-standing rivalries. Conferences have become so intermingled that their structures and names bear minimal relevance to the teams involved. The Big 12 currently has 10 schools, while the Big 10 will soon have 14. Colorado University of the Rocky Mountains plays in the Pacific-12 Conference, while Marquette University of Wisconsin competes in the Big East. Missouri and Kansas, once the fiercest of rivals for more than 100 years, will not play a regular season game in the foreseeable future.

Schools are no longer loyal to a conference or a league. Conferences, which originally formed as alliances of like-minded schools within a region, are now conglomerates without any particular relevance to one another. Television revenue now dictates conferences, not common sense. While the majority of college TV money goes to comes from football, men's basketball is the other revenue-generating college sport. With the amount of money on the table, each school makes its own decision about which conference to join, regardless of whether it "fits" with a conference's typical school/team profile.

In fall 2012, FOX Sports chose to ramp up its efforts to create its new FOX Sports 1 network, which will replace its Speed motorsports channel (Rovell, 2013). Speed already is in 81 million homes and is a prime candidate for wide scale, live sports programming (Rovell, 2013). Because FOX owns the broadcast rights to a number of Major League Baseball teams, spring and summer broadcast inventory is well-stocked. However, FOX's winter broadcast inventory is in need of programming, and with many collegiate athletic conferences already under contract, FOX's solution was to create its own college basketball league to be the flagship conference for its new network (Ewart, 2013).

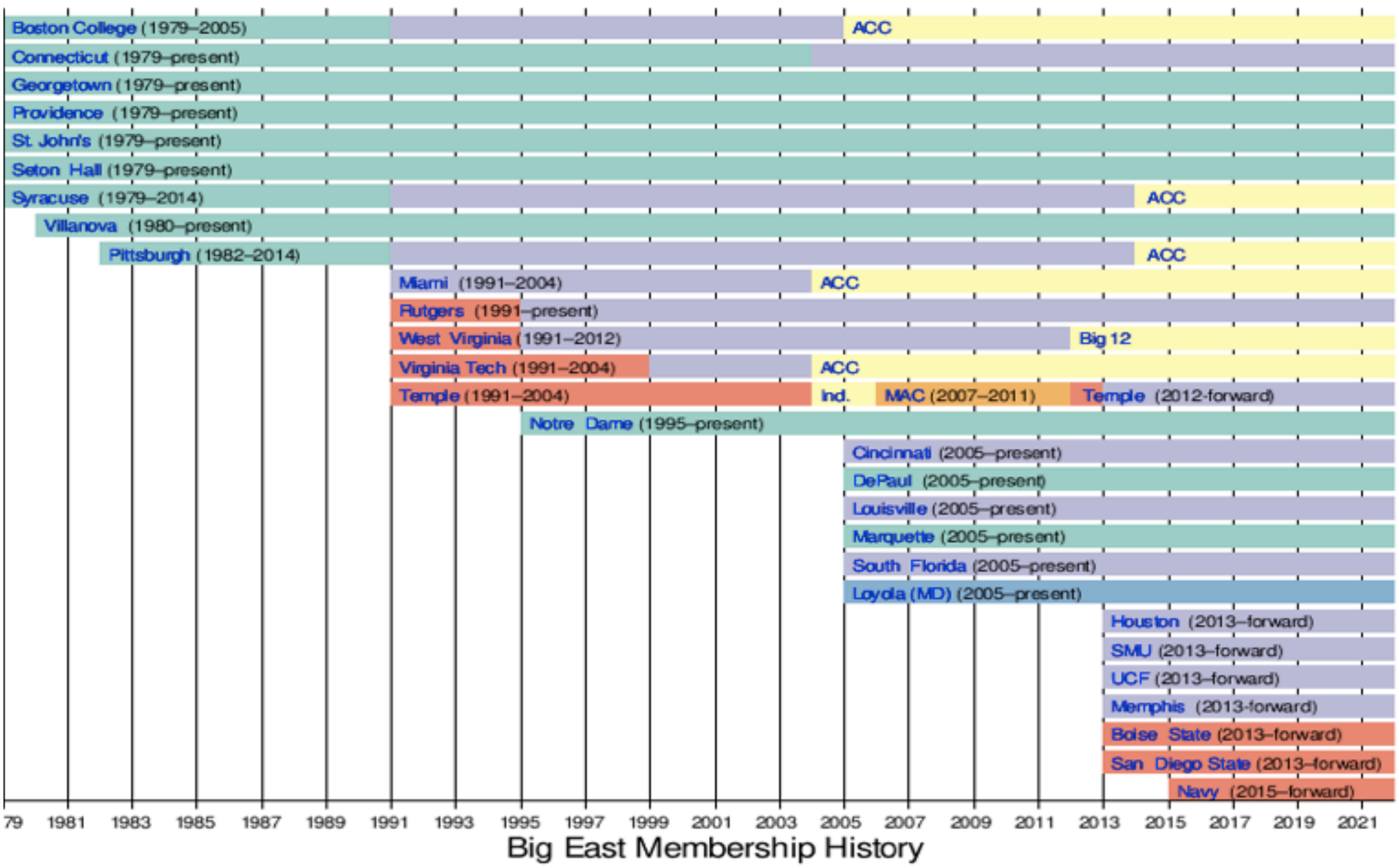
Therefore, it was no surprise on Feb.9, 2013, when ESPN's Brett McMurphy tweeted, "FOX approached C7 (Catholic Seven) while still in Big East. They have a greater need, so will pay more. A league's only worth what someone will pay." Before the Catholic Seven jumped from the Big East, the teams knew they'd have a safe place to land. Ironically, it appears the schools will land in the Big East after all.

The Big East

The Big East Conference was founded May 31, 1979, by the athletic directors of Providence College, St. John's, Georgetown and Syracuse universities. An original seven-school alliance was completed with the addition of Seton Hall, Connecticut and Boston College (Bigeast.org). Its first commissioner was David Gavitt, who envisioned a premier basketball league with "a core of great coaches and rivalries that would draw a huge television audience" (Prendergast, 2013).

While football later became the conference identity, basketball was the starting point. The schools have had notable success over the conference's 30 years, including three Big East teams comprising the Final Four in 1985, which led to the first all-Big East National Championship game (Tansey, 2012). According to Bigeast.org, the men's basketball games are typically sold out at individual courts, as well as its Big East Championship tournament at Madison Square Garden.

In the past decade, the Big East conference has seen great change in membership. Nineteen schools have departed the Big East, with 16 leaving in the last two years (Espn.com, 2013). The following image charts the timeline of members (although no date was provided by Athlonsports.com as to when it was created).



Interestingly, San Diego State and Boise State have decided not to honor their commitment to move to the Big East and will rejoin the Mountain West Conference without having officially left (Fowler, 2013).

The most recent Big East departure officially was announced Dec. 15, 2012, by seven non-football teams, called the "Catholic Seven" by the Associated Press. This group consists of Depaul University, Georgetown University, Marquette University, Providence College, Seton Hall University, St. John's University and Villanova. Here is the statement the schools released:

"Earlier today we voted unanimously to pursue an orderly evolution to a foundation of basketball schools that honors the history and tradition on which the Big East was established. Under the current context of conference realignment, we believe pursuing a new basketball framework that builds on this tradition of excellence and competition is the best way forward.

"We are grateful to our Commissioner, Michael Aresco, for his exceptional leadership of the Big East Conference. We have been honored to be associated with the outstanding group of institutions that have made up the Big East. While we pursue this opportunity for our institutions, we believe the efforts of the past two years have established the foundation for an enduring nation football conference.

"We look forward to building this new foundation with an emphasis on elite competition and a commitment to the development of our students engaged in intercollegiate athletics. That is where we will now spend our energy as we move forward" (Seton Hall Athletic Communications, 2012).

There has been speculation that the mass departure stems from the numerous changes in the Big East. One opinion from Yahoo! Contributor Patrick Prendergast (2013) put it in perspective: "This was a survive-and-advance move. Waiting longer was not an option. As the Big East cookie continued to crumble with high profile football-based departures and lower-profile additions occurring seemingly on a daily basis, the '7' stood pat for what many would say was way too long…. The bottom line was that a league in such disarray along with its layers of dividend interests was not sustainable."

In the months following the departure, rumors were rampant. The schools were in negotiation with FOX Sports 1, as well as the Big East and little official information was released. By early March, it became official that the Catholic Seven would retain the Big East name. In addition, Madison Square Garden would continue as the conference's tournament site and the official exit date was set for June 30, 2013 (ESPN, 2013).

Catholic Seven School Profiles

Schools	Location	Enrollment	Religious Affiliation	Source
DePaul University	Chicago, Illinois	24,996	Catholic	www.depaul.edu
Georgetown University	Washington D.C.	12,000	Catholic & Jesuit	www.georgetown.edu
Marquette University	Milwaukee, Wisconsin	11,800	Catholic & Jesuit	www.marquette.edu
Providence College	Providence, Rhode Island	3,800 Undergraduates	Catholic & Dominican	www.providence.edu
Seton Hall University	South Orange, New Jersey	10,000	Catholic	www.shu.edu
St. John's University	Queens, New York	21,067	Catholic- Vincentian Community	www.stjohns.edu
Villanova University	Villanova, Pennsylvania	10,000	Catholic- Augustanian	www.villanova.edu

Catholic 7

Team Information

Depaul joined the Big East in 2005. It has made 22 NCAA tournament appearances over the years and two Final Four trips in 1943 and 1979. Oliver Purnell became the Blue Demons’ 13th head coach in April 2010 (Depaul Men’s Basketball Media Guide, 2012-2013).

Georgetown, one of the original founders of the Big East, has been coached by John Thompson III for the last eight seasons. The Hoyas have had 28 NCAA tournament bids, five final four trips, 11 Sweet Sixteen appearances and 16 Big East Titles (Georgetown Men’s Basketball Media Guide, 2012-2013).

Marquette has had 30 NCAA tournament appearances, 15 trips to the Sweet Sixteen, six appearances in the Big Eight and one National Championship in 1977. The Golden Eagles are coached by Buzz Williams and have been members of the Big East since 2005 (Marquette Men’s Basketball Media Guide, 2012-2013).

Providence is in its second season under head coach Ed Cooley. The Friars are also an original founding member of the Big East with 15 NCAA tournament appearances and two trips to the Final Four (Providence Men’s Basketball Media Guide, 2012-2013).

Seton Hall is one of the original Big East members. Kevin Willard has been the Pirates’ head coach since March 2010. The team has had nine NCAA tournament appearances and two Big East Tournament Championships (Seton Hall Men’s Basketball Media Guide, 2012-2013).

St. John’s is also one of the original founders of the Big East. The Red Storm is led by Coach Steve Lavin, in his third season. In the team’s 106-year history, it has had 27 NCAA tournament appearances, two Final Four trips, six Elite Eight finishes, nine Sweet Sixteen appearances and eight Big East Championships (St. John’s Men’s Basketball Prospectus, 2012-2013).

Villanova became a member of the Big East conference in 1980. Jay Wright has been the head coach since 2001. The Wildcat’s have had 32 NCAA tournament appearances, four Final Four trips, one NCAA Championship in 1985 and two Big East Championships (Villanova Men’s Basketball Media Guide, 2012-2013).

The storied history of Madison Square Garden

Every March, New York City's Madison Square Garden (MSG), quite possibly the world's most iconic arena, is home to the Big East basketball postseason tournament. Throughout its more than 130 year history, MSG has hosted memorable concerts and sporting events and has been the backdrop of several television shows and movies. The most recent incarnation of the arena was completed in 1968, but renovations are frequent to keep MSG among the elite venues. Currently, MSG is in the final stages of a $1 billion renovation, with completion expected prior to the 2013-2014 NBA and NHL seasons (CBS New York, 2012).

MSG has hosted the Big East men's basketball championship each year since 1983, including the second-longest game in the history of Division I basketball, Syracuse's six-overtime defeat of Connecticut in 2009 (Gleeson and Owings, 2013). 2013 marks the 31st consecutive year the Big East tournament has been played at Madison Square Garden, the longest active arena streak in Division I sports (Big East, 2013).

Secondary Research

Conference Structure and Ideal Number of Teams

Throughout the chaos of the recent conference realignment, the Big 12 has chosen to stay at 10 teams, at least for the moment. John Klein, sports columnist with the Tulsa World, recently wrote, "[Big 12 Commissioner Bob] Bowlsby said the consensus of Big 12 athletic directors was a preference to stay at 10 teams. 'That is an absolutely accurate assessment,' said Bowlsby. 'We are unconvinced that larger is better.'"

From a football perspective, 10 teams is an inefficient number since conference championship games drive additional revenue, and a league must have 12 or more teams in order to host a championship game (Klein, 2013). The Big 12 more than likely will petition the NCAA to allow it to create a conference championship game with 10 teams (Klein, 2013). Attempts to interview Big 12 leaders were declined.

According to Dr. Max Utsler, who teaches sports marketing at the School of Journalism and Mass Communications at the University of Kansas, 10 teams is the ideal number for a basketball-driven conference. Regular season scheduling is much easier with each team playing every other school in the conference twice (once at home and once on the road) for a total of 18 conference games. Conference basketball games offer more appeal, especially if the race to win the league is close.

Conferences with 12 or more schools must adjust and limit the schedule, often moving primetime rivalry match-ups to once a year instead of twice. In regard to financial viability, Utsler said, "You must put together a league that will deliver a TV audience. The TV networks will do the marketing as long as the TV money is there."

D-I Basketball Teams by Conference Chart Compiled from cbssports.com, 2013

Conference	*# of Teams*	*Schools*	*Conference*	*# of Teams*	*Schools*
America East	9	Albany, Binghamton, Boston University, Hartford, Maine, Maryland-Baltimore County, New Hampshire, Stony Brooke, Vermont	**Mid-American**	12 2 Divisions	EAST- Akron, Bowling Green, Buffalo, Kent State, Miami (OH), Ohio/ WEST- Ball State, Cen Michigan, E. Michigan, Northern Illinois, Toledo, Western Michigan
ACC	12	Boston College, Clemson, Duke, Florida State, Georgia Tech, Miami, North Carolina State, North Carolina, Virginia, Virginia Tech, Wake Forest	**MEAC**	13	Bethune-Cookman, Coppin State, Delaware State, Florida A&M, Hampton, Howard, Maryland-Eastern Shore, Morgan State, Norfolk State, NC A&T, NC Central, Savannah State, SC State
Atlantic Sun	10	E. Tennessee State, Florida Gulf Coast, Jacksonville, Kennesaw State, Lipscomb, Mercer, N. Florida, Northern Kentucky, S. Carolina Upstate, Stetson	**Missouri Valley**	10	Bradley, Creighton, Drake, Evansville, Illinois State, Indiana State, Missouri State, Northern Iowa, Southern Illinois, Wichita State
Atlantic 10	16	Butler, Charlotte, Dayton, Duquesne, Fordham, George Washington, La Salle, Massachusetts, Rhode Island, Richmond, St. Joseph’s, St. Louis, St. Bonaventure, Temple, Virgina Commonwealth, Xavier	**Mountain West**	9	Air Force, Boise State, Colorado State, Fresno State, Nevada, New Mexico, San Diego State, UNLV, Wyoming
Big East* (W/ Catholic 7)	15	Cincinnati, Connecticut, DePaul, Georgetown, Louisville, Marquette, Notre Dame, Pittsburg, Providence, Rutgers, Seton Hall, S. Florida, St. John’s, Syracuse, Villanova	**Northeast**	12	Bryant University, Central Conn. State, Farleigh Dickinson, LIU-Brooklyn, Monmouth, Mt. St. Mary’s, Quinnipiac, Robert Morris, Sacred Heart, St. Francis NY, St. Francis PA, Wagner
Big Sky	11	Eastern Washington, Idaho State, Montana, Montana State, N. Dakota, Northern Arizona, Northern Colorado, Portland State, Sacramento State, Southern Utah, Weber State	**Ohio Valley**	11	Austin Peay, Belmont, Eastern Illinois, Eastern Kentucky, Jacksonville State, Morehead State, Murray State, SIU-Edwardsville, SE Missouri State, Tennessee State, Tennessee Tech
Big South	12 2 Divisions	SOUTH- Charleston Southern, Coastal Carolina, Gardner-Webb, Presbyterian, NC-Asheville, Winthrop NORTH- Campbell, High Point, Liberty, Longwood, Radford, VMI	**PAC 12**	12	Arizona State, Arizona, California, Colorado, Oregon, Oregon State, Southern California, Stanford, UCLA, Utah, Washington, Washington State
Big Ten	12	Illinois, Indiana, Iowa, Michigan State, Michigan, Minnesota, Nebraska, Northwestern, Ohio State, Penn State, Purdue, Wisconsin	**Patriot League**	8	American, Army, Bucknell, Colgate, Holy Cross, Lafayette, Lehigh, Navy
Big 12	10	Baylor, Iowa State, Kansas, Kansas State, Oklahoma, Oklahoma State, TCU, Texas, Texas Tech, W. Virginia	**Southeastern**	14	Alabama, Arkansas, Auburn, Florida, Georgia, Kentucky, LSU, Mississippi, Mississippi State, Missouri, S. Carolina, Tennessee, Texas A&M, Vanderbilt
Big West	10	Cal Poly, Cal State Fullerton, CA Davis, CA Irvine, CA Riverside, Hawaii, Long Beach State, Northridge, Pacific, Santa Barbara	**Southern**	12 2 Divisions	NORTH- Appalachian State, Elon, NC-Greensboro, Samford, Chattanooga, Western Carolina/ SOUTH- College of Charleston, Davidson, Furman, Georgian Southern, The Citadel, Wofford
Colonial Athletic	11	Delaware, Drexel, George Mason, Georgia State, Hofstra, James Madison, NC Wilmington, Northeastern, Old Dominion, Towson, William & Mary	**Southland**	10 2 Divisions	EAST- Central Arkansas, Lamar, McNeese State, Nicholls State, Northwestern State, Southeastern Louisiana/ WEST- Oral Roberts, Sam Houston State, Stephen F. Austin, Texas A&M-Corpus Christi
Conference USA	12	E. Carolina, Houston, Marshall, Memphis, Rice, Southern Methodist, Southern Miss, Texas-El Paso, Tulane, Tulsa, UAB, UCF	**Summit League**	9	IPFW, IUPUI, Nebraska Omaha, ND State, Oakland, South Dakota, South Dakota State, UMKC, Western Illinois
Great West	5	Chicago State, Houston Baptist, New Jersey Tech, Texas Pan-American, Utah Valley	**SWAC**	10	Alabama A&M, Alabama State, Alcorn State, Arkansas-Pine Bluff, Grambling, Jackson State, Mississippi Valley State, Prairie View A&M, Southern, Texas Southern
Horizon League	9	Cleveland State, Detroit, Green Bay, Illinois-Chicago, Loyola-Chicago, Valparaiso, Wisconsin-Milwaukee, Wright State, Youngstown State	**Sun Belt**	11 2 Divisions	EAST- Florida- Atlantic, Florida INT, Middle Tennessee, S. Alabama, Troy, Western Kentucky/ WEST- AK Little-Rock, Arkansas State, Louisiana-Lafayette, Louisiana-Monroe, N. Texas
Independents	2	Cal State Bakersfield, New Orleans	**West Coast**	9	BYU, Gonzaga, Loyola Marymount, Pepperdine, Portland, San Diego, San Francisco, Santa Clara, St. Mary's
Ivy League	8	Brown, Columbia, Cornell, Dartmouth, Harvard, Pennsylvania, Princeton, Yale	**Western Athletic**	10	Denver, Idaho, Louisiana Tech, New Mexico State, San Jose State, Seattle, Texas State- San Marcos, Texas-Arlington, Texas- San Antonio, Utah State
MAAC	10	Canisius, Fairfield, Iona, Loyola-Maryland, Manhattan, Marist, Niagara, Rider, Siena, St. Peter’s			

Financial Strength

Since the seven schools – Marquette, Villanova, Georgetown, Providence, Seton Hall, St. John's, and DePaul – announced they would split from the Big East conference (Blaudschun & Wolken, 2012), press coverage of the potential new conference has focused on the schools' shared characteristics: they are all Catholic institutions that lack football programs (Silver, 2012). For years, NCAA major and mid-major conferences have been football-driven without particular attention paid to common traits among schools (Prendergast, 2013). As the conference becomes a reality, the question remains as to whether the lack of football programs will impact the Catholic Seven's TV contract revenue positively or negatively (Rovell, 2013), and whether a potential basketball-only conference can be financially viable.

Speculation around a rumored deal with FOX Sports is that a TV contract may run $500 million for 12 years (Rovell, 2013). This would mean the teams would expect around $4 million to $5 million each per year if the conference expands to 10 teams (and considerably less if divided among 12 teams). Another recent report also projected that the contract may be around $30 million to $40 million a year (Yoder, 2013). These projected contract numbers for the new conference would pay more than the existing full Big East contracts (Yoder, 2013).

Losing football revenue may not present immediate danger to the new conference. Forbes notes, "Television revenue is essentially the sole driving factor in conference value, while income from bowl games and basketball tournaments has been relegated to a rounding error. Consider that of three of the major revenue streams, television revenue accounts for an average 80% of income for the five most valuable conferences" (Smith, 2013).

Since conference TV contracts drive the value of college conferences, the lack of BCS games and football viewership may seem to pose a risk on the surface (Smith, 2013). But with the potential TV contract and a deliverable audience, financial success is possible as the conference is said to receive as much or more per team than its current Big East contract.

The institutions must have strong basketball revenue to expect long-term success. For the 2011-2012 season, the seven schools combined, brought in nearly $60 million in revenue from basketball alone.

2011-2012 Men's Basketball Revenues by Team

Compiled from Equity in Athletics, Department of Education, 2012

Marquette	$14,389,717
Villanova	$7,778,256
DePaul	$6,657,771
Seton Hall	$6,401,383
St. John's	$7,289,171
Providence	$6,562,933
Georgetown	$10,015,207
Total	$59,094,438

Potential teams that are under consideration for the conference include Xavier, Butler, Creighton, Dayton, and Saint Louis University (Prendergast, 2012). These teams' men's basketball revenue totals around $35 million (Equity in Athletics, 2012).

Xavier	$11,958,916
Butler	$3,924,026
Creighton	$4,404,350
Dayton	$10,778,963
Saint Louis University	$3,490,018
Total	$34,556,273

A primary benefit for basketball-only schools is that the lack of major Division I football programs significantly drives down athletic expenses. The average football squad has nearly 100 participants (Equity in Athletics, 2012), and each player requires expensive equipment, uniforms, and gear. Basketball uniforms cost far less than football uniforms, which must have helmets, pads, etc. Travel expenses for the large body of football participants far exceeds those of basketball, as a basketball team averages approximately 15 participants (Equity in Athletics, 2012). By eliminating football expenses altogether, basketball only schools can focus financial efforts toward building strong, competitive teams. In addition, basketball only schools have considerably lower expenses for athletes' tuition and other costs.

Geographically, teams being discussed for the new conference are primarily located along the East Coast, reaching into the eastern Midwest. If St. Louis were to be included in the future expansion of the conference, the farthest for the teams to travel would be between St. Louis and Providence, approximately 1,200 miles. New York, Philadelphia, Providence and Washington, D.C., are in close proximity to each other, which is a financial benefit for conference play. Milwaukee and Chicago would require the farthest travel to the east coast, but if any of the Midwest teams are added, they would be in close proximity. Candidates are located in Cincinnati, Indianapolis, St. Louis and Omaha. The locations would keep expenses down, as more ground transportation could be used for a majority of conference games.

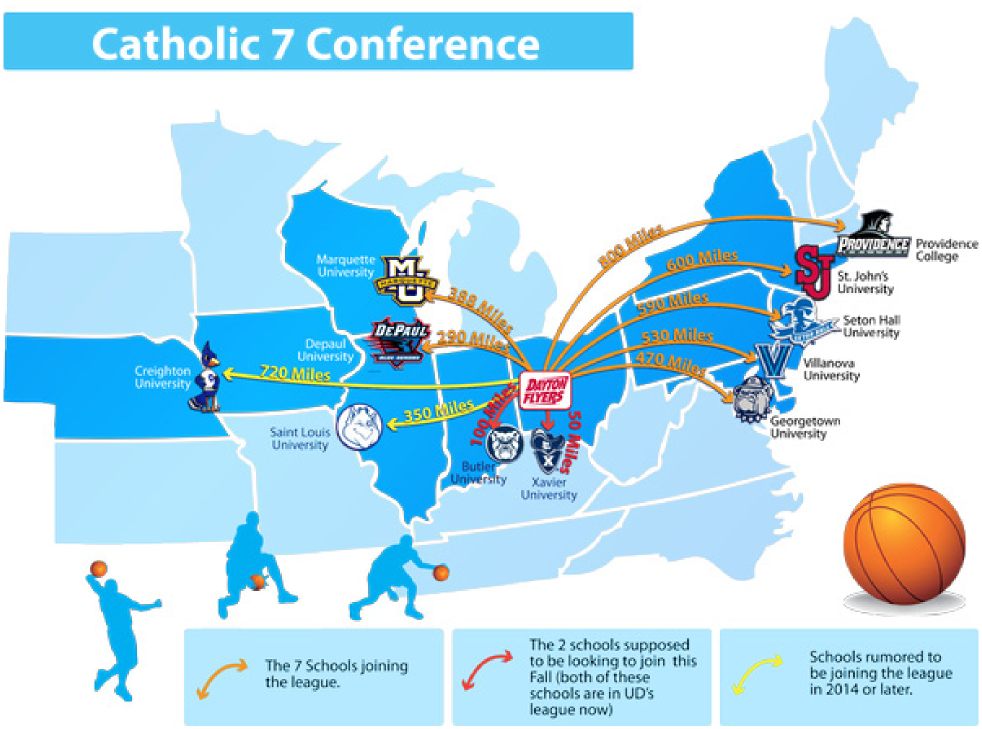
Geographic locations also show promise for the potential TV contract. The seven initial schools are each in major metropolitan areas, which offer a sizable potential viewing audience. The metro areas involved contain "three of the top four media markets, and four of the top eight" (Brodess, 2012).

2012 Number of Households by City (SRDS, 2012)

Chicago, IL	2,457,676
Milwaukee, WI	2,323,724
Philadelphia, PA	3,042,675
New York, NY	7,703,410
Washington, D.C.	6,535,593
Providence, RI	417,164
Total	22,480,242

Candidate schools also offer large potential viewing audiences in major metro areas based on the chart below.

2012 Number of Households by City (SRDS, 2012)	
Cincinnati, OH (Xavier)	909,196
Dayton, OH (Dayton)	504,793
Indianapolis, IN (Butler)	1,142,689
St. Louis, MO (SLU)	1,275,990
Omaha, NE (Creighton)	429,050
Total	4,261,718



Content

If the basketball only conference can deliver such a vast potential viewing audience as indicated above, then another significant component will be to maximize TV ratings by capturing as many households as possible. This will be made possible through delivering robust, quality basketball games that, statistically speaking, the Catholic Seven can provide. The schools involved already have existing rivalries, which will be essential to keep viewers engaged and tuned in to conference play. These schools' audiences will already follow the teams into the new league, but especially will tune in for those games where the emotions run high as rivals face each other, regardless of conference. Existing rivalries include DePaul/Marquette, Georgetown/Villanova, St. John's/Seton Hall and potentially Dayton/Xavier.

In addition to these rivalries, the teams will generate TV viewing interest as they simply deliver quality basketball. The track record for the seven schools includes "85 NCAA tournament wins since 1980, nine Final Four appearances, five finals appearances, and two national championships," (Jackson & Nwosu, 2013).

Jeff Sagarin is a noted sports statistician, and his Sagarin Index accounts for a team's strength of schedule and margin of victory to predict a team's likelihood to win a game (USA Today, 2013). According to his rating index, the new conference's teams share an average rating of 81.06 for performance over the past 10 years. Meanwhile, the six major basketball conferences share an average of 80 points, and mid-major conferences have not totaled more than 77.96 (Silver, 2012). The rating index indicates a combined strength of the teams involved, as their average points places them at the brink of being a major conference. The presumed strength of the conference will aid in attracting strong teams for its expansion, being invited to the NCAA tournament, and positioning the conference as an elite basketball league (Silver, 2012).

Religious Affiliation Debate

The new conference's press releases refer to the teams as the "Seven Non-Football Schools." The Associated Press has sensationalized the departure by naming the new conference "The Catholic Seven." As for the schools, they have released little information regarding continuing with the religion/private theme.

Most comments in the media are vague, such as a quote from Seton Hall Athletic Director Pat Lyons: "We're going to position ourselves amongst other institutions that we know share a similar philosophy and goals – academically as well as athletically. So, from that standpoint, we're very excited for what the future can be in a conference like this," (Prunty, 2012).

Religious and/or spiritual affiliation should be considered by the new conference. It will need to determine this theme as a potential building block for conference team expansion, structuring, and branding. One opinion from Warren Zola, an assistant dean at Boston College's Carroll School of Management, states, "A Catholic basketball conference could be a way back to the roots of why conferences came together initially" (Associated Press, 2012).

West Coast Conference and a search for similar models

The Catholic Seven would not be the first basketball-driven conference. However, if it were to maintain the "Catholic" moniker, it would be the only current NCAA D-I conference with an overt religious affiliation. The West Coast Conference (WCC) represents an affiliation of faith-based schools with men's basketball as the primary sport (Sweat, 2011). While the schools are faith-based, the religions vary from school to school, and the WCC does not call attention to faith nor outwardly mandate the schools within the conference have a religious affiliation. The lack of a religious mandate opens the door for the WCC to expand and add non faith-based institutions.

Examples of explicitly faith-based or Christian conferences exist below the D-I level and at schools not affiliated with the NCAA (National Christian College Athletic Association, 2013).

Notre Dame and the Catholic Seven

The best-known, top-of-mind Catholic university heavily recognized in sports is Notre Dame. For the Catholic Seven to land Notre Dame would be a significant coup. However, because Notre Dame competes at a high-level in other non-revenue sports (e.g., soccer and lacrosse), Notre Dame most likely will honor its agreement to move to the ACC in 2015 for all sports except football, or earlier if it negotiates out of its Big East contract (Wolken, 2012). ESPN reports Notre Dame will likely be able to exit by July 1, 2013 (ESPN, 2013).

Notre Dame's marketing efforts exemplify how a school can incorporate religion into its sports branding. The NCAA.com noted its "slick 'What Would You Fight For' campaign, boosted by this year's run to the BCS national championship, has become a marketing engine for the university and, arguably, the faith in the United States" (Associated Press, 2012). The article also states that, Notre Dame is possibly the only American Catholic school to take advantage of such branding opportunities.

Non-Secular Success

Many prominent basketball schools that are successful have religious affiliations. The following chart from The Wall Street Journal in November 2011 displays the winning percentages by affiliation:

Who's on Top? Some men's basketball winning percentages

Group	Team	Pct.
Augustinian	Villanova	.641
Mormon	Brigham Young	.620
Vincentian	St. John's	.611
Dominican	Providence	.598
Marianist	Dayton	.589
Cong. of Holy Cross	Notre Dame	.569
Jesuit	Georgetown	.557
Franciscan	Siena	.537
Presbyterian	Davidson	.531
Methodist	SMU	.523
Lutheran	Valparaiso	.498
Baptist	Baylor	.478
Disciples of Christ	Texas Christian	.462

Marketing and Branding of the Conference

As noted earlier, recent press coverage has dubbed the new conference "The Catholic Seven" in headlines, which prematurely brands the league. Keeping a faith-based brand, and more specifically Catholic-based, may harm conference growth and future recruiting efforts for the schools involved (The Associated Press, 2012). Regarding the Catholic link, Georgetown Coach, John Thompson III has been quoted as stating, "I'm glad to hear you guys acknowledge the common philosophical link is not religion; it's basketball" (Brodess, 2012).

Conference marketing and branding will be challenging, as the initial teams already share a religious affiliation, but wish to avoid being typecast as a strictly Catholic league. The conference must discover a brand that fosters promotion and expansion, which starts by securing a strong conference identity.

Big East brand

With the Catholic Seven retaining the Big East name, they have the opportunity to return the brand to what it once was. The Big East was founded on the vision for a basketball-only league, so the new conference would align with the foundation David Gavitt built for the original Big East (Prendergast, 2012). "The Big East began life in 1979 as a safe harbor for tradition-rich basketball programs on the East Coast, schools tired of building their schedules around the demands of big-time football," said Mike Tanier, sports blogger (Tanier, 2012).

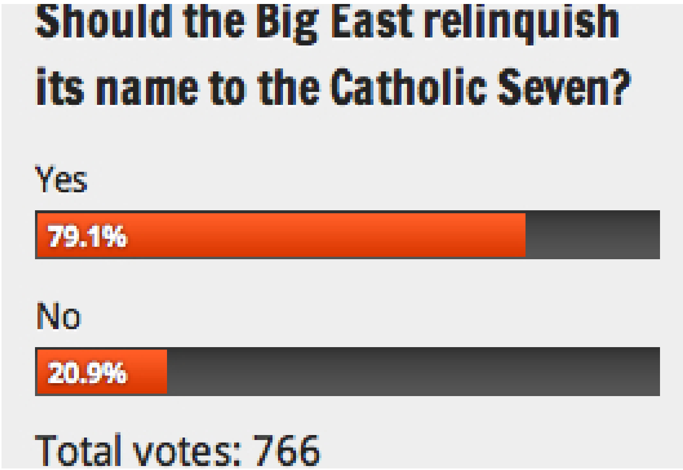
In terms of branding the new conference, Zola, of Boston College's Carroll School of Management, states, "It's not all about revenue…it's partly about brand. I think the Catholic schools are looking at that and thinking, 'What do we have in common with the existing Big East and the future Big East?'" (The Associated Press, 2012).

The conference must discover an identity that breaks away from the current Big East while aligning with the original vision for the Big East, or position itself as a completely new entity. Ivan Maisel of ESPN said, "I hope the league decides to give the Catholic schools the Big East name. It belongs to them. Its value in football isn't near the historical value it carries in hoops. Football should find a new name. That, too, is common sense," (Maisel, 2013). Others believe that the Catholic Seven "need the Big East brand to retain relevance" (DeCourcy, 2012).

Many experts back the idea of keeping the Big East name for relevance, brand association, and the belief that football should stay far away. The question remains as to whether the Big East "belongs" to the Catholic Seven, as they most closely resemble what the Big East historically should have been. Avi Wolfman-Arent, columnist for Bleacher Report, stated, "If you [Big East] understood the history of this conference, you'd understand that it's in your best interest to let it go. The Catholic Seven is the Big East. You and your new league are something else. All parties involved would be best served if you, football, would obey that simple truth" (2013). With the amount of debate and intensity of opinions over the rightful owner of the Big East name, the Catholic Seven will be under scrutiny to do the brand justice.

The following surveys conducted by Bleacher Report and ESPN found that an overwhelming number of fans agree that the Catholic Seven should be the Big East. These surveys were convenience samples posted on the individual news sites. Although the methodology was not scientific, we believe the findings are important to note.

Survey results as of March 19, 2013 from http://espn.go.com/sportsnation/polls?pCat=46&sCat=3563)



Survey results as of March 24, 2013 from http://bleacherreport.com/articles/1533068-ncaa-basketball-realignment-why-catholic-7-deserve-to-keep-big-east-name

Although the naming rights are settled, there are numerous considerations that come to light from the Big East conversation.

Naming considerations: Advantages of keeping name

- Existing brand equity and recognition: Establishing new brand may hinder recruiting efforts for the teams involved (DeCourcy, 2012).
- Reverting back to the core of Big East origin as a basketball-only league
- Opportunity to reinvigorate the disintegrating Big East name, and reinvent it back to a "hoops-only" league

Naming considerations: Disadvantages of keeping name

- Current state of the Big East brand may be at risk during massive realignment as teams announce split; a disassociation with the current Big East may not speak to audience if used in a new type of conference (fans who are unfamiliar with its history).
- Existing brand perceptions and marketing in place for Big East that may not align with the mission/goals of the new conference (i.e. religious and/or spiritual basis)
- Not all schools are in the east, so the Big East name would not truly reflect the league. Catholic Seven members Marquette and DePaul are located in the Midwest, as well as several potential expansion teams, so this would not resonate with the teams involved.

Branding considerations

- New basketball-only conference in a football-driven NCAA Division I conference environment provides opportunity to build new brand entity that is representative of the teams involved: "The Catholic Seven represent a chance to correct those mistakes--to start fresh with an idea that holds tremendous promise," (Wolfman-Arent, 2013).

- FOX Sports is building a new network around the conference: potential for growth may be larger if a new brand is established (new media partnerships and corporate sponsorships not already associated with the Big East).

- Fear that attachment to football kept these teams "relevant" and the split from Big East brand may shut the teams out from having a "say in college sports politics," (DeCourcy, 2012).

- Madison Square Garden currently hosts the Big East tournament, and due to the tournament's enormous following, it is said to be "capable of upstaging the still-growing NCAA Tournament" (Tanier, 2012). The new league could inherit the Garden for its own tournament home, which would provide huge exposure and opportunity to showcase the conference (Feinstein, 2013).

- Press coverage of the Catholic Seven split has built a perception of a Catholic-based league – should this be part of the branding effort or creation of the mission statement?

SWOT Analysis

Strengths

• **Basketball Heritage** – The Catholic Seven schools and each of the other possible schools have strong basketball legacies and successful track records. Many of the teams are founding members of the Big East, which formed with basketball as the central focus.

• **Pending Television Contract** – It has been reported by many media outlets that FOX television is negotiating with the new Big East. The television contract is rumored to be valued at $500 million over 12 years, which would give the conference enough funding without additional football revenue. In addition, the potential five new candidates, as identified by Associated Press, will add strong television markets with large numbers of households.

• **Rivalries** – The existing seven schools have strong rivalries that will be kept alive, which will translate to larger viewing audiences. These types of rivalries will assist the new conference in strength of schedule for determining post-season rankings.

• **Championship Location** – It appears the schools will retain Madison Square Garden as the site for its conference championships. The location is a big win for the new Big East to keep tradition alive and continue recognition.

Weaknesses

• **Unknown Territory** – It will be an adjustment for the teams to no longer have the luxury of football contract revenue. The West Coast Conference is the only recent model for a non-football conference.

• **Geographic Concerns** – While the eastern teams have traveled to Midwest cities Milwaukee and Chicago to play in the past, the potential candidate schools from the Midwest would have to make long travel East more frequently, which would increase conference travel expenses.

• **Current Membership Number** – Seven schools are too few for a balanced schedule. The conference structure remains vulnerable until additional teams are secured as members.

• **Conference Leadership** – No conference commissioner has been elected. Neal Pilson, a sport media consultant, is currently advising the schools through contract negotiations. However, a lack of representation could cause issues with the public relations and rebranding the conference.

Opportunities

• **Branding** – With the Catholic Seven retaining the Big East name, the league now has the opportunity to rebrand itself. Membership turmoil has created the need for a new strategy to reclaim positioning in the basketball community.

• **Candidate Strength** – Conference expansion candidates Butler, Xavier, SLU, Creighton and Dayton all have successful track records in Division I basketball (Associated Press, 2012). The candidate teams also have existing rivalries with each other, much like the seven schools already involved. The competitive strength of adding these teams would increase the value of the conference, while also expanding television exposure into a strong fan audience in major metropolitan areas.

• **Additional Revenue** – Sports Business Journal has reported that FOX has initiated negotiations with ESPN and CBS to sublicense new Big East games (2013). This additional funding, in addition to the FOX Sports 1 contract, will assist the conference with its marketing strategy and the hiring of personnel.

• **Partnerships** – With the rebrand, the new Big East has the opportunity to foster relationships with sponsors without needing to consult a football program. Previous partnerships might be viable but new sponsors with FOX may prove to be more profitable.

Threats

• **Timeline** – ESPN reported the Catholic Seven will officially depart the existing Big East on June 30, 2013, with conference play starting Fall 2013 (Katz & McMurphy, 2013). This leaves little time for the new Big East to develop a strategic plan, initiate sponsorships, hire personnel and roll out a branding campaign.

• **Current Contracts** – Each of the expansion candidates is a member of a conference. Potentially, conferences may impose financial penalties for teams departing prematurely. If the stakes are high, schools will not leave until the contract has expired.

• **Continuous Change** – Continued conference realignments and the formation of super-conferences (14-plus schools) have made the environment unstable. Schools are no longer committed to a single conference for the long haul, but instead are financially driven to explore options. A new conference may pose a high amount of risk for schools departing early amid the current realignment environment.

• **Catholic Identity** – The overall Catholic affiliation of the seven original schools may limit conference expansion. Non-Catholic schools may not want to join, or the new conference may not invite those schools without a shared faith-based connection.

Primary Research

Methods

To better develop our recommendations for the Catholic Seven's strategic marketing and branding endeavors, our primary research approach included interviews with experts and a focus group of young men that most closely resembled our target audience.

Interviews

Interviews included college sports subject matter experts, branding experts, the commissioner of a "faith-based, basketball-only" NCAA conference, and two C-level marketing executives. The interviewed individuals include:

- Dr. Max Utsler, who teaches sports marketing at the School of Journalism and Mass Communications at University of Kansas, conducted Jan. 31, 2013
- Jamie Zaninovich, West Coast Conference commissioner, conducted Feb. 21, 2013
- Mike Goff, chief marketing officer at Premier Sports Management, conducted March 5, 2013
- Pasquale Trozzolo, branding expert & chief executive officer, Trozzolo Communications, conducted March 6, 2013

Focus Group

Conducted March 5, 2013
The focus group included six individuals, all males between the ages of 22-34 who are avid college basketball fans. The group viewed a series of slides with various images, phrases and concepts involving college sports and NCAA conferences. The group's observations, insight and casual conversation helped strengthen our conclusions.

Primary Research Findings: Interviews

With the ever-changing nature of our subject, interviews with sports marketing and branding experts were deemed necessary to broaden our perspective on how a conference brand is created. Our original assumption was that the schools leaving the Big East would create their own conference. However, our research changed with the announcement on March 7, 2013, that the Catholic Seven would inherit the Big East brand and retain Madison Square Garden as its tournament home (ESPN, 2013). In the early project phase, we did not anticipate this development and had assumed the conference would form a new brand for itself. After the official releases, we took that information into consideration for primary research, findings, and recommendations. These sections are framed around rebranding the Big East in its new era.

Faith-based/values-based marketing messages

With the Associated Press early on calling attention to religious affiliation by dubbing the seven departing schools "the Catholic Seven," the difficult question arose as to whether faith or religious affiliation should be included in its mission, marketing, and branding messages, or left out entirely. Research showed that an existing conference, the West Coast Conference, shared similar attributes with the Catholic Seven: a basketball-centric league with a "values-based" mission (WCCSports, 2013).

Though all of the schools in the WCC have specific religious affiliations, the conference does not include faith in its branding efforts.

"It's about a value base," said Jamie Zaninovich, WCC commissioner. "During expansion, adding BYU and Pacific wasn't about what faiths they support. Faith-based [schools in the WCC] is a by-product of the schools' focus on values."

Instead of focusing on keeping a consistent faith "brand," the WCC focuses on its student-athlete and institutional values.

"As league commissioners, our job is to fulfill the strategic plan of the conference...and to create positive experiences for student-athletes," said Zaninovich. The conference has remained consistent with its emphasis on shared values and education, which has helped maintain a stability that has allowed it to be one of the few conferences with the same schools for 30 years before adding BYU.

"Being homogenous is a positive in that we are so similar to each other," said Zaninovich. "We're all private institutions focusing on holistic education of the student."

The WCC's model presents key considerations the Catholic Seven must determine for its own brand and mission. Zaninovich indicated that values, not faith, compose the conference's consistent brand. This provides room to expand to other schools that share the WCC's values, and remain open to inviting teams that may not share a particular faith.

Using the WCC as a springboard, we sought additional opinions as to whether the new conference's brand messaging should include any sort of spiritual or faith-based undertones.

"It's very important to understand what the key audiences think, particularly alums and fans given that they comprise the largest audience group," said Mike Goff, CMO of Kansas City-based Premier Sports Management. "Personally, I don't think that much is gained by promoting the Catholic affiliation, but that's a sample size of one."

To expand the sample size, we asked our college basketball-fanatic focus group for thoughts regarding religion and sports, and specifically if the Catholic Seven should maintain any religious undertones within its messaging. While the group acknowledged religion plays a role in sports, the consensus was that an overt call-out of Catholicism could damage the league's appeal or create a sense of exclusion. One member of the group summed it up best: "You can alienate a lot of schools and athletes that want to play for those programs…but are scared away or could get made fun of…'I'm going to go play for the Catholic Seven…'"

However, if the new conference decides to make faith part of its key messages or mission, Pasquale Trozzolo, branding expert and CEO of Kansas City-based Trozzolo Communications, recommends camouflaging the message.

"You can play on faith-based or spirit without being too spiritual…something in brand messaging that if someone were looking for it, it would be easy to find," said Trozzolo. "Speak to those who are inclined to hear that message, but for those who aren't, you aren't preaching."

Basketball only: the big selling point

The Catholic Seven is pursuing virtually new territory within the current NCAA conference environment, as the past three years of realignment has been primarily driven by football. Our experts all agreed that this is an inherent strength from a branding and marketing perspective.

"No football creates challenges and opportunities," said Zaninovich. "'We don't sponsor football' is a challenge, and 'we don't sponsor football' is an opportunity."

The focus of most other conferences is on football and how to grow leagues through it. As healthy as the state of college football is as a sport, the WCC lacks the distractions football creates.

Dr. Max Utsler, professor of journalism and sports marketing at the University of Kansas, also believes a basketball-driven league has room for success. When asked how the lack of football revenue will impact the league, Utsler said, "Don't worry about it; it costs so much more to run a football team." Utsler again reiterated the Catholic Seven's television contract will be more than enough for a basketball-only league to remain financially viable. Like Zaninovich, Utsler believes college football has "black-eyes" associated with it, and the Catholic Seven can be looked to as a league that "does it right."

Maintaining the Big East name should provide an opportunity for the Catholic Seven to build upon and expand the basketball-only platform.

"Big East basketball was long held up as the standard, and there is a long and storied tradition of basketball played in markets like New York, New Jersey, Philly, and D.C./Maryland," Goff said. "Again, I think there is equity there to utilize as a benefit. Not having football as a conference sport will provide a certain level of freedom and focus, which I believe will be healthy for the new Big East."

The ability to keep a singular focus on basketball is going to provide ample opportunity to build a fresh Big East brand, the experts say. Most importantly, it will allow the conference to differentiate itself from other Division I leagues, including the Big 12, ACC, and SEC, those which cannot boast that basketball is "their game." Trozzolo emphasized this notion that basketball will be the key differentiator throughout the branding process.

"Most schools can't say that they're basketball only, " said Trozzolo. "At Villanova, it's just one sport. At Georgetown, it's just basketball. At the Big East, it's one sport…you need to come up with a short, clear focused thing. The Big East means where basketball matters most. The game that matters. You need a cool way of saying it, and bring in the exclusive commitment to basketball."

Goff agrees with the notion of utilizing basketball as a competitive advantage when compared with other conferences.

He said, "Emphasize the quality of your basketball over other conferences. Emphasize the basketball visibility provides to student-athletes, recruits, etc."

Our focus group members indicated they viewed basketball as top-of-mind when it comes to the Big East. The existing perception of the Big East as "the basketball conference" and other conferences such as the SEC as "the football conference" will help maximize the opportunity to make basketball the foundation of the conference brand.

History and heritage of the Big East brand

Because the Catholic Seven will retain the Big East brand, we considered how to re-brand the 34-year-old entity in fresh, new ways. Therefore, we determined which aspects of the Big East should be kept moving forward, and what may need to change.

“[The Big East has] lots of history. Anytime you can capitalize off of that history is a good thing,” said Trozzolo. “Look back at what’s going to be different now. Articulate a level of difference between old and new…come up with a theme that is a combination of new and old.”

While the Big East brand brings a great deal of history and equity to the new conference, brand confusion or conflict may arise, Goff said.

“The risk of using an existing name, in any branding solution, is the potential confusion caused by this throwback approach,” said Goff. “My opinion, though, is that there is greater equity in what the Big East used to be versus what it has been most recently."

According to our experts, brand equity, nostalgia and a “throwback” to the original Big East should guide the new conference brand. There must be a calculated combination of “old and new” as the brand evolves in its new conference.

“I wouldn’t even try and mess with the Big East, and even the look much,” said Trozzolo. “I’d be inclined to be a bit nostalgic about the Big East in terms of its look and feel…[but] the messaging needs to be new.”

“I also think that the visual identity needs to be updated to signal ‘new’ while the name signals ‘the basketball conference you know and loved,’” said Goff. “Analyze what made the old Big East great, and replicate as much as possible.”

Based on these suggestions, the challenge will be to determine how much of the “new” to incorporate, and how much of the “old” needs to be kept alive. The logo, key messages, mission statements, taglines and conference tournament will provide opportunities to show what the new Big East brand will represent.

“Come up with a theme line that is really embedded,” said Trozzolo. “The tagline as the new message…come up with that and you’re good to go.”

“I like the idea of the throwback-type approach to using the Big East, and many of its original members, with a focus on basketball, as the solution,” said Goff. “I would opine that use of the Big East’s equity as a basketball league, that helped ESPN become incredibly relevant as a sports network, has a lot of legs.”

Audience

Inevitably, our audience is the TV audience, so we determined who comprised that group. Stakeholders include students, alumni, potential recruits, coaches, season ticketholders, and the Catholic Seven schools' metro area households. Goff further identified staff, faculty, student-athletes, and prospective students as other groups to consider.

ESPN defines its men's college basketball viewers as 93 percent males with a median age of 28. A reported 72 percent of its viewers fall between the ages of 18 and 34 (ESPN, 2013). We used these demographics as a guideline to determine focus group participants because ESPN will sublicense games from FOX. The group consisted of six self-identified college basketball fanatics.

With FOX Sports 1 launching later in 2013, ratings and viewership demographics are unavailable now. However, due to the amount of press coverage the Catholic Seven has acquired, undoubtedly its TV audience will be well aware of the channel location of the games on TV next season. We assume the demographics will be similar to those of ESPN. Targeting college basketball fanatics, and more specifically Big East basketball fanatics, should be the focus of the new Big East. This is an opportunity to regain some of the fans with affinity for the original Big East basketball heritage. Trozzolo agreed with the idea of the fan as the end user.

"Ultimately it's to a basketball fan. Without a basketball fan, it loses business," Trozzolo said. "The administration doesn't care about [the branding] if they're losing money, which comes from the fan. You need the Big East ticketholder to have an advanced emotional connection. They're [the Big East] not in business without the ticketholder."

Areas for marketing opportunity

TV contracts dictate a lot of the branding and marketing that occur around college sports, Goff said.

"It's my hope that conferences and college athletic organizations understand the value of the brands they control, and don't get starry-eyed at the rights fees paid by networks, thus ceding all brand control to those media outlets," he said.

We wanted to find out how to work around this control since our recommendations would be limited to platforms external to television contract control.

"No collegiate sports entity is equal to what pro sports do with fan engagement. So, doing new things in the area of fan engagement can be a real differentiator," said Goff. He advised that the use of "controlled media as a fan engagement tool," was an area of opportunity, as many sports websites such as the BCS are mainly informational with "little to no fan engagement, e.g. chats and

"It also probably goes without saying that college athletics has only scratched the surface of its use of social media," he stated.

In addition, the Catholic Seven not only will inherit the Big East name, but Madison Square Garden as its tournament home. We believe that the Madison Square Garden has enormous opportunities.

"Tell the Madison Square Garden story where 'so and so' played in a way that matters, not just information," said Trozzolo. "When you think of places, the holy grails, Madison Square Garden will bring tears to any fan."

"Utilize the historic venues, e.g., Madison Square Garden, the Palestra, etc.," Goff recommended.

Madison Square Garden has huge appeal to fans, not only for the Big East tournament, but in its prestige and history of significant basketball players and memorable games, which holds meaning with our target group. Our focus group emphasized the significance of Madison Square Garden as basketball fans. "Who doesn't want to play at Madison Square Garden? That's what Jordan and LeBron James talk about when they played there. That has appeal to me."

Recommendations

Recommendation I: Develop a compelling rebrand of the Big East.

Strategy A: Move away from religious undertones of the "Catholic Seven."

Background: The media's repeated use of the Catholic Seven nickname throughout the negotiation period may hinder branding efforts for the schools that now comprise the Big East. There could be an assumption that the Big East is now the "Catholic" league. We feel that defining the Big East's values for the future without capturing a specific religious affiliation will benefit the brand.

Tactic 1: Form a new mission statement that clearly defines the Big East's values and outlines a vision for its future.

Currently the Big East website only has an "About the Big East" section that boasts its history. The two phrases that most closely resemble the Big East's current mission are: "the unique consortium marches on competing at the highest level with integrity and sportsmanship," and "the league's proud tradition of success." We feel that a more clearly defined mission statement would benefit the Big East brand and provide the opportunity to truly convey the Big East's purpose moving forward.

Timeline: A final mission statement should be decided prior to the conference launch, so the process should begin immediately. The statement should appear on the website on July 1, 2013, when the Catholic Seven officially becomes the Big East. An official press release announcement should be published the week of June 30.

Strategy B: Establish the Big East brand in a way that both celebrates its tradition, and renews it in a fresh light.

Background: Secondary and primary research revealed the history and heritage of the “original Big East” holds meaning and nostalgia with fans, with components of the brand that should remain untouched. However, in order to refurbish the brand for its newly basketball-centric league, it needs to remain reminiscent of the original brand with some newly added elements. The goal is to remind fans of what the Big East was, but refresh it enough to make the brand relevant going forward.

Tactic 1: Keep the Big East logo, but create a new tagline that defines the Big East going forward.

The Big East logo has remained the same for decades, and our research showed that the Big East has strong brand equity. Therefore, the most effective way to incorporate something new into the old brand would be to generate a tagline that helps clarify what’s going to be “new” about the Big East, and help further promote the brand when it launches in July. The tagline may need to be incorporated into the permanent logo to juxtapose old (the existing logo) and new (the tagline). This would help generate both excitement and nostalgia as the brand comes alive again in the 2013 fall basketball season. The fan engagement recommendation following will go into more depth on how the creation of the tagline could be a fan engagement and social media marketing tool.

Timeline: Just like the mission statement, the tagline will need to be established before the launch. A comprehensive brand launch will be more effective and maintain brand consistency than a cascading roll-out.

Tactic 2: Create a new website design for www.bigeast.org.

The website provides the opportunity to bring a fresh look to the conference, particularly since we recommend keeping the original logo. A fresh face, however, does not mean it has to be modern, but rather create a new design that celebrates a "throwback" to the original Big East. It would also provide the opportunity to emphasize the Big East as an exclusively basketball program, with the use of images and relevant information.

Timeline: Effective immediately through the fall preseason.

Tactic 3: Standardize schools' athletic websites to incorporate the same "look and feel," which will convey an integrated conference brand.

A strong brand comes with consistency, so we believe that standardizing conference schools' athletic websites would benefit from integration. This would be derived from design elements of the new Big East website, which would act as a template for the standardization. The Big East should consider the design of the Major League Baseball Advanced Media (MLBAM) model. Consistency of the websites makes them more user-friendly for fans.

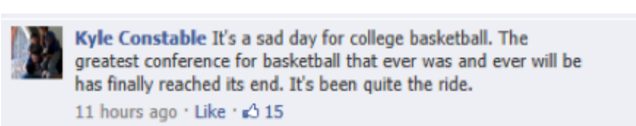
Timeline: This tactic's timeline would be based on completion of the website redesign, but implementation should be near the launch of the conference.

Recommendation II: Engage current and former Big East fans.

Strategy A: Inform fans about the new Big East Conference and encourage buy-in through established platforms.

Background: As of March 17, 2013, the Big East Conference had 30,814 Facebook fans, 15,642 Twitter followers on @BigEastConf and 16,103 Twitter followers on @BigEastMMB. In addition, the conference also has a video channel site through You Tube titled the “Big East Digital Network.” While the channel has just 127 subscribers, it also has more than 50,693 video views. The last video was posted three weeks prior to March 17, 2013. The second to last post was two months prior to then, so the site does not appear to be a priority for the conference.

After the 2013 Big East Basketball Championship, fans had many comments regarding “the end of the Big East.” On March 16, 2013, a picture was posted on Facebook of a team huddled in Madison Square Garden, with the caption “Thank you.” The following comments summarized the emotions of fans concerning the end of the Big East as it was known:



Fans need to be informed about the new Big East and its agenda. Many fans may not realize most of the Catholic Seven are, in fact, the original Big East founders. This information should be communicated by the new Big East directly.

Tactic 1: Hire the conference commissioner.

For most conferences in the NCAA, the commissioner acts as the brand spokesperson. Giving a face to the former Catholic Seven/New Big East will give fans a trusted communication source. The brand advocate will tell the story of the new Big East and eliminate some of the confusion the Associated Press created.

Timeline: Since the announcement of the departure is fresh, it is important to communicate with fans immediately to instill trust in the future of the brand. Some fans are hurt and disappointed, while some are excited. It is vital to the new Big East to begin informing fans of its intentions.

Tactic 2: Develop a communication plan to inform fans through existing website and social media channels.

By developing a strategic communication plan, the new Big East will reinforce the intended brand positioning. Communicating through channels in which its fans currently interact will inform fans quickly. The conference will also need to make a few adaptations to the existing platforms to make them more cohesive. For instance, the two Twitter pages should be combined into one account for the Big East Basketball Conference.

Timeline: Information should begin to be communicated as soon as possible. However, with the official departure date of June 30, 2013, there could be challenges utilizing those platforms until that time. If these channels are determined to be unavailable, this will leave the conference with more time to develop an effective communication plan. An official launch date to unveil all platforms could increase excitement for the new Big East Conference.

Strategy B: Reinvigorate brand affinity for the Big East conference.

Background: Some of the love from fans for the Big East was lost with a more concentrated focus on football by the conference. Basketball fanatics from the focus group remarked that the brand should return to the tradition and pureness it once had. To encourage fans to trust the conference brand again, it will be important to engage them by seeking input during the rebuilding process.

Tactic 1: Host a contest in which fans develop and vote on a new slogan for the Big East.

Seeking input from fans will create buy-in and a sense of fun for the brand. Fans are looking for a connection with the new conference and this is one way to encourage the relationship. Winners could receive a pass to the 2014 Big East Basketball Championship in New York.

Currently, the website and social media platforms do not seem to use contests or fan polls for engagement. The new Big East has an opportunity to leverage these channels to regain fan interest. However, as identified in the previous strategy, there could be limitations for availability of the social media platforms. It is possible the conference may have to negotiate posting such a contest with the existing Big East.

Timeline: Ideally, the contest and voting would take place as soon as possible, with the winning slogan announcement to take place at the launch of the conference on July 1, 2013. This would complement the launch and allow the Big East to incorporate the slogan in its strategic communication plan.

Recommendation III: Ensure Madison Square Garden (MSG) remains synonymous with the Big East.

Strategy A: Use the Big East's heritage with MSG in media campaigns.

Background: MSG has hosted memorable Big East games featuring some of college basketball's legendary players and coaches. While some of the schools from the old Big East will not join the new Big East, many recognizable names are represented by the remaining seven schools.

Tactic 1: Create a series of commercials (both television and web) featuring former Big East stars and their MSG stories.

A campaign can easily include Patrick Ewing, Alonzo Mourning, Allen Iverson and coach John Thompson, Sr. from Georgetown; Chris Mullin and coach Lou Carnesecca from St. John's; Ed Pinckney, Scottie Reynolds and coach Rollie Massamino from Villanova. Many other coaches and players will share stories and memories.

Timeline: A nostalgia campaign should launch no later than the beginning of the 2013 season, pulse on and off during non-conference play and should peak at conference tournament time in 2014. As the flagship conference for FOX Sports 1, the campaign will be a focal point for the new network.

Strategy B: Use the preseason /early-season to launch the Big East conference at Madison Square Garden.

Background: For 31 consecutive seasons, the Big East postseason tournament has been held at Madison Square Garden. In addition, the Garden hosts the preseason National Invitational Tournament (NIT), which features top-ranked NCAA D-I teams.

Tactic 1: Form a partnership with another conference for an early-season match-up at Madison Square Garden.

Conferences can create hype for an upcoming season with an inter-conference series (e.g., ACC-Big Ten Challenge). Early-season matchups between elite schools can also grow teams' RPI rankings, helping place more teams in the NCAA tournament. Because of the volume of games and events at MSG, not all Big East teams will be able to play each season. However, a rotation can be created to allow schools to compete, or participants can be based on the prior season's record.

Timeline: While most 2013-2014 non-conference schedules are already in preliminary stages (if not already set), the Big East should immediately reach out to other conferences to schedule a series of games, based on MSG availability.

Measurement

Branding

Clearly, the Big East has great brand equity from its long tradition. The new Big East will need to determine a baseline of positioning in fans' minds and then measure again, once the brand strategy has been implemented. This could be accomplished through a longitudinal study of a focus group.

Another way to gauge the effectiveness of the new conference messaging would be to see how fans talk about the brand in social media, blogs and comment sections of news articles. Misinformation could be identified and the strategy could be reevaluated.

TV Ratings

With FOX Sports 1 being a new cable channel, its ratings will be highly scrutinized and should be readily available. The new Big East will be able to compare its previous television ratings from ESPN and CBS to FOX Sports 1 to determine if viewership has changed. FOX Sports 1 will be "available in over 90 million homes, making this the biggest sports cable network launch in history, and one of the largest network launches ever" (MSN, 2013). It is vital fans know where to find their game, but focus group members said that if they do not receive the channel their team is playing on, they will seek out the game elsewhere such as a bar or a friend's house.

Ticket Sales

As previously noted, the Big East Basketball Championship has regularly sold out each year at Madison Square Garden (Bigeast.org, 2013). The individual schools will be able to determine if the rivalries are affected by the new alignment in comparing their ticket sales to previous years.

Social Media

As recommended previously, the new Big East conference should retain the Facebook and Twitter sites, and focus on growing the number of fans or followers. Noted earlier, on March 17, 2013, the Big East Conference had 30,814 Facebook fans and a combined 31,745 followers on Twitter. These numbers should be accessed after the first season to determine if the fans or followers are growing.

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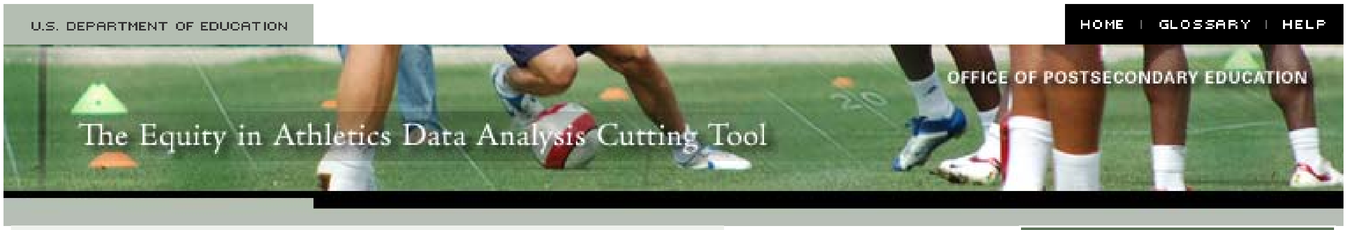
Appendix



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Search Criteria
- Sanctioning Body: 'NCAA Division I-AA', 'NCAA Division I-AAA'
- Conference: 'Big East Conference'

Revenues by Team (Reporting Year: 2011)

Varsity Team	Men's Teams	Women's Teams	Total
Basketball	$59,094,438	$17,547,835	$76,642,273
Football	$7,017,382		$7,017,382
Archery			
Badminton			
Baseball	$4,052,821		$4,052,821
Beach Volleyball			
Bowling			
All Track Combined	$4,241,647	$5,981,348	$10,222,995
Diving			
Equestrian			
Fencing	$311,065	$319,984	$631,049
Field Hockey		$1,649,212	$1,649,212
Golf	$2,026,614	$1,012,179	$3,038,793
Gymnastics			
Ice Hockey	$2,243,641	$1,530,521	$3,774,162
Lacrosse	$3,230,740	$1,333,836	$4,564,576
Rifle			
Rodeo			
Rowing	$460,786	$672,681	$1,133,467
Sailing	$0	$126,195	$126,195
Skiing			
Soccer	$6,486,216	$6,913,142	$13,399,358
Softball		$4,925,605	$4,925,605
Squash			
Swimming and Diving	$892,288	$1,698,574	$2,590,862
Swimming			
Synchronized Swimming			
Table Tennis			
Team Handball			
Tennis	$1,419,311	$2,323,097	$3,742,408

Track and Field, Indoor			
Track and Field, Outdoor			
Track and Field, X-Country	$319,742	$317,471	$637,213
Volleyball	$0	$5,781,733	$5,781,733
Water Polo	$0	$105,184	$105,184
Weight Lifting			
Wrestling			
Other Sports			
Total Revenues of all Sports, Except Football and Basketball,Combined (Men's and Women's Teams)	$25,684,871	$34,690,762	$60,375,633
Total Revenues Men's and Women's Teams	$91,796,691	$52,238,597	$144,035,288

Revenues Coed Teams

Varsity Team	Amount Allocated to Men	Amount Allocated to Women	Total
Basketball			
Archery			
Badminton			
Beach Volleyball			
Bowling			
All Track Combined			
Diving			
Equestrian			
Fencing			
Golf			
Gymnastics			
Ice Hockey			
Lacrosse			
Rifle			
Rodeo			
Rowing			
Sailing	$66,913	$100,369	$167,282
Skiing			
Soccer			
Squash			
Swimming and Diving			
Swimming			
Table Tennis			
Team Handball			
Tennis			
Track and Field, Indoor			
Track and Field, Outdoor			
Track and Field, X-Country			
Volleyball			
Water Polo			
Weight Lifting			
Wrestling			
Other Sports			
Total Revenue of Coed Teams	$66,913	$100,369	$167,282

Grand Total Revenues

Total Revenues Men's, Women's and Coed Teams	$91,863,604	$52,338,966	$144,202,570

Not Allocated by Gender/Sport			$48,065,842
Grand Total Revenues for all Teams (includes by team and not allocated by gender/sport)			$192,268,412

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Step 2. Select Institution (**Search Result**)
Step 3. View Data

Search Criteria

- Institution name: 'depaul'
- Institution State: 'IL'
- Conference: 'Big East Conference'

DePaul University

Unit ID: 144740

General Information

55 E Jackson
Chicago, IL 60604
Phone: 312-362-8000

Number of Full-time Undergraduates: 13,430
Men: 6,193
Women: 7,237

Athletic Department Information

Director: Jean Lenti Ponsetto
Sullivan Athletic Center
2323 North Sheffield Avenue
Chicago, IL 60614

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Kathryn Statz
Title: Associate Athletic Director
Phone: 773-325-7502
Sanctioning Body: NCAA Division I-AAA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$1,750,617	$3,150,272	$4,900,889
Ratio (percent)	36	64	100%

CAVEAT

NOTE: These scholarship dollar figures reflect our program having two more NCAA headcount sports for women than men, which is a factor in this ratio of aid awarded to each gender.

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$215,197	$169,837	$385,034

CAVEAT

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses	By Team	Participants	Operating Expenses	By Team	Total Operating Expenses

		per Participant			per Participant		
Basketball	14	$72,232	$1,011,246	14	$48,701	$681,813	$1,693,059
All Track Combined	74	$1,266	$93,664	82	$1,109	$90,940	$184,604
Golf	10	$8,853	$88,534				$88,534
Soccer	28	$4,666	$130,645	28	$3,119	$87,334	$217,979
Softball				16	$11,477	$183,632	$183,632
Tennis	8	$8,073	$64,581	7	$8,751	$61,254	$125,835
Volleyball				13	$7,262	$94,400	$94,400
Total Operating Expenses Men's and Women's Teams	134		$1,388,670	160		$1,199,373	$2,588,043

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$6,657,771	$2,760,886	$9,418,657
Total Expenses of all Sports, Except Football and Basketball, Combined	$2,285,941	$4,176,680	$6,462,621
Total Expenses Men's and Women's Teams	$8,943,712	$6,937,566	$15,881,278
Not Allocated by Gender/Sport			$8,330,749
Grand Total Expenses			$24,212,027

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$6,657,771	$2,760,886	$9,418,657
Total Revenues of all Sports, Except Football and Basketball, Combined	$2,285,941	$4,176,680	$6,462,621
Total Revenues Men's and Women's Teams	$8,943,712	$6,937,566	$15,881,278
Not Allocated by Gender/Sport			$8,330,749
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$24,212,027

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$2,752,680	$1,078,434	$3,831,114
2	Total of Assistant Coaches' Salaries	$975,480	$728,520	$1,704,000
3	Total Salaries (Lines 1+2)	$3,728,160	$1,806,954	$5,535,114
4	Athletically Related Student Aid	$1,750,617	$3,150,272	$4,900,889
5	Recruiting Expenses	$215,197	$169,837	$385,034
6	Operating (Game-Day) Expenses	$1,388,670	$1,199,373	$2,588,043
7	Summary of Subset Expenses (Lines 3+4+5+6)	$7,082,644	$6,326,436	$13,409,080
8	Total Expenses for Teams	$8,943,712	$6,937,566	$15,881,278

9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$1,861,068	$611,130	$2,472,198
10	Not Allocated Expenses			$8,330,749
11	Grand Total Expenses (Lines 8+10)			$24,212,027
12	Total Revenues for Teams	$8,943,712	$6,937,566	$15,881,278
13	Not Allocated Revenues			$8,330,749
14	Grand Total Revenues (Lines 12+13)			$24,212,027
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$0	$0	$0
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0

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New Search

Step 1. Institution Search (**Redefine Search Criteria**)
Step 2. Select Institution (**Search Result**)
Step 3. View Data

Search Criteria

- Institution name: 'georgetown'
- Institution State: 'DC'
- Conference: 'Big East Conference'

Georgetown University

Unit ID: 131496

General Information

37th and O St NW
Washington, DC 20057
Phone: 202-687-0100

Number of Full-time Undergraduates: 7,027
Men: 3,128
Women: 3,899

Athletic Department Information

Director: Lee Reed
37TH AND O ST NW
McDonough Gym
WASHINGTON, DC 20057

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Sharon Brummell
Title: Associate AD for Business & Finance
Phone: 202-687-2669
Sanctioning Body: NCAA Division I-AA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Coed Teams	Total
Total	$3,500,066	$4,100,068	$0	$7,600,134
Ratio (percent)	46	54	0	100%

CAVEAT

Recruiting Expenses

	Men's Teams	Women's Teams	Coed Teams	Total
Total	$507,987	$223,236	$18	$731,241

CAVEAT

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	13	$121,756	$1,582,822	15	$39,349	$590,236	$2,173,058

Football	91	$3,377	$307,298				$307,298
Baseball	35	$4,968	$173,865				$173,865
All Track Combined	139	$1,869	$259,784	91	$2,794	$254,279	$514,063
Field Hockey				21	$3,885	$81,592	$81,592
Golf	11	$5,661	$62,276	10	$6,857	$68,570	$130,846
Lacrosse	46	$1,887	$86,800	31	$3,290	$101,988	$188,788
Rowing	87	$1,235	$107,417	50	$1,915	$95,774	$203,191
Sailing				24	$1,418	$34,035	$34,035
Soccer	23	$4,705	$108,211	28	$4,421	$123,781	$231,992
Softball				15	$6,286	$94,283	$94,283
Swimming and Diving	22	$1,876	$41,273	28	$1,876	$52,529	$93,802
Tennis	9	$3,962	$35,662	10	$3,136	$31,356	$67,018
Volleyball				12	$7,309	$87,713	$87,713
Total Operating Expenses Men's and Women's Teams	476		$2,765,408	335		$1,616,136	$4,381,544

Operating (Game-Day) Expenses - Coed Teams

	Men			Women			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Sailing	16	$1,128	$18,046	24	$1,128	$27,070	$45,116
Total Operating Expenses of Coed Teams	16		$18,046	24		$27,070	$45,116

Grand Total Operating Expenses

Grand Total Operating Expenses	492		$2,783,454	359		$1,643,206	$4,426,660

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$10,015,207	$2,746,067	$12,761,274
Football	$1,686,269		$1,686,269
Total Expenses of all Sports, Except Football and Basketball,Combined (Men's and Women's Teams)	$5,123,635	$5,943,532	$11,067,167
Total Expenses Men's and Women's Teams	$16,825,111	$8,689,599	$25,514,710

Total Expenses - Coed Teams

Varsity Teams	Amount Allocated to Men	Amount Allocated to Women	Total
Total Expenses of Coed Teams	$66,913	$100,369	$167,282

Grand Total Expenses

Total Expenses Men's, Women's and Coed Teams	$16,892,024	$8,789,968	$25,681,992
Not Allocated by Gender/Sport			$7,854,272

Grand Total Expenses			$33,536,264

CAVEAT

Total Revenues by Team

Varsity Team	Men's Teams	Women's Teams	Total
Basketball	$10,015,207	$2,746,067	$12,761,274
Football	$1,686,269		$1,686,269
Total Revenues of all Sports, Except Football and Basketball,Combined (Men's and Women's Teams)	$5,127,346	$5,943,647	$11,070,993
Total Revenues Men's and Women's Teams	$16,828,822	$8,689,714	$25,518,536

Total Revenues Coed Teams

Varsity Team	Amount Allocated to Men	Amount Allocated to Women	Total
Total Revenue of Coed Teams	$66,913	$100,369	$167,282

Grand Total Revenues

Total Revenues Men's, Women's and Coed Teams	$16,895,735	$8,790,083	$25,685,818
Not Allocated by Gender/Sport			$7,850,446
Grand Total Revenues for all Teams (includes by team and not allocated by gender/sport)			$33,536,264

CAVEAT

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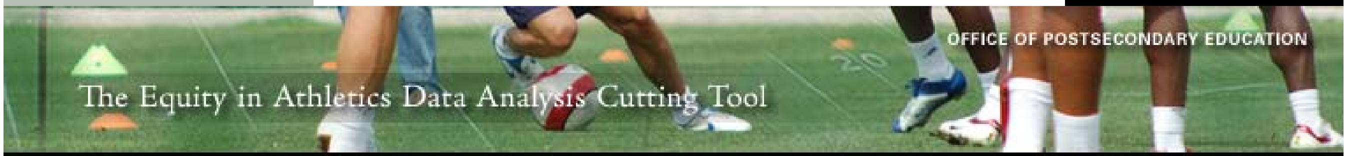

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1. INSTITUTION SEARCH | 2. SELECT INSTITUTION | 3. VIEW DATA

New Search

Step 1. Institution Search (Redefine Search Criteria)
Step 2. Select Institution (Search Result)
Step 3. View Data

Search Criteria

- Institution name: 'marquette'
- Institution State: 'WI'
- Conference: 'Big East Conference'

Marquette University

Unit ID: 239105

General Information

1250 W Wisconsin Avenue
Milwaukee, WI 53233
Phone: 414-288-7710

Number of Full-time Undergraduates: 7,966
Men: 3,826
Women: 4,140

Athletic Department Information

Director: Larry Williams
615 N 11TH ST
MILWAUKEE, WI 53233

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Dennis Butler
Title: Comptroller
Phone: 414-288-7933
Sanctioning Body: NCAA Division I-AAA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$1,854,918	$2,717,374	$4,572,292
Ratio (percent)	41	59	100%
CAVEAT			

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$1,017,716	$175,511	$1,193,227
CAVEAT			

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	12	$283,871	$3,406,448	17	$51,860	$881,618	$4,288,066

All Track Combined	70	$2,930	$205,092	63	$2,056	$129,558	$334,650
Golf	9	$9,834	$88,508				$88,508
Soccer	27	$7,643	$206,366	32	$7,716	$246,904	$453,270
Tennis	11	$10,707	$117,776	9	$10,922	$98,297	$216,073
Volleyball				14	$18,013	$252,176	$252,176
Total Operating Expenses Men's and Women's Teams	129		$4,024,190	135		$1,608,553	$5,632,743

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$9,941,583	$2,856,385	$12,797,968
Total Expenses of all Sports, Except Football and Basketball, Combined	$2,562,907	$3,671,609	$6,234,516
Total Expenses Men's and Women's Teams	$12,504,490	$6,527,994	$19,032,484
Not Allocated by Gender/Sport			$7,472,412
Grand Total Expenses			$26,504,896

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$14,389,717	$2,857,280	$17,246,997
Total Revenues of all Sports, Except Football and Basketball, Combined	$2,573,961	$3,695,463	$6,269,424
Total Revenues Men's and Women's Teams	$16,963,678	$6,552,743	$23,516,421
Not Allocated by Gender/Sport			$2,988,475
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$26,504,896

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$1,687,794	$796,272	$2,484,066
2	Total of Assistant Coaches' Salaries	$995,967	$480,210	$1,476,177
3	Total Salaries (Lines 1+2)	$2,683,761	$1,276,482	$3,960,243
4	Athletically Related Student Aid	$1,854,918	$2,717,374	$4,572,292
5	Recruiting Expenses	$1,017,716	$175,511	$1,193,227
6	Operating (Game-Day) Expenses	$4,024,190	$1,608,553	$5,632,743
7	Summary of Subset Expenses (Lines 3+4+5+6)	$9,580,585	$5,777,920	$15,358,505
8	Total Expenses for Teams	$12,504,490	$6,527,994	$19,032,484
9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$2,923,905	$750,074	$3,673,979
10	Not Allocated Expenses			$7,472,412
11	Grand Total Expenses (Lines 8+10)			$26,504,896
12	Total Revenues for Teams	$16,963,678	$6,552,743	$23,516,421

13	Not Allocated Revenues			$2,988,475
14	Grand Total Revenues (Lines 12+13)			$26,504,896
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$4,459,188	$24,749	$4,483,937
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0

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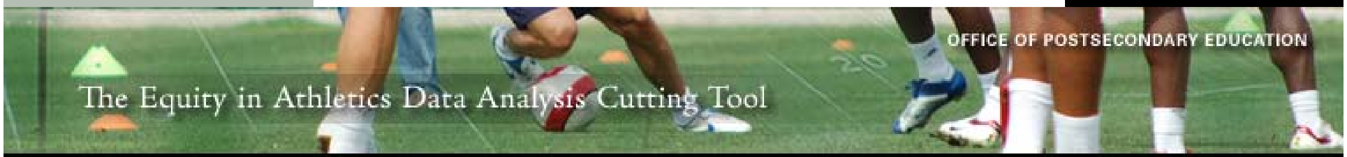

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New Search

Step 1. Institution Search (**Redefine Search Criteria**)
Step 2. Select Institution (**Search Result**)
Step 3. View Data

Search Criteria

- Institution name: 'providence'
- Institution State: 'RI'
- Conference: 'Big East Conference'

Providence College

Unit ID: 217402

General Information

1 Cunningham Square
Providence, RI 02918-0001
Phone: 401-865-1000

Number of Full-time Undergraduates: 3,788
Men: 1,615
Women: 2,173

Athletic Department Information

Director: Robert Driscoll
1 Cunningham Square
Athletics
PROVIDENCE, RI 02918-0001

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Charles Ouellette
Title: Sr. Financial Analyst
Phone: 401-865-2925
Sanctioning Body: NCAA Division I-AAA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$2,794,212	$3,771,294	$6,565,506
Ratio (percent)	43	57	100%
CAVEAT			

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$265,041	$191,889	$456,930
CAVEAT			

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	12	$78,085	$937,016	23	$14,996	$344,901	$1,281,917

All Track Combined	66	$1,058	$69,833	88	$794	$69,834	$139,667
Field Hockey				21	$2,915	$61,213	$61,213
Ice Hockey	26	$8,247	$214,429	31	$6,081	$188,498	$402,927
Lacrosse	46	$4,360	$200,570				$200,570
Soccer	26	$6,392	$166,186	25	$5,747	$143,674	$309,860
Softball				17	$7,850	$133,443	$133,443
Swimming and Diving	21	$3,029	$63,599	31	$2,052	$63,599	$127,198
Tennis				16	$2,183	$34,928	$34,928
Volleyball				13	$5,824	$75,715	$75,715
Total Operating Expenses Men's and Women's Teams	197		$1,651,633	265		$1,115,805	$2,767,438

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$6,110,824	$2,131,359	$8,242,183
Total Expenses of all Sports, Except Football and Basketball, Combined	$4,682,080	$4,947,331	$9,629,411
Total Expenses Men's and Women's Teams	$10,792,904	$7,078,690	$17,871,594
Not Allocated by Gender/Sport			$4,678,654
Grand Total Expenses			$22,550,248

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$6,562,933	$2,131,359	$8,694,292
Total Revenues of all Sports, Except Football and Basketball, Combined	$4,682,080	$4,947,331	$9,629,411
Total Revenues Men's and Women's Teams	$11,245,013	$7,078,690	$18,323,703
Not Allocated by Gender/Sport			$4,226,545
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$22,550,248

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$1,928,394	$935,424	$2,863,818
2	Total of Assistant Coaches' Salaries	$1,065,672	$633,321	$1,698,993
3	Total Salaries (Lines 1+2)	$2,994,066	$1,568,745	$4,562,811
4	Athletically Related Student Aid	$2,794,212	$3,771,294	$6,565,506
5	Recruiting Expenses	$265,041	$191,889	$456,930
6	Operating (Game-Day) Expenses	$1,651,633	$1,115,805	$2,767,438

7	Summary of Subset Expenses (Lines 3+4+5+6)	$7,704,952	$6,647,733	$14,352,685
8	Total Expenses for Teams	$10,792,904	$7,078,690	$17,871,594
9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$3,087,952	$430,957	$3,518,909
10	Not Allocated Expenses			$4,678,654
11	Grand Total Expenses (Lines 8+10)			$22,550,248
12	Total Revenues for Teams	$11,245,013	$7,078,690	$18,323,703
13	Not Allocated Revenues			$4,226,545
14	Grand Total Revenues (Lines 12+13)			$22,550,248
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$452,109	$0	$452,109
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0

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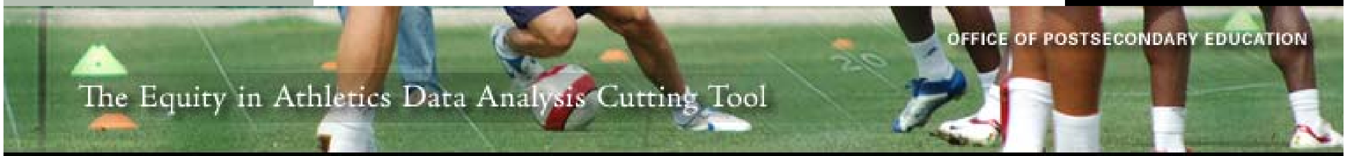

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New Search

Step 1. Institution Search (Redefine Search Criteria)
Step 2. Select Institution (Search Result)
Step 3. View Data

Search Criteria

- Institution name: 'seton hall'
- Conference: 'Big East Conference'

Seton Hall University

Unit ID: 186584

General Information

400 S Orange Ave
South Orange, NJ 07079-2697
Phone: 973-761-9000

Number of Full-time Undergraduates: 4,632
Men: 1,937
Women: 2,695

Athletic Department Information

Director: Patrick Lyons
400 S Orange Ave
c/o Athletic Department
South Orange, NJ 07079-269

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Duane Bailey
Title: Deputy Director of Athletics
Phone: 973-761-9724
Sanctioning Body: NCAA Division I-AAA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$2,385,707	$3,461,130	$5,846,837
Ratio (percent)	41	59	100%
CAVEAT			

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$186,105	$158,127	$344,232
CAVEAT			

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	17	$57,810	$982,764	14	$29,618	$414,653	$1,397,417
Baseball	35	$9,037	$316,280				$316,280

Golf	7	$9,397	$65,782	9	$5,333	$47,994	$113,776
Soccer	27	$3,790	$102,343	26	$3,706	$96,346	$198,689
Softball				22	$6,465	$142,233	$142,233
Swimming and Diving	17	$3,257	$55,369	21	$2,556	$53,670	$109,039
Tennis				8	$5,145	$41,156	$41,156
Track and Field,X-Country	12	$2,601	$31,213	10	$2,914	$29,142	$60,355
Volleyball				16	$8,742	$139,873	$139,873
Total Operating Expenses Men's and Women's Teams	115		$1,553,751	126		$965,067	$2,518,818

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$6,401,383	$2,615,409	$9,016,792
Total Expenses of all Sports, Except Football and Basketball, Combined	$3,101,746	$4,253,990	$7,355,736
Total Expenses Men's and Women's Teams	$9,503,129	$6,869,399	$16,372,528
Not Allocated by Gender/Sport			$4,513,722
Grand Total Expenses			$20,886,250

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$6,401,383	$2,615,409	$9,016,792
Total Revenues of all Sports, Except Football and Basketball, Combined	$3,101,746	$4,253,990	$7,355,736
Total Revenues Men's and Women's Teams	$9,503,129	$6,869,399	$16,372,528
Not Allocated by Gender/Sport			$4,513,722
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$20,886,250

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$1,357,944	$809,904	$2,167,848
2	Total of Assistant Coaches' Salaries	$547,452	$422,500	$969,952
3	Total Salaries (Lines 1+2)	$1,905,396	$1,232,404	$3,137,800
4	Athletically Related Student Aid	$2,385,707	$3,461,130	$5,846,837
5	Recruiting Expenses	$186,105	$158,127	$344,232
6	Operating (Game-Day) Expenses	$1,553,751	$965,067	$2,518,818
7	Summary of Subset Expenses (Lines 3+4+5+6)	$6,030,959	$5,816,728	$11,847,687
8	Total Expenses for Teams	$9,503,129	$6,869,399	$16,372,528

9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$3,472,170	$1,052,671	$4,524,841
10	Not Allocated Expenses			$4,513,722
11	Grand Total Expenses (Lines 8+10)			$20,886,250
12	Total Revenues for Teams	$9,503,129	$6,869,399	$16,372,528
13	Not Allocated Revenues			$4,513,722
14	Grand Total Revenues (Lines 12+13)			$20,886,250
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$0	$0	$0
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0

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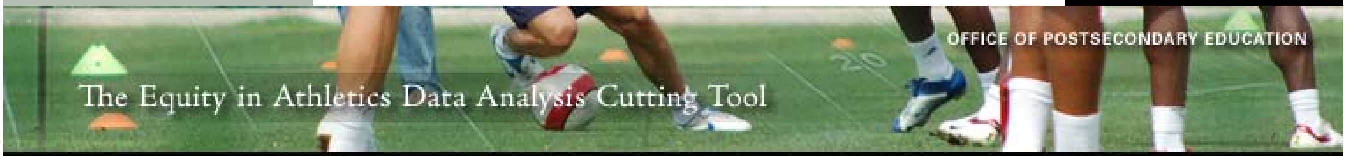

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New Search

Step 1. Institution Search (Redefine Search Criteria)
Step 2. Select Institution (Search Result)
Step 3. View Data

Search Criteria

- Institution name: 'st john'
- Institution State: 'NY'
- Conference: 'Big East Conference'

St John's University-New York

Unit ID: 195809

General Information

8000 Utopia Pky
Queens, NY 11439
Phone: 718-990-6161

Number of Full-time Undergraduates: 11,390
Men: 5,394
Women: 5,996

Athletic Department Information

Director: Chris Monasch
8000 Utopia Parkway
Queens, NY 11439

Reporting Year: 6/1/2011 - 5/31/2012
Reporting Official: Michael Barry
Title: Associate Athletic Director for Business Affairs
Phone: 718-990-6161 (6222)
Sanctioning Body: NCAA Division I-AAA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$3,065,098	$4,452,580	$7,517,678
Ratio (percent)	41	59	100%

CAVEAT

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$308,927	$192,258	$501,185

CAVEAT

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	19	$41,083	$780,573	19	$19,107	$363,032	$1,143,605
Baseball	35	$8,855	$309,916				$309,916

All Track Combined				78	$1,478	$115,295	$115,295
Fencing	15	$2,129	$31,935	14	$2,123	$29,722	$61,657
Golf	6	$8,288	$49,726	8	$7,928	$63,420	$113,146
Lacrosse	44	$2,110	$92,834				$92,834
Soccer	30	$3,696	$110,878	27	$2,569	$69,352	$180,230
Softball				20	$6,271	$125,414	$125,414
Tennis	10	$5,163	$51,634	8	$4,374	$34,991	$86,625
Volleyball				17	$4,721	$80,262	$80,262
Total Operating Expenses Men's and Women's Teams	159		$1,427,496	191		$881,488	$2,308,984

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$7,289,171	$2,460,957	$9,750,128
Total Expenses of all Sports, Except Football and Basketball, Combined	$4,576,814	$5,553,627	$10,130,441
Total Expenses Men's and Women's Teams	$11,865,985	$8,014,584	$19,880,569
Not Allocated by Gender/Sport			$13,764,059
Grand Total Expenses			$33,644,628

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$7,289,171	$2,460,957	$9,750,128
Total Revenues of all Sports, Except Football and Basketball, Combined	$4,576,814	$5,553,627	$10,130,441
Total Revenues Men's and Women's Teams	$11,865,985	$8,014,584	$19,880,569
Not Allocated by Gender/Sport			$13,764,059
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$33,644,628

CAVEAT

U.S. DEPARTMENT OF EDUCATION

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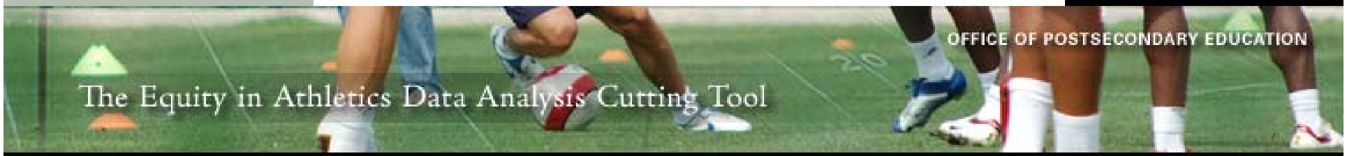

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I want to...

1. INSTITUTION SEARCH | 2. SELECT INSTITUTION | 3. VIEW DATA

New Search

Step 1. Institution Search (**Redefine Search Criteria**)
Step 2. Select Institution (**Search Result**)
Step 3. View Data

Search Criteria

- Institution name: 'Villanova'
- Institution State: 'PA'
- Conference: 'Big East Conference'

Villanova University

Unit ID: 216597

General Information

800 Lancaster Avenue
Villanova, PA 19085-1699
Phone: 610-519-4500

Number of Full-time Undergraduates: 6,597
Men: 3,235
Women: 3,362

Athletic Department Information

Director: Vince Nicastro
800 LANCASTER AVE
VILLANOVA, PA 19085-169

Reporting Year: 6/1/2011 - 5/31/2012
Reporting Official: Brian Murray
Title: Associate AD Business Operation
Phone: 610-519-5043
Sanctioning Body: NCAA Division I-AA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$5,215,325	$4,738,262	$9,953,587
Ratio (percent)	52	48	100%
CAVEAT			

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$305,507	$88,855	$394,362
CAVEAT			

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	13	$135,711	$1,764,244	22	$20,980	$461,555	$2,225,799
Football	86	$8,875	$763,282				$763,282

Baseball	34	$7,845	$266,727				$266,727
All Track Combined	113	$1,122	$126,823	98	$1,687	$165,342	$292,165
Field Hockey				22	$3,740	$82,287	$82,287
Golf	10	$6,580	$65,800				$65,800
Lacrosse	39	$5,015	$195,590	32	$2,672	$85,513	$281,103
Rowing				50	$2,406	$120,299	$120,299
Soccer	25	$6,287	$157,165	24	$4,566	$109,594	$266,759
Softball				22	$4,982	$109,594	$109,594
Swimming and Diving	16	$2,872	$45,946	21	$2,466	$51,791	$97,737
Tennis	13	$1,296	$16,847	11	$2,676	$29,436	$46,283
Volleyball				19	$5,722	$108,716	$108,716
Water Polo				13	$4,122	$53,591	$53,591
Total Operating Expenses Men's and Women's Teams	349		$3,402,424	334		$1,377,718	$4,780,142

CAVEAT

Excluding male practice players (who are required by survey instructions to be counted as women's participants but do not contribute in any way to game day expenses), the expenses per participant for women's basketball was $30,770; for volleyball - $6,040.

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$6,398,678	$1,975,877	$8,374,555
Football	$5,331,113		$5,331,113
Total Expenses of all Sports, Except Football and Basketball, Combined	$3,336,983	$6,120,024	$9,457,007
Total Expenses Men's and Women's Teams	$15,066,774	$8,095,901	$23,162,675
Not Allocated by Gender/Sport			$7,771,424
Grand Total Expenses			$30,934,099

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$7,778,256	$1,975,877	$9,754,133
Football	$5,331,113		$5,331,113
Total Revenues of all Sports, Except Football and Basketball, Combined	$3,336,983	$6,120,024	$9,457,007
Total Revenues Men's and Women's Teams	$16,446,352	$8,095,901	$24,542,253
Not Allocated by Gender/Sport			$6,391,846
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$30,934,099

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$2,988,909	$659,307	$3,648,216
2	Total of Assistant Coaches' Salaries	$1,160,064	$508,557	$1,668,621
3	Total Salaries (Lines 1+2)	$4,148,973	$1,167,864	$5,316,837
4	Athletically Related Student Aid	$5,215,325	$4,738,262	$9,953,587
5	Recruiting Expenses	$305,507	$88,855	$394,362
6	Operating (Game-Day) Expenses	$3,402,424	$1,377,718	$4,780,142
7	Summary of Subset Expenses (Lines 3+4+5+6)	$13,072,229	$7,372,699	$20,444,928
8	Total Expenses for Teams	$15,066,774	$8,095,901	$23,162,675
9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$1,994,545	$723,202	$2,717,747
10	Not Allocated Expenses			$7,771,424
11	Grand Total Expenses (Lines 8+10)			$30,934,099
12	Total Revenues for Teams	$16,446,352	$8,095,901	$24,542,253
13	Not Allocated Revenues			$6,391,846
14	Grand Total Revenues (Lines 12+13)			$30,934,099
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$1,379,578	$0	$1,379,578
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0

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Step 1. Institution Search (**Redefine Search Criteria**)
Step 2. Select Institution (**Search Result**)
Step 3. View Data

Search Criteria

- Institution name: 'dayton'

University of Dayton

Unit

General Information

300 College Park
Dayton, OH 45469
Phone: 937-229-1000

Number of Full-time Undergraduates: 7,261
Men: 3,661
Women: 3,600

Athletic Department Information

Director: Tim Wabler
300 COLLEGE PK
DAYTON, OH 45469-1230

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Angie Russell
Title: Director of Business
Phone: 937-229-4552
Sanctioning Body: NCAA Division I-AA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$1,635,011	$2,433,668	$4,068,679
Ratio (percent)	40	60	100%
CAVEAT			

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$296,234	$201,777	$498,011
CAVEAT			

Recruiting expenses higher for men due to new coaching staff and depleted roster.

Operating (Game-Day) Expenses by Team

	Men's Teams	Women's Teams	

Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	15	$71,514	$1,072,717	13	$30,278	$393,611	$1,466,328
Football	110	$2,661	$292,680				$292,680
Baseball	35	$6,073	$212,548				$212,548
All Track Combined				113	$1,385	$156,499	$156,499
Golf	12	$10,512	$126,140	9	$3,144	$28,293	$154,433
Rowing				42	$2,649	$111,263	$111,263
Soccer	30	$2,965	$88,943	30	$3,825	$114,738	$203,681
Softball				19	$4,174	$79,306	$79,306
Tennis	14	$1,571	$21,988	9	$1,910	$17,190	$39,178
Track and Field,X-Country	13	$1,747	$22,713				$22,713
Volleyball				12	$13,607	$163,287	$163,287
Total Operating Expenses Men's and Women's Teams	229		$1,837,729	247		$1,064,187	$2,901,916

CAVEAT

Men's basketball expenses per participant are higher due to foreign tour.

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$3,978,866	$1,877,718	$5,856,584
Football	$975,237		$975,237
Total Expenses of all Sports, Except Football and Basketball, Combined	$2,149,628	$3,750,354	$5,899,982
Total Expenses Men's and Women's Teams	$7,103,731	$5,628,072	$12,731,803
Not Allocated by Gender/Sport			$8,058,825
Grand Total Expenses			$20,790,628

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$10,778,963	$836,946	$11,615,909
Football	$114,301		$114,301
Total Revenues of all Sports, Except Football and Basketball, Combined	$1,447,954	$1,966,013	$3,413,967
Total Revenues Men's and Women's Teams	$12,341,218	$2,802,959	$15,144,177
Not Allocated by Gender/Sport			$6,125,391
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$21,269,568

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$471,093	$578,997	$1,050,090
2	Total of Assistant Coaches' Salaries	$675,648	$396,696	$1,072,344
3	Total Salaries (Lines 1+2)	$1,146,741	$975,693	$2,122,434
4	Athletically Related Student Aid	$1,635,011	$2,433,668	$4,068,679
5	Recruiting Expenses	$296,234	$201,777	$498,011
6	Operating (Game-Day) Expenses	$1,837,729	$1,064,187	$2,901,916
7	Summary of Subset Expenses (Lines 3+4+5+6)	$4,915,715	$4,675,325	$9,591,040
8	Total Expenses for Teams	$7,103,731	$5,628,072	$12,731,803
9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$2,188,016	$952,747	$3,140,763
10	Not Allocated Expenses			$8,058,825
11	Grand Total Expenses (Lines 8+10)			$20,790,628
12	Total Revenues for Teams	$12,341,218	$2,802,959	$15,144,177
13	Not Allocated Revenues			$6,125,391
14	Grand Total Revenues (Lines 12+13)			$21,269,568
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$5,237,487	-$2,825,113	$2,412,374
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$478,940

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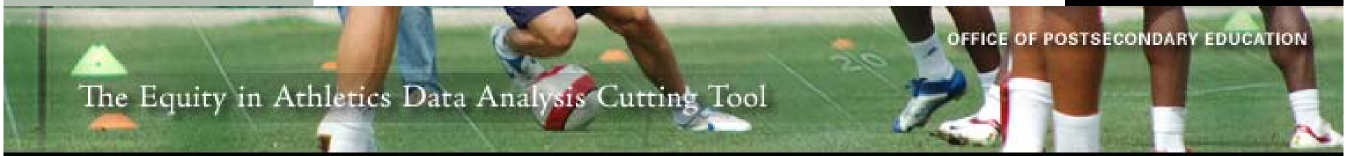

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New Search

Step 1. Institution Search (**Redefine Search Criteria**)
Step 2. Select Institution (**Search Result**)
Step 3. View Data

Search Criteria

- Institution name: 'Saint Louis University'

Saint Louis University-Main Campus

Unit ID: 179159

General Information

One Grand Blvd
Saint Louis, MO 63103-2097
Phone: 314-977-2222

Number of Full-time Undergraduates: 7,152
Men: 3,013
Women: 4,139

Athletic Department Information

Director: Chris May
3330 Laclede Ave
ST LOUIS, MO 63103

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Andrew Doeschot
Title: Associate Athletic Director - Business and FInance
Phone: 314-977-3262
Sanctioning Body: NCAA Division I-AAA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$1,819,510	$2,567,423	$4,386,933
Ratio (percent)	41	59	100%
CAVEAT			

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$72,971	$85,191	$158,162
CAVEAT			

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	17	$25,084	$426,432	13	$21,703	$282,134	$708,566
Baseball	33	$6,897	$227,610				$227,610
All Track Combined	61	$1,233	$75,205	79	$952	$75,205	$150,410

Field Hockey				22	$3,463	$76,193	$76,193
Soccer	28	$3,828	$107,184	28	$3,868	$108,295	$215,479
Softball				17	$6,823	$115,999	$115,999
Swimming and Diving	24	$1,559	$37,418	28	$1,009	$28,246	$65,664
Tennis	9	$3,383	$30,446	7	$4,686	$32,803	$63,249
Volleyball				15	$6,569	$98,534	$98,534
Total Operating Expenses Men's and Women's Teams	172		$904,295	209		$817,409	$1,721,704

CAVEAT

Expenses for men's and women's Track and Field and Cross Country are split evenly.

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$3,101,169	$1,468,443	$4,569,612
Total Expenses of all Sports, Except Football and Basketball, Combined	$2,118,317	$3,213,400	$5,331,717
Total Expenses Men's and Women's Teams	$5,219,486	$4,681,843	$9,901,329
Not Allocated by Gender/Sport			$4,299,398
Grand Total Expenses			$14,200,727

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$3,490,018	$1,468,443	$4,958,461
Total Revenues of all Sports, Except Football and Basketball, Combined	$2,118,317	$3,213,400	$5,331,717
Total Revenues Men's and Women's Teams	$5,608,335	$4,681,843	$10,290,178
Not Allocated by Gender/Sport			$3,910,549
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$14,200,727

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$974,898	$471,952	$1,446,850
2	Total of Assistant Coaches' Salaries	$477,386	$264,888	$742,274
3	Total Salaries (Lines 1+2)	$1,452,284	$736,840	$2,189,124
4	Athletically Related Student Aid	$1,819,510	$2,567,423	$4,386,933
5	Recruiting Expenses	$72,971	$85,191	$158,162
6	Operating (Game-Day) Expenses	$904,295	$817,409	$1,721,704
7	Summary of Subset Expenses (Lines 3+4+5+6)	$4,249,060	$4,206,863	$8,455,923
8	Total Expenses for Teams	$5,219,486	$4,681,843	$9,901,329
9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$970,426	$474,980	$1,445,406
10	Not Allocated Expenses			$4,299,398

11	Grand Total Expenses (Lines 8+10)			$14,200,727
12	Total Revenues for Teams	$5,608,335	$4,681,843	$10,290,178
13	Not Allocated Revenues			$3,910,549
14	Grand Total Revenues (Lines 12+13)			$14,200,727
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$388,849	$0	$388,849
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0

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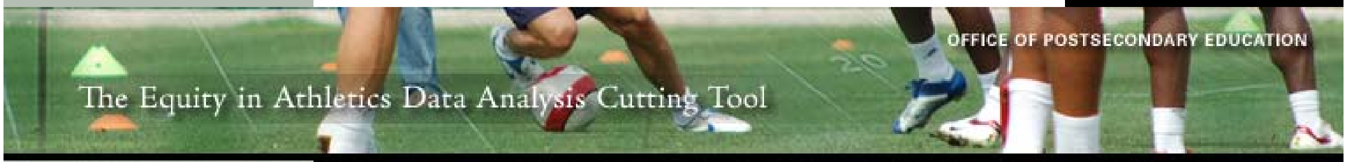

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New Search

Step 1. Institution Search (**Redefine Search Criteria**)
Step 2. Select Institution (**Search Result**)
Step 3. View Data

Search Criteria
- Institution name: 'xavier'

Xavier University

Unit ID: 206622

General Information

3800 Victory Parkway
Cincinnati, OH 45207-1092
Phone: 513-745-3000

Number of Full-time Undergraduates: 4,000
Men: 1,894
Women: 2,106

Athletic Department Information

Director: Mike Bobinski
Attention: Greg Park Athletic Department
3800 Victory Parkway
Cincinnati, OH 45207-7530

Reporting Year: 7/1/2011 - 6/30/2012
Reporting Official: Greg Park
Title: Associate Athletic Director : Business
Phone: 513-745-3415
Sanctioning Body: NCAA Division I-AAA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$1,926,893	$2,206,615	$4,133,508
Ratio (percent)	47	53	100%
CAVEAT			

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$450,552	$222,788	$673,340
CAVEAT			

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	16	$117,304	$1,876,864	12	$57,411	$688,937	$2,565,801
Baseball	33	$5,800	$191,408				$191,408
Golf	10	$6,328	$63,281	7	$8,665	$60,655	$123,936

Soccer	25	$4,565	$114,126	25	$4,868	$121,694	$235,820
Swimming	21	$1,868	$39,234	20	$2,413	$48,265	$87,499
Tennis	9	$5,849	$52,643	8	$11,979	$95,830	$148,473
Track and Field, Indoor	25	$672	$16,796	27	$763	$20,609	$37,405
Track and Field, Outdoor	26	$646	$16,796	28	$736	$20,609	$37,405
Track and Field,X-Country	15	$1,120	$16,797	18	$1,145	$20,608	$37,405
Volleyball				14	$18,735	$262,283	$262,283
Total Operating Expenses Men's and Women's Teams	180		$2,387,945	159		$1,339,490	$3,727,435

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$4,707,053	$1,990,868	$6,697,921
Total Expenses of all Sports, Except Football and Basketball, Combined	$2,453,283	$2,766,484	$5,219,767
Total Expenses Men's and Women's Teams	$7,160,336	$4,757,352	$11,917,688
Not Allocated by Gender/Sport			$2,856,581
Grand Total Expenses			$14,774,269

CAVEAT

Total Revenues by Team

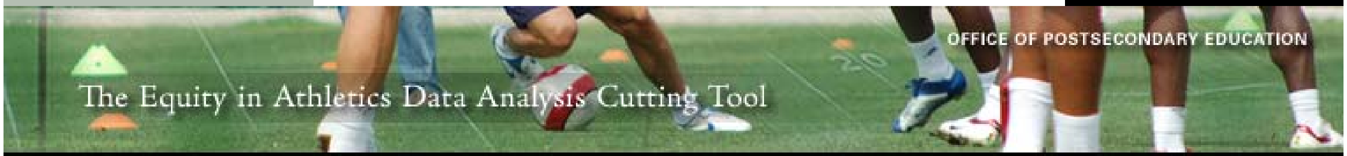
Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$11,958,916	$73,646	$12,032,562
Total Revenues of all Sports, Except Football and Basketball, Combined	$148,723	$121,060	$269,783
Total Revenues Men's and Women's Teams	$12,107,639	$194,706	$12,302,345
Not Allocated by Gender/Sport			$2,471,924
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$14,774,269

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$1,078,146	$403,020	$1,481,166
2	Total of Assistant Coaches' Salaries	$570,598	$300,408	$871,006
3	Total Salaries (Lines 1+2)	$1,648,744	$703,428	$2,352,172
4	Athletically Related Student Aid	$1,926,893	$2,206,615	$4,133,508
5	Recruiting Expenses	$450,552	$222,788	$673,340
6	Operating (Game-Day) Expenses	$2,387,945	$1,339,490	$3,727,435
7	Summary of Subset Expenses (Lines 3+4+5+6)	$6,414,134	$4,472,321	$10,886,455

8	Total Expenses for Teams	$7,160,336	$4,757,352	$11,917,688
9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$746,202	$285,031	$1,031,233
10	Not Allocated Expenses			$2,856,581
11	Grand Total Expenses (Lines 8+10)			$14,774,269
12	Total Revenues for Teams	$12,107,639	$194,706	$12,302,345
13	Not Allocated Revenues			$2,471,924
14	Grand Total Revenues (Lines 12+13)			$14,774,269
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$4,947,303	-$4,562,646	$384,657
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0



Get data for one institution

Search Criteria
- Institution name: 'butler'

Butler University

Unit ID: 150163

General Information

4600 Sunset Ave
Indianapolis, IN 46208
Phone: 317-940-8000

Number of Full-time Undergraduates: 3,787
Men: 1,539
Women: 2,248

Athletic Department Information

Director: Barry Collier
510 West 49th Street
INDIANAPOLIS, IN 46208-3443

Reporting Year: 6/1/2011 - 5/31/2012
Reporting Official: Beth Goetz
Title: Associate Athletic Director - SWA
Phone: 317-940-9630
Sanctioning Body: NCAA Division I-AA

Participants | Coaching Staff and Salaries | **Revenues and Expenses** | Supplemental Info

Athletically Related Student Aid

	Men's Teams	Women's Teams	Total
Total	$2,156,080	$2,176,352	$4,332,432
Ratio (percent)	50	50	100%

CAVEAT

Recruiting Expenses

	Men's Teams	Women's Teams	Total
Total	$112,416	$77,301	$189,717

CAVEAT

Operating (Game-Day) Expenses by Team

	Men's Teams			Women's Teams			
Varsity Teams	Participants	Operating Expenses per Participant	By Team	Participants	Operating Expenses per Participant	By Team	Total Operating Expenses
Basketball	15	$41,140	$617,107	15	$11,725	$175,878	$792,985
Football	106	$1,939	$205,524				$205,524
Baseball	38	$4,234	$160,896				$160,896

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All Track Combined	66	$964	$63,608	63	$1,010	$63,607	$127,215
Golf	9	$5,748	$51,736	8	$6,467	$51,735	$103,471
Soccer	25	$2,831	$70,773	23	$3,296	$75,797	$146,570
Softball				22	$5,819	$128,019	$128,019
Swimming				16	$3,792	$60,669	$60,669
Tennis	9	$5,232	$47,091	10	$4,709	$47,089	$94,180
Volleyball				15	$5,365	$80,478	$80,478
Total Operating Expenses Men's and Women's Teams	268		$1,216,735	172		$683,272	$1,900,007

CAVEAT

Total Expenses by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$3,924,026	$1,194,883	$5,118,909
Football	$648,837		$648,837
Total Expenses of all Sports, Except Football and Basketball, Combined	$2,475,413	$2,760,400	$5,235,813
Total Expenses Men's and Women's Teams	$7,048,276	$3,955,283	$11,003,559
Not Allocated by Gender/Sport			$3,735,186
Grand Total Expenses			$14,738,745

CAVEAT

Total Revenues by Team

Varsity Teams	Men's Teams	Women's Teams	Total
Basketball	$3,924,026	$1,194,883	$5,118,909
Football	$648,837		$648,837
Total Revenues of all Sports, Except Football and Basketball, Combined	$2,475,413	$2,760,400	$5,235,813
Total Revenues Men's and Women's Teams	$7,048,276	$3,955,283	$11,003,559
Not Allocated by Gender/Sport			$3,735,186
Grand Total for all Teams (includes by team and not allocated by gender/sport)			$14,738,745

CAVEAT

Revenues and Expenses Summary

		Men's Teams	Women's Teams	Total
1	Total of Head Coaches' Salaries	$1,383,781	$358,104	$1,741,885
2	Total of Assistant Coaches' Salaries	$574,320	$262,892	$837,212
3	Total Salaries (Lines 1+2)	$1,958,101	$620,996	$2,579,097
4	Athletically Related Student Aid	$2,156,080	$2,176,352	$4,332,432
5	Recruiting Expenses	$112,416	$77,301	$189,717
6	Operating (Game-Day) Expenses	$1,216,735	$683,272	$1,900,007
7	Summary of Subset Expenses (Lines 3+4+5+6)	$5,443,332	$3,557,921	$9,001,253
8	Total Expenses for Teams	$7,048,276	$3,955,283	$11,003,559

9	Total Expenses for Teams Minus Subset Expenses (Line 8 – Line 7)	$1,604,944	$397,362	$2,002,306
10	Not Allocated Expenses			$3,735,186
11	Grand Total Expenses (Lines 8+10)			$14,738,745
12	Total Revenues for Teams	$7,048,276	$3,955,283	$11,003,559
13	Not Allocated Revenues			$3,735,186
14	Grand Total Revenues (Lines 12+13)			$14,738,745
15	Total Revenues for Teams minus Total Expenses for Teams (Line 12-Line 8)	$0	$0	$0
16	Grand Total Revenues Minus Grand Total Expenses (Line 14- Line 11)			$0

Jeff Sagarin Ratings

15	Creighton	=	87.91
20	VCU(Va. Commonwealth)	=	86.26
23	Marquette	=	85.71
25	Georgetown	=	85.33
30	Butler	=	85.07
41	Saint Mary's-Cal.	=	83.22
50	Saint Louis	=	81.63
62	Villanova	=	80.84
65	Dayton	=	80.70
79	Xavier-Ohio	=	79.48
80	St. John's	=	79.45
91	Providence	=	78.45
98	Seton Hall	=	77.95
104	George Mason	=	77.22
124	DePaul	=	75.39

DePaul University
Chicago, Illinois
Enrollment: 25,000

**DePaul University,** private, coeducational university in Chicago, Illinois, U.S. It is the largest Roman Catholic university in the United States. DePaul was founded as St. Vincent's College in 1898 by the Vincentian Fathers. It was renamed and chartered as a university in 1907. Women were admitted beginning in 1911. Total enrollment exceeds 25,000.

DePaul University offers some 275 undergraduate and graduate degree programs in business; communication; education; computing and digital media; music; science and health; theatre; and liberal arts and social sciences. It also operates a college of law and the School for New Learning, a continuing education program. Doctorates are awarded in education, psychology, philosophy, computer and information sciences, and law. DePaul has several campuses throughout Chicago and its suburbs. First-year students must take a course giving them an in-depth familiarity with the city of Chicago. Important facilities include the Merle Reskin Theatre, the International Human Rights Law Institute, the Monsignor John J. Egan Urban Center, and the DePaul Art Museum. Composer Alexander Tcherepnin taught music at DePaul. Prominent graduates include Richard J. Daley and Richard M. Daley, both mayors of Chicago, and Benjamin Hooks, executive director (1977–93) of the National Association for the Advancement of Colored People. (Britannica.com)

Georgetown University
Washington D.C.
Enrollment: 12,000

Georgetown University, private, coeducational institution of higher learning in Washington, D.C., U.S. Though it is affiliated with the Jesuit order of the Roman Catholic church, Georgetown has always been open to people of all faiths. The university includes the College of Arts and Sciences, the Graduate School, the Walsh School of Foreign Service, and the schools of Law, Medicine, Nursing, Business, and Languages and Linguistics. Georgetown offers undergraduate, graduate, and professional degree programs. Important facilities include a seismological observatory, the Woodstock Theological Center, and the Charles Augustus Strong Center near Florence, Italy. Total enrollment is approximately 12,000. Georgetown, founded in 1789, was the first Roman Catholic college in the United States. The university received its first charter from the federal government in 1814. The medical school was founded in 1849, the law school in 1870. Notable alumni include U.S. President William J. Clinton, U.S. Supreme Court Justice Antonin Scalia, and Alfonso López Michelsen, president of Colombia. (Britannica.com)

Marquette University
Milwaukee, Wisconsin
Enrollment: 11,000

Marquette University, private coeducational institution of higher learning in Milwaukee, Wisconsin, U.S. It is affiliated with the Jesuit order of the Roman Catholic Church. Although the funding for a Jesuit school in Milwaukee had been secured by 1848, Marquette College was not established until 1881; it began as a liberal arts college for men and was named for the 17th-century French Jesuit missionary-explorer Jacques Marquette. It became a university in 1907, and in 1909 women were first admitted. From 1907 to 1913 the university expanded to include medicine, dentistry, nursing, pharmacy, business, engineering, journalism, and law. In 1967 the medical school separated from Marquette, and in 1970 it became the Medical College of Wisconsin. Total enrollment is about 11,000.
Marquette University offers degree programs at the bachelor's, master's, doctoral, and professional levels. It comprises 11 schools and colleges, including a school of law. The School of Dentistry is the only school of its kind in Wisconsin. Since 1965 the university has operated a study centre at the Complutensian University of Madrid in Spain. The Haggerty Museum of Art, featuring works of the masters and contemporary art, was opened in 1984. (Britannica.com)

Providence College
Providence, Rhode Island
Enrollment: 3,600 Undergraduate

Providence College, private, coeducational institution of higher learning in Providence, R.I., U.S. It is affiliated with the Dominican order of the Roman Catholic church. The college requires students to complete a core curriculum that includes history, philosophy, and religion courses, in addition to major and elective courses. There are master's degree programs in history, religious studies, business administration, mathematics, and education. Undergraduate enrollment is approximately 3,600.

The college was founded in 1917. It became coeducational in 1971. Students can study abroad in Japan, England, Ireland, and Spain. Campus research facilities include the Quirk Institute for Labor Relations and the Feinstein Institute for Public Service. (Britannica.com)

Seton Hall University
South Orange Village, New Jersey
Enrollement: 10,000

Seton Hall University, private, coeducational institution of higher education in South Orange Village, New Jersey, U.S. It is affiliated with the Roman Catholic church, specifically the Diocese of Newark, and offers more than 80 undergraduate, graduate, and professional degree programs. Seton Hall comprises nine academic units: colleges of Arts and Sciences, Education and Human Services, and Nursing; schools of Graduate Medical Education, Diplomacy and International Relations, and Law; the W. Paul Stillman School of Business; the Immaculate Conception Seminary School of Theology; and University College. A doctorate in molecular biology is offered jointly with the Roche Institute of Molecular Biology, which is connected to a pharmaceutical company. The Puerto Rican Institute; institutes of Jewish-Christian studies, collegiate education, and international business; and centres for archaeology are among the university's research units. Total student enrollment is approximately 10,000.

James Roosevelt Bayley, the first Catholic bishop of Newark, established Seton Hall College in 1856, naming it for his aunt, St. Elizabeth Ann Seton, the founder of the Sisters of Charity and the first saint born in America. In 1861 he founded the Immaculate Conception Seminary, based at the college. Seton Hall opened New Jersey's first colleges of nursing (1937) and medicine and dentistry (1956); the medical and dental college was acquired by the state in the mid-1960s. When Seton Hall was organized into a university in 1950 it comprised divisions of arts and sciences, business, nursing, and education; the law school opened in 1951. The university became wholly coeducational in 1968. Seton Hall is one of the oldest and largest diocesan Catholic universities in the United States. (Britannica.com)

Saint John's University
Jamaica, Queens, New York
Enrollment: 21,000

**Saint John's University,** private coeducational institution of higher learning in Jamaica, Queens, New York, U.S. It is sponsored by the Congregation of the Mission (Vincentian) order of the Roman Catholic Church. It offers undergraduate, graduate, and professional degree programs. The university includes colleges of liberal arts and sciences, pharmacy and allied health professions, business, and professional studies and the schools of law and education. The university has branch campuses in Staten Island; Manhattan; Oakdale, New York; Rome; and Paris. Total enrollment is approximately 21,000.
The university was founded in 1870.

Villanova University
Villanova, Pennsylvania
Enrollment: 10,000

Villanova University, private, coeducational institution of higher learning in Villanova, Pennsylvania, U.S. It is affiliated with the Augustinian order of the Roman Catholic church. It offers degree programs at the associate, bachelor's, master's, doctoral, and professional levels. Degrees are granted through colleges of Liberal Arts and Sciences, Commerce and Finance, Engineering, and Nursing and through the School of Law and the Graduate Studies program of Liberal Arts and Sciences. The university's Falvey Memorial Library has special collections of illuminated manuscripts, incunabula, Augustiniana, and Irish and Irish-American history. Enrollment is approximately 10,000.

Villanova University began in Philadelphia with a foundation established at St. Augustine Church in 1796 and with the founding of St. Augustine Academy (for men) in 1811. In 1842 church officials established the Augustinian College of Villanova outside Philadelphia in a town that later took its name from the school. The college was named for St. Thomas of Villanova, a 16th-century bishop from Valencia, Spain. Classes began in 1843, but after St. Augustine Church was burned during anti-Catholic riots in 1844, officials were forced by financial constraints to close the college temporarily in 1845–46. The college received a state charter in 1848, and the first B.A. degrees were awarded in 1855. The college again closed in 1857 but reopened in 1865. To the original liberal arts curriculum was added engineering in 1905, science in 1915, and business in 1922. Graduate-level programs began to be separately administered in 1931. The college was elevated to university status in 1953, the year that the College of Nursing and the School of Law were formed. The school became coeducational in 1968. (Britannica.com)

Market Profiles Reports: Demographic Overview

Designated Market Area: Chicago, IL			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	9,868,200		
2012 Estimate	9,694,034		
2000 Census	9,274,187		
1990 Census	8,364,125		
Growth 2012-2017	1.80%		
Growth 2000-2012	4.53%		
Growth 1990-2000	10.88%		
2012 Est. Population by Single Race Classification	**9,694,034**		
White Alone	6,331,114	65.31	91
Black or African American Alone	1,661,806	17.14	135
American Indian and Alaska Native Alone	37,655	0.39	41
Asian Alone	558,481	5.76	117
Native Hawaiian and Other Pacific Islander Alone	2,907	0.03	17
Some Other Race Alone	864,039	8.91	139
Two or More Races	238,032	2.46	82
2012 Est. Population Hispanic or Latino by Origin	**9,694,034**		
Not Hispanic or Latino	7,647,898	78.89	95
Hispanic or Latino:	2,046,136	21.11	124
Mexican	1,627,428	79.54	123
Puerto Rican	187,329	9.16	98
Cuban	22,237	1.09	30
All Other Hispanic or Latino	209,142	10.22	46
2012 Est. Population by Sex	**9,694,034**		
Male	4,770,532	49.21	100
Female	4,923,502	50.79	100
2012 Est. Population by Age	**9,694,034**		
Age 0 - 4	696,417	7.18	103
Age 5 - 9	689,900	7.12	106
Age 10 - 14	667,392	6.88	105
Age 15 - 17	424,925	4.38	103
Age 18 - 20	395,289	4.08	96
Age 21 - 24	507,581	5.24	97
Age 25 - 34	1,392,971	14.37	107
Age 35 - 44	1,374,646	14.18	105
Age 45 - 54	1,417,566	14.62	100

Age 55 - 64	1,036,651	10.69	94
Age 65 - 74	584,543	6.03	89
Age 75 - 84	356,015	3.67	86
Age 85 and over	150,138	1.55	86
Age 16 and over	7,497,990	77.35	99
Age 18 and over	7,215,400	74.43	99
Age 21 and over	6,820,111	70.35	99
Age 65 and over	1,090,696	11.25	88
2012 Est. Median Age	35.5		
2012 Est. Average Age	36.5		
2012 Est. Male Population by Age	**4,770,532**		
Age 0 - 4	355,514	7.45	104
Age 5 - 9	351,979	7.38	106
Age 10 - 14	341,012	7.15	105
Age 15 - 17	215,949	4.53	102
Age 18 - 20	205,845	4.31	97
Age 21 - 24	255,387	5.35	95
Age 25 - 34	703,244	14.74	106
Age 35 - 44	689,935	14.46	105
Age 45 - 54	698,888	14.65	101
Age 55 - 64	498,341	10.45	94
Age 65 - 74	265,939	5.57	88
Age 75 - 84	143,212	3	84
Age 85 and over	45,287	0.95	82
2012 Est. Median Age, Male	34.4		
2012 Est. Average Age, Male	35.3		
2012 Est. Female Population by Age	**4,923,502**		
Age 0 - 4	340,903	6.92	103
Age 5 - 9	337,921	6.86	106
Age 10 - 14	326,380	6.63	105
Age 15 - 17	208,976	4.24	103
Age 18 - 20	189,444	3.85	94
Age 21 - 24	252,194	5.12	98
Age 25 - 34	689,727	14.01	108
Age 35 - 44	684,711	13.91	104
Age 45 - 54	718,678	14.6	100
Age 55 - 64	538,310	10.93	94
Age 65 - 74	318,604	6.47	90
Age 75 - 84	212,803	4.32	88

Age 85 and over	104,851	2.13	88
2012 Est. Median Age, Female	36.7		
2012 Est. Average Age, Female	37.6		
2012 Est. Population Age 15+ by Marital Status	**7,640,325**		
Total, Never Married	2,718,525	35.58	113
Married, Spouse present	3,447,717	45.13	96
Married, Spouse absent	332,441	4.35	91
Widowed	439,758	5.76	94
Divorced	701,884	9.19	87
Males, Never Married	1,431,086	18.73	110
Females, Never Married	1,287,439	16.85	116
2012 Est. Pop. Age 25+ by Educational Attainment	**6,312,530**		
Less than 9th grade	423,462	6.71	106
Some High School, no diploma	469,029	7.43	86
High School Graduate (or GED)	1,621,219	25.68	89
Some College, no degree	1,290,514	20.44	97
Associate Degree	423,569	6.71	90
Bachelor's Degree	1,281,551	20.3	116
Master's Degree	583,639	9.25	129
Professional School Degree	149,191	2.36	122
Doctorate Degree	70,356	1.11	97
Households			
2017 Projection	3,653,634		
2012 Estimate	3,575,131		
2000 Census	3,346,647		
1990 Census	3,015,206		
Growth 2012-2017	2.20%		
Growth 2000-2012	6.83%		
Growth 1990-2000	10.99%		
2012 Est. Households by Household Type	**3,575,131**		
Family Households	2,457,676	68.74	100
Nonfamily Households	1,117,455	31.26	99
2012 Households by Ethnicity, Hispanic/Latino	**534,749**	**14.96**	**120**
2012 Est. Households by Household Income	**3,575,131**		
Income Less than $15,000	381,328	10.67	82
Income $15,000 - $24,999	304,807	8.53	79
Income $25,000 - $34,999	332,700	9.31	84

Income $35,000 - $49,999	512,799	14.34	92
Income $50,000 - $74,999	717,629	20.07	103
Income $75,000 - $99,999	496,348	13.88	117
Income $100,000 - $124,999	322,589	9.02	123
Income $125,000 - $149,999	186,012	5.2	130
Income $150,000 - $199,999	147,545	4.13	128
Income $200,000 - $499,999	142,802	3.99	132
Income $500,000 and more	30,572	0.86	135
2012 Est. Average Household Income	$77,051		
2012 Est. Median Household Income	$58,916		
2012 Est. Per Capita Income	$28,752		
2012 Est. Household Type, Presence Own Children	**2,457,676**		
Male Householder, own children	76,195	3.1	91
Male Householder, no own children	98,288	4	114
Female Householder, own children	266,724	10.85	98
Female Householder, no own children	223,239	9.08	114
Married-Couple Family, own children	833,319	33.91	108
Married-Couple Family, no own children	959,911	39.06	91
2012 Est. Households by Household Size	**3,575,131**		
1-person household	944,670	26.42	102
2-person household	1,074,605	30.06	92
3-person household	595,501	16.66	97
4-person household	506,509	14.17	105
5-person household	265,659	7.43	117
6-person household	119,710	3.35	127
7 or more person household	68,477	1.92	127
2012 Est. Average Household Size	2.66		
Family Households			
2017 Projection	2,514,717		
2012 Estimate	2,457,676		
2000 Census	2,279,018		
1990 Census	2,105,098		
Growth 2012-2017	2.32%		
Growth 2000-2012	7.84%		
Growth 1990-2000	8.26%		
2012 Est. Pop 16+ by Occupation Classification	**4,697,629**		

Blue Collar	963,777	20.52	97
White Collar	2,956,244	62.93	104
Service and Farm	777,608	16.55	91
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	926,506		
15 - 29 Minutes	1,331,407		
30 - 44 Minutes	1,102,479		
45 - 59 Minutes	527,053		
60 or more Minutes	596,253		
2012 Est. Average Travel Time to Work in Minutes	33.91		
2012 Est. All Owner-Occupied Housing Values	**2,413,698**		
Value Less than $20,000	19,740	0.82	32
Value $20,000 - $39,999	24,361	1.01	28
Value $40,000 - $59,999	33,800	1.4	29
Value $60,000 - $79,999	58,747	2.43	41
Value $80,000 - $99,999	110,159	4.56	62
Value $100,000 - $149,999	465,085	19.27	95
Value $150,000 - $199,999	487,613	20.2	136
Value $200,000 - $299,999	640,094	26.52	145
Value $300,000 - $399,999	276,015	11.44	129
Value $400,000 - $499,999	114,272	4.73	99
Value $500,000 - $749,999	116,294	4.82	93
Value $750,000 - $999,999	40,169	1.66	88
Value $1,000,000 or more	27,349	1.13	69
2012 Est. Median All Owner-Occupied Housing Value	$201,147		

Prepared On: Mon, 4 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with

Market Profiles Reports: Demographic Overview

Designated Market Area: Cincinnati, OH			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	2,377,963		
2012 Estimate	2,334,684		
2000 Census	2,188,664		
1990 Census	2,006,462		
Growth 2012-2017	1.85%		
Growth 2000-2012	6.67%		
Growth 1990-2000	9.08%		
2012 Est. Population by Single Race Classification	**2,334,684**		
White Alone	1,951,257	83.58	116
Black or African American Alone	262,647	11.25	89
American Indian and Alaska Native Alone	4,592	0.2	21
Asian Alone	43,931	1.88	38
Native Hawaiian and Other Pacific Islander Alone	1,583	0.07	37
Some Other Race Alone	25,447	1.09	17
Two or More Races	45,227	1.94	64
2012 Est. Population Hispanic or Latino by Origin	**2,334,684**		
Not Hispanic or Latino	2,271,537	97.3	117
Hispanic or Latino:	63,147	2.7	16
Mexican	35,458	56.15	87
Puerto Rican	7,938	12.57	135
Cuban	2,283	3.62	101
All Other Hispanic or Latino	17,468	27.66	124
2012 Est. Population by Sex	**2,334,684**		
Male	1,141,505	48.89	99
Female	1,193,179	51.11	101
2012 Est. Population by Age	**2,334,684**		
Age 0 - 4	160,628	6.88	99
Age 5 - 9	159,244	6.82	101
Age 10 - 14	157,196	6.73	103
Age 15 - 17	99,654	4.27	100
Age 18 - 20	95,418	4.09	96
Age 21 - 24	113,074	4.84	89
Age 25 - 34	320,893	13.74	102
Age 35 - 44	320,217	13.72	101
Age 45 - 54	356,597	15.27	105

Age 55 - 64	264,343	11.32	100
Age 65 - 74	152,588	6.54	96
Age 75 - 84	95,762	4.1	96
Age 85 and over	39,070	1.67	93
Age 16 and over	1,823,940	78.12	100
Age 18 and over	1,757,962	75.3	100
Age 21 and over	1,662,544	71.21	100
Age 65 and over	287,420	12.31	96
2012 Est. Median Age	36.9		
2012 Est. Average Age	37.5		
2012 Est. Male Population by Age	**1,141,505**		
Age 0 - 4	81,985	7.18	100
Age 5 - 9	81,367	7.13	102
Age 10 - 14	80,264	7.03	104
Age 15 - 17	50,849	4.45	100
Age 18 - 20	48,834	4.28	96
Age 21 - 24	57,270	5.02	89
Age 25 - 34	159,224	13.95	100
Age 35 - 44	158,627	13.9	101
Age 45 - 54	175,098	15.34	105
Age 55 - 64	128,285	11.24	101
Age 65 - 74	69,674	6.1	96
Age 75 - 84	38,678	3.39	94
Age 85 and over	11,350	0.99	86
2012 Est. Median Age, Male	35.7		
2012 Est. Average Age, Male	36.3		
2012 Est. Female Population by Age	**1,193,179**		
Age 0 - 4	78,643	6.59	98
Age 5 - 9	77,877	6.53	101
Age 10 - 14	76,932	6.45	102
Age 15 - 17	48,805	4.09	100
Age 18 - 20	46,584	3.9	96
Age 21 - 24	55,804	4.68	90
Age 25 - 34	161,669	13.55	104
Age 35 - 44	161,590	13.54	102
Age 45 - 54	181,499	15.21	104
Age 55 - 64	136,058	11.4	98
Age 65 - 74	82,914	6.95	96
Age 75 - 84	57,084	4.78	97

Age 85 and over	27,720	2.32	96
2012 Est. Median Age, Female	38.1		
2012 Est. Average Age, Female	38.6		
2012 Est. Population Age 15+ by Marital Status	**1,857,616**		
Total, Never Married	565,388	30.44	96
Married, Spouse present	894,562	48.16	103
Married, Spouse absent	71,079	3.83	80
Widowed	113,297	6.1	99
Divorced	213,290	11.48	108
Males, Never Married	300,800	16.19	95
Females, Never Married	264,588	14.24	98
2012 Est. Pop. Age 25+ by Educational Attainment	**1,549,470**		
Less than 9th grade	60,117	3.88	62
Some High School, no diploma	142,965	9.23	107
High School Graduate (or GED)	512,770	33.09	115
Some College, no degree	306,849	19.8	94
Associate Degree	107,453	6.93	93
Bachelor's Degree	265,282	17.12	97
Master's Degree	113,928	7.35	103
Professional School Degree	25,460	1.64	85
Doctorate Degree	14,646	0.95	82
Households			
2017 Projection	923,828		
2012 Estimate	909,196		
2000 Census	847,733		
1990 Census	748,247		
Growth 2012-2017	1.61%		
Growth 2000-2012	7.25%		
Growth 1990-2000	13.30%		
2012 Est. Households by Household Type	**909,196**		
Family Households	628,290	69.1	101
Nonfamily Households	280,906	30.9	98
2012 Households by Ethnicity, Hispanic/Latino	**20,883**	**2.3**	**18**
2012 Est. Households by Household Income	**909,196**		
Income Less than $15,000	109,473	12.04	93
Income $15,000 - $24,999	94,495	10.39	96
Income $25,000 - $34,999	100,359	11.04	99

Income $35,000 - $49,999	144,458	15.89	102
Income $50,000 - $74,999	186,321	20.49	105
Income $75,000 - $99,999	115,192	12.67	107
Income $100,000 - $124,999	68,491	7.53	103
Income $125,000 - $149,999	35,560	3.91	97
Income $150,000 - $199,999	25,759	2.83	88
Income $200,000 - $499,999	24,512	2.7	89
Income $500,000 and more	4,576	0.5	79
2012 Est. Average Household Income	$66,410		
2012 Est. Median Household Income	$50,780		
2012 Est. Per Capita Income	$26,117		
2012 Est. Household Type, Presence Own Children	**628,290**		
Male Householder, own children	19,863	3.16	93
Male Householder, no own children	18,955	3.02	86
Female Householder, own children	74,704	11.89	107
Female Householder, no own children	44,530	7.09	89
Married-Couple Family, own children	198,998	31.67	101
Married-Couple Family, no own children	271,240	43.17	101
2012 Est. Households by Household Size	**909,196**		
1-person household	240,094	26.41	102
2-person household	297,545	32.73	100
3-person household	159,162	17.51	102
4-person household	129,285	14.22	105
5-person household	56,536	6.22	98
6-person household	19,404	2.13	81
7 or more person household	7,170	0.79	52
2012 Est. Average Household Size	2.51		
Family Households			
2017 Projection	641,974		
2012 Estimate	628,290		
2000 Census	575,268		
1990 Census	531,179		
Growth 2012-2017	2.18%		
Growth 2000-2012	9.22%		
Growth 1990-2000	8.30%		
2012 Est. Pop 16+ by Occupation Classification	**1,174,848**		

Blue Collar	255,221	21.72	103
White Collar	720,775	61.35	101
Service and Farm	198,852	16.93	93
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	295,313		
15 - 29 Minutes	450,919		
30 - 44 Minutes	242,724		
45 - 59 Minutes	75,307		
60 or more Minutes	56,911		
2012 Est. Average Travel Time to Work in Minutes	26.45		
2012 Est. All Owner-Occupied Housing Values	**627,758**		
Value Less than $20,000	14,028	2.23	87
Value $20,000 - $39,999	14,808	2.36	65
Value $40,000 - $59,999	21,681	3.45	71
Value $60,000 - $79,999	39,564	6.3	106
Value $80,000 - $99,999	66,895	10.66	145
Value $100,000 - $149,999	194,625	31	153
Value $150,000 - $199,999	116,163	18.5	125
Value $200,000 - $299,999	99,084	15.78	87
Value $300,000 - $399,999	31,848	5.07	57
Value $400,000 - $499,999	13,295	2.12	44
Value $500,000 - $749,999	9,464	1.51	29
Value $750,000 - $999,999	3,516	0.56	30
Value $1,000,000 or more	2,787	0.44	27
2012 Est. Median All Owner-Occupied Housing Value	$140,309		

Prepared On: Thu, 21 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with

Market Profiles Reports: Demographic Overview

Designated Market Area: Dayton, OH			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	1,241,764		
2012 Estimate	1,251,014		
2000 Census	1,266,544		
1990 Census	1,252,266		
Growth 2012-2017	-0.74%		
Growth 2000-2012	-1.23%		
Growth 1990-2000	1.14%		
2012 Est. Population by Single Race Classification	**1,251,014**		
White Alone	1,050,452	83.97	117
Black or African American Alone	141,172	11.28	89
American Indian and Alaska Native Alone	2,894	0.23	24
Asian Alone	18,257	1.46	30
Native Hawaiian and Other Pacific Islander Alone	529	0.04	23
Some Other Race Alone	9,525	0.76	12
Two or More Races	28,185	2.25	75
2012 Est. Population Hispanic or Latino by Origin	**1,251,014**		
Not Hispanic or Latino	1,224,842	97.91	118
Hispanic or Latino:	26,172	2.09	12
Mexican	15,104	57.71	89
Puerto Rican	4,547	17.37	186
Cuban	1,025	3.92	109
All Other Hispanic or Latino	5,496	21	94
2012 Est. Population by Sex	**1,251,014**		
Male	609,064	48.69	99
Female	641,950	51.31	101
2012 Est. Population by Age	**1,251,014**		
Age 0 - 4	80,088	6.4	92
Age 5 - 9	80,165	6.41	95
Age 10 - 14	81,443	6.51	100
Age 15 - 17	53,517	4.28	100
Age 18 - 20	55,602	4.44	104
Age 21 - 24	66,177	5.29	98
Age 25 - 34	146,395	11.7	87
Age 35 - 44	158,931	12.7	94
Age 45 - 54	188,000	15.03	103

Age 55 - 64	156,030	12.47	110
Age 65 - 74	98,162	7.85	115
Age 75 - 84	61,953	4.95	116
Age 85 and over	24,551	1.96	109
Age 16 and over	991,158	79.23	101
Age 18 and over	955,801	76.4	101
Age 21 and over	900,199	71.96	101
Age 65 and over	184,666	14.76	115
2012 Est. Median Age	38.9		
2012 Est. Average Age	39		
2012 Est. Male Population by Age	**609,064**		
Age 0 - 4	40,946	6.72	93
Age 5 - 9	41,123	6.75	97
Age 10 - 14	41,642	6.84	101
Age 15 - 17	27,413	4.5	101
Age 18 - 20	27,830	4.57	103
Age 21 - 24	33,555	5.51	98
Age 25 - 34	72,664	11.93	86
Age 35 - 44	78,333	12.86	93
Age 45 - 54	92,265	15.15	104
Age 55 - 64	75,277	12.36	111
Age 65 - 74	45,270	7.43	117
Age 75 - 84	25,131	4.13	115
Age 85 and over	7,615	1.25	108
2012 Est. Median Age, Male	37.5		
2012 Est. Average Age, Male	37.7		
2012 Est. Female Population by Age	**641,950**		
Age 0 - 4	39,142	6.1	91
Age 5 - 9	39,042	6.08	94
Age 10 - 14	39,801	6.2	98
Age 15 - 17	26,104	4.07	99
Age 18 - 20	27,772	4.33	106
Age 21 - 24	32,622	5.08	97
Age 25 - 34	73,731	11.49	88
Age 35 - 44	80,598	12.56	94
Age 45 - 54	95,735	14.91	102
Age 55 - 64	80,753	12.58	108
Age 65 - 74	52,892	8.24	114
Age 75 - 84	36,822	5.74	117

Age 85 and over	16,936	2.64	109
2012 Est. Median Age, Female	40.3		
2012 Est. Average Age, Female	40.2		
2012 Est. Population Age 15+ by Marital Status	**1,009,318**		
Total, Never Married	281,754	27.92	88
Married, Spouse present	498,452	49.39	105
Married, Spouse absent	34,528	3.42	72
Widowed	70,040	6.94	113
Divorced	124,544	12.34	116
Males, Never Married	151,177	14.98	88
Females, Never Married	130,577	12.94	89
2012 Est. Pop. Age 25+ by Educational Attainment	**834,022**		
Less than 9th grade	25,654	3.08	49
Some High School, no diploma	75,859	9.1	105
High School Graduate (or GED)	294,293	35.29	123
Some College, no degree	192,619	23.1	110
Associate Degree	67,297	8.07	108
Bachelor's Degree	106,044	12.71	72
Master's Degree	54,433	6.53	91
Professional School Degree	10,828	1.3	67
Doctorate Degree	6,995	0.84	73
Households			
2017 Projection	502,298		
2012 Estimate	504,793		
2000 Census	498,722		
1990 Census	472,308		
Growth 2012-2017	-0.49%		
Growth 2000-2012	1.22%		
Growth 1990-2000	5.59%		
2012 Est. Households by Household Type	**504,793**		
Family Households	347,321	68.8	100
Nonfamily Households	157,472	31.2	99
2012 Households by Ethnicity, Hispanic/Latino	**9,174**	**1.82**	**15**
2012 Est. Households by Household Income	**504,793**		
Income Less than $15,000	64,604	12.8	99
Income $15,000 - $24,999	59,568	11.8	109
Income $25,000 - $34,999	62,842	12.45	112

Income $35,000 - $49,999	87,936	17.42	112
Income $50,000 - $74,999	106,212	21.04	108
Income $75,000 - $99,999	59,057	11.7	98
Income $100,000 - $124,999	30,935	6.13	84
Income $125,000 - $149,999	14,623	2.9	72
Income $150,000 - $199,999	9,741	1.93	60
Income $200,000 - $499,999	8,100	1.6	53
Income $500,000 and more	1,175	0.23	37
2012 Est. Average Household Income	$58,038		
2012 Est. Median Household Income	$46,153		
2012 Est. Per Capita Income	$23,685		
2012 Est. Household Type, Presence Own Children	**347,321**		
Male Householder, own children	13,919	4.01	117
Male Householder, no own children	9,095	2.62	74
Female Householder, own children	40,735	11.73	106
Female Householder, no own children	25,837	7.44	94
Married-Couple Family, own children	95,720	27.56	88
Married-Couple Family, no own children	162,015	46.65	109
2012 Est. Households by Household Size	**504,793**		
1-person household	138,619	27.46	106
2-person household	179,090	35.48	108
3-person household	82,469	16.34	95
4-person household	64,709	12.82	95
5-person household	27,410	5.43	86
6-person household	9,248	1.83	69
7 or more person household	3,248	0.64	43
2012 Est. Average Household Size	2.42		
Family Households			
2017 Projection	346,538		
2012 Estimate	347,321		
2000 Census	340,839		
1990 Census	340,908		
Growth 2012-2017	-0.23%		
Growth 2000-2012	1.90%		
Growth 1990-2000	-0.02%		
2012 Est. Pop 16+ by Occupation Classification	**619,509**		

Blue Collar	160,270	25.87	122
White Collar	349,300	56.38	93
Service and Farm	109,939	17.75	97
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	210,715		
15 - 29 Minutes	243,727		
30 - 44 Minutes	91,540		
45 - 59 Minutes	25,179		
60 or more Minutes	25,321		
2012 Est. Average Travel Time to Work in Minutes	23		
2012 Est. All Owner-Occupied Housing Values	**344,687**		
Value Less than $20,000	7,789	2.26	88
Value $20,000 - $39,999	9,978	2.89	80
Value $40,000 - $59,999	20,695	6	123
Value $60,000 - $79,999	40,833	11.85	200
Value $80,000 - $99,999	58,935	17.1	233
Value $100,000 - $149,999	104,714	30.38	150
Value $150,000 - $199,999	53,569	15.54	105
Value $200,000 - $299,999	32,308	9.37	51
Value $300,000 - $399,999	8,911	2.59	29
Value $400,000 - $499,999	3,387	0.98	21
Value $500,000 - $749,999	2,210	0.64	12
Value $750,000 - $999,999	655	0.19	10
Value $1,000,000 or more	703	0.2	12
2012 Est. Median All Owner-Occupied Housing Value	$116,289		

Prepared On: Thu, 21 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent wi

Market Profiles Reports: Demographic Overview

Designated Market Area: Indianapolis, IN			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	3,027,696		
2012 Estimate	2,926,809		
2000 Census	2,653,232		
1990 Census	2,378,108		
Growth 2012-2017	3.45%		
Growth 2000-2012	10.31%		
Growth 1990-2000	11.57%		
2012 Est. Population by Single Race Classification	**2,926,809**		
White Alone	2,396,058	81.87	114
Black or African American Alone	316,546	10.82	85
American Indian and Alaska Native Alone	8,254	0.28	29
Asian Alone	59,632	2.04	41
Native Hawaiian and Other Pacific Islander Alone	1,193	0.04	23
Some Other Race Alone	81,707	2.79	43
Two or More Races	63,419	2.17	72
2012 Est. Population Hispanic or Latino by Origin	**2,926,809**		
Not Hispanic or Latino	2,763,675	94.43	114
Hispanic or Latino:	163,134	5.57	33
Mexican	122,556	75.13	116
Puerto Rican	9,116	5.59	60
Cuban	2,905	1.78	50
All Other Hispanic or Latino	28,557	17.51	78
2012 Est. Population by Sex	**2,926,809**		
Male	1,439,593	49.19	100
Female	1,487,216	50.81	100
2012 Est. Population by Age	**2,926,809**		
Age 0 - 4	204,726	6.99	101
Age 5 - 9	200,975	6.87	102
Age 10 - 14	194,805	6.66	102
Age 15 - 17	124,665	4.26	100
Age 18 - 20	129,379	4.42	104
Age 21 - 24	161,353	5.51	102
Age 25 - 34	397,686	13.59	101
Age 35 - 44	401,401	13.71	101
Age 45 - 54	425,015	14.52	100

Age 55 - 64	323,443	11.05	97
Age 65 - 74	193,958	6.63	98
Age 75 - 84	119,636	4.09	96
Age 85 and over	49,767	1.7	95
Age 16 and over	2,284,351	78.05	100
Age 18 and over	2,201,638	75.22	100
Age 21 and over	2,072,259	70.8	99
Age 65 and over	363,361	12.41	97
2012 Est. Median Age	36.2		
2012 Est. Average Age	37.1		
2012 Est. Male Population by Age	**1,439,593**		
Age 0 - 4	104,535	7.26	101
Age 5 - 9	102,729	7.14	102
Age 10 - 14	99,463	6.91	102
Age 15 - 17	63,983	4.44	100
Age 18 - 20	65,446	4.55	102
Age 21 - 24	81,601	5.67	100
Age 25 - 34	200,502	13.93	100
Age 35 - 44	202,504	14.07	102
Age 45 - 54	210,556	14.63	101
Age 55 - 64	156,171	10.85	98
Age 65 - 74	89,094	6.19	97
Age 75 - 84	48,387	3.36	94
Age 85 and over	14,622	1.02	87
2012 Est. Median Age, Male	35.1		
2012 Est. Average Age, Male	36		
2012 Est. Female Population by Age	**1,487,216**		
Age 0 - 4	100,191	6.74	101
Age 5 - 9	98,246	6.61	102
Age 10 - 14	95,342	6.41	102
Age 15 - 17	60,682	4.08	99
Age 18 - 20	63,933	4.3	105
Age 21 - 24	79,752	5.36	103
Age 25 - 34	197,184	13.26	102
Age 35 - 44	198,897	13.37	100
Age 45 - 54	214,459	14.42	99
Age 55 - 64	167,272	11.25	97
Age 65 - 74	104,864	7.05	98
Age 75 - 84	71,249	4.79	97

Age 85 and over	35,145	2.36	98
2012 Est. Median Age, Female	37.4		
2012 Est. Average Age, Female	38.3		
2012 Est. Population Age 15+ by Marital Status	**2,326,303**		
Total, Never Married	686,621	29.52	93
Married, Spouse present	1,137,640	48.9	104
Married, Spouse absent	81,564	3.51	73
Widowed	139,701	6.01	98
Divorced	280,777	12.07	114
Males, Never Married	366,434	15.75	92
Females, Never Married	320,187	13.76	95
2012 Est. Pop. Age 25+ by Educational Attainment	**1,910,906**		
Less than 9th grade	75,494	3.95	63
Some High School, no diploma	176,093	9.22	107
High School Graduate (or GED)	640,122	33.5	117
Some College, no degree	387,488	20.28	96
Associate Degree	130,991	6.85	91
Bachelor's Degree	322,499	16.88	96
Master's Degree	125,913	6.59	92
Professional School Degree	32,016	1.68	87
Doctorate Degree	20,290	1.06	92
Households			
2017 Projection	1,181,951		
2012 Estimate	1,142,689		
2000 Census	1,038,446		
1990 Census	904,450		
Growth 2012-2017	3.44%		
Growth 2000-2012	10.04%		
Growth 1990-2000	14.82%		
2012 Est. Households by Household Type	**1,142,689**		
Family Households	779,524	68.22	99
Nonfamily Households	363,165	31.78	101
2012 Households by Ethnicity, Hispanic/Latino	**48,386**	**4.23**	**34**
2012 Est. Households by Household Income	**1,142,689**		
Income Less than $15,000	138,931	12.16	94
Income $15,000 - $24,999	134,540	11.77	109
Income $25,000 - $34,999	139,177	12.18	109

Income $35,000 - $49,999	189,354	16.57	107
Income $50,000 - $74,999	235,723	20.63	106
Income $75,000 - $99,999	136,520	11.95	101
Income $100,000 - $124,999	75,876	6.64	91
Income $125,000 - $149,999	37,833	3.31	82
Income $150,000 - $199,999	26,486	2.32	72
Income $200,000 - $499,999	24,135	2.11	70
Income $500,000 and more	4,114	0.36	57
2012 Est. Average Household Income	$61,556		
2012 Est. Median Household Income	$47,571		
2012 Est. Per Capita Income	$24,349		
2012 Est. Household Type, Presence Own Children	**779,524**		
Male Householder, own children	28,833	3.7	108
Male Householder, no own children	21,827	2.8	80
Female Householder, own children	89,844	11.53	104
Female Householder, no own children	54,849	7.04	89
Married-Couple Family, own children	240,960	30.91	99
Married-Couple Family, no own children	343,211	44.03	103
2012 Est. Households by Household Size	**1,142,689**		
1-person household	300,101	26.26	101
2-person household	390,798	34.2	104
3-person household	197,070	17.25	101
4-person household	155,268	13.59	100
5-person household	67,252	5.89	93
6-person household	23,143	2.03	77
7 or more person household	9,057	0.79	53
2012 Est. Average Household Size	2.49		
Family Households			
2017 Projection	810,036		
2012 Estimate	779,524		
2000 Census	698,562		
1990 Census	636,445		
Growth 2012-2017	3.91%		
Growth 2000-2012	11.59%		
Growth 1990-2000	9.76%		
2012 Est. Pop 16+ by Occupation Classification	**1,487,946**		

Blue Collar	344,621	23.16	110
White Collar	887,943	59.68	98
Service and Farm	255,382	17.16	94
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	430,696		
15 - 29 Minutes	540,061		
30 - 44 Minutes	278,252		
45 - 59 Minutes	90,805		
60 or more Minutes	74,530		
2012 Est. Average Travel Time to Work in Minutes	25.57		
2012 Est. All Owner-Occupied Housing Values	**780,740**		
Value Less than $20,000	24,147	3.09	120
Value $20,000 - $39,999	28,353	3.63	100
Value $40,000 - $59,999	46,924	6.01	123
Value $60,000 - $79,999	74,227	9.51	160
Value $80,000 - $99,999	93,108	11.93	162
Value $100,000 - $149,999	230,174	29.48	146
Value $150,000 - $199,999	131,641	16.86	114
Value $200,000 - $299,999	93,397	11.96	66
Value $300,000 - $399,999	30,183	3.87	44
Value $400,000 - $499,999	12,943	1.66	35
Value $500,000 - $749,999	9,322	1.19	23
Value $750,000 - $999,999	3,457	0.44	24
Value $1,000,000 or more	2,864	0.37	22
2012 Est. Median All Owner-Occupied Housing Value	$126,852		

Prepared On: Thu, 21 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with

Market Profiles Reports: Demographic Overview

Designated Market Area: Milwaukee, WI			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	2,368,837		
2012 Estimate	2,323,724		
2000 Census	2,205,472		
1990 Census	2,058,583		
Growth 2012-2017	1.94%		
Growth 2000-2012	5.36%		
Growth 1990-2000	7.14%		
2012 Est. Population by Single Race Classification	**2,323,724**		
White Alone	1,800,848	77.5	108
Black or African American Alone	304,798	13.12	104
American Indian and Alaska Native Alone	11,622	0.5	52
Asian Alone	61,047	2.63	53
Native Hawaiian and Other Pacific Islander Alone	845	0.04	20
Some Other Race Alone	90,890	3.91	61
Two or More Races	53,674	2.31	77
2012 Est. Population Hispanic or Latino by Origin	**2,323,724**		
Not Hispanic or Latino	2,094,427	90.13	109
Hispanic or Latino:	229,297	9.87	58
Mexican	167,029	72.84	112
Puerto Rican	37,604	16.4	176
Cuban	3,022	1.32	37
All Other Hispanic or Latino	21,642	9.44	42
2012 Est. Population by Sex	**2,323,724**		
Male	1,146,311	49.33	100
Female	1,177,413	50.67	100
2012 Est. Population by Age	**2,323,724**		
Age 0 - 4	157,524	6.78	98
Age 5 - 9	155,763	6.7	100
Age 10 - 14	154,035	6.63	101
Age 15 - 17	102,024	4.39	103
Age 18 - 20	95,485	4.11	96
Age 21 - 24	118,247	5.09	94
Age 25 - 34	309,123	13.3	99
Age 35 - 44	312,785	13.46	99
Age 45 - 54	360,346	15.51	106

Age 55 - 64	266,157	11.45	101
Age 65 - 74	147,445	6.35	93
Age 75 - 84	100,762	4.34	102
Age 85 and over	44,028	1.89	106
Age 16 and over	1,821,971	78.41	100
Age 18 and over	1,754,378	75.5	100
Age 21 and over	1,658,893	71.39	100
Age 65 and over	292,235	12.58	98
2012 Est. Median Age	37.2		
2012 Est. Average Age	37.7		
2012 Est. Male Population by Age	**1,146,311**		
Age 0 - 4	80,285	7	97
Age 5 - 9	79,339	6.92	99
Age 10 - 14	78,430	6.84	101
Age 15 - 17	51,811	4.52	102
Age 18 - 20	49,704	4.34	98
Age 21 - 24	59,990	5.23	93
Age 25 - 34	157,276	13.72	98
Age 35 - 44	156,466	13.65	99
Age 45 - 54	179,146	15.63	107
Age 55 - 64	130,957	11.42	103
Age 65 - 74	68,284	5.96	94
Age 75 - 84	41,396	3.61	101
Age 85 and over	13,227	1.15	99
2012 Est. Median Age, Male	36		
2012 Est. Average Age, Male	36.6		
2012 Est. Female Population by Age	**1,177,413**		
Age 0 - 4	77,239	6.56	98
Age 5 - 9	76,424	6.49	100
Age 10 - 14	75,605	6.42	102
Age 15 - 17	50,213	4.26	104
Age 18 - 20	45,781	3.89	95
Age 21 - 24	58,257	4.95	95
Age 25 - 34	151,847	12.9	99
Age 35 - 44	156,319	13.28	100
Age 45 - 54	181,200	15.39	105
Age 55 - 64	135,200	11.48	99
Age 65 - 74	79,161	6.72	93
Age 75 - 84	59,366	5.04	102

Age 85 and over	30,801	2.62	109
2012 Est. Median Age, Female	38.4		
2012 Est. Average Age, Female	38.8		
2012 Est. Population Age 15+ by Marital Status	**1,856,402**		
Total, Never Married	625,681	33.7	107
Married, Spouse present	879,487	47.38	101
Married, Spouse absent	53,945	2.91	61
Widowed	109,464	5.9	96
Divorced	187,825	10.12	96
Males, Never Married	334,425	18.01	106
Females, Never Married	291,256	15.69	108
2012 Est. Pop. Age 25+ by Educational Attainment	**1,540,646**		
Less than 9th grade	57,221	3.71	59
Some High School, no diploma	116,140	7.54	87
High School Graduate (or GED)	483,944	31.41	109
Some College, no degree	331,462	21.51	102
Associate Degree	120,617	7.83	104
Bachelor's Degree	287,292	18.65	106
Master's Degree	104,469	6.78	95
Professional School Degree	26,046	1.69	87
Doctorate Degree	13,455	0.87	76
Households			
2017 Projection	942,247		
2012 Estimate	920,768		
2000 Census	852,222		
1990 Census	765,571		
Growth 2012-2017	2.33%		
Growth 2000-2012	8.04%		
Growth 1990-2000	11.32%		
2012 Est. Households by Household Type	**920,768**		
Family Households	615,431	66.84	97
Nonfamily Households	305,337	33.16	106
2012 Households by Ethnicity, Hispanic/Latino	**64,770**	**7.03**	**56**
2012 Est. Households by Household Income	**920,768**		
Income Less than $15,000	98,795	10.73	83
Income $15,000 - $24,999	94,976	10.31	95
Income $25,000 - $34,999	101,111	10.98	99

Income $35,000 - $49,999	147,562	16.03	103
Income $50,000 - $74,999	200,044	21.73	111
Income $75,000 - $99,999	124,546	13.53	114
Income $100,000 - $124,999	70,681	7.68	105
Income $125,000 - $149,999	34,552	3.75	93
Income $150,000 - $199,999	23,454	2.55	79
Income $200,000 - $499,999	21,026	2.28	76
Income $500,000 and more	4,021	0.44	69
2012 Est. Average Household Income	$65,742		
2012 Est. Median Household Income	$52,242		
2012 Est. Per Capita Income	$26,454		
2012 Est. Household Type, Presence Own Children	**615,431**		
Male Householder, own children	21,143	3.44	101
Male Householder, no own children	19,432	3.16	90
Female Householder, own children	74,921	12.17	110
Female Householder, no own children	43,260	7.03	89
Married-Couple Family, own children	188,805	30.68	98
Married-Couple Family, no own children	267,870	43.53	102
2012 Est. Households by Household Size	**920,768**		
1-person household	261,024	28.35	109
2-person household	308,689	33.53	102
3-person household	148,642	16.14	94
4-person household	120,429	13.08	96
5-person household	52,740	5.73	90
6-person household	19,837	2.15	82
7 or more person household	9,407	1.02	68
2012 Est. Average Household Size	2.46		
Family Households			
2017 Projection	630,879		
2012 Estimate	615,431		
2000 Census	565,045		
1990 Census	535,360		
Growth 2012-2017	2.51%		
Growth 2000-2012	8.92%		
Growth 1990-2000	5.54%		
2012 Est. Pop 16+ by Occupation Classification	**1,191,627**		

Blue Collar	273,479	22.95	109
White Collar	716,960	60.17	99
Service and Farm	201,188	16.88	93
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	359,932		
15 - 29 Minutes	450,594		
30 - 44 Minutes	210,451		
45 - 59 Minutes	64,142		
60 or more Minutes	52,914		
2012 Est. Average Travel Time to Work in Minutes	24.67		
2012 Est. All Owner-Occupied Housing Values	**600,219**		
Value Less than $20,000	3,335	0.56	22
Value $20,000 - $39,999	7,874	1.31	36
Value $40,000 - $59,999	13,989	2.33	48
Value $60,000 - $79,999	20,355	3.39	57
Value $80,000 - $99,999	28,804	4.8	65
Value $100,000 - $149,999	139,537	23.25	115
Value $150,000 - $199,999	132,495	22.07	149
Value $200,000 - $299,999	161,743	26.95	148
Value $300,000 - $399,999	49,337	8.22	93
Value $400,000 - $499,999	19,098	3.18	67
Value $500,000 - $749,999	16,480	2.75	53
Value $750,000 - $999,999	4,136	0.69	37
Value $1,000,000 or more	3,036	0.51	31
2012 Est. Median All Owner-Occupied Housing Value	$182,535		

Prepared On: Mon, 4 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with

Market Profiles Reports: Demographic Overview

Designated Market Area: New York, NY			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	21,328,418		
2012 Estimate	20,974,998		
2000 Census	20,181,238		
1990 Census	18,567,049		
Growth 2012-2017	1.68%		
Growth 2000-2012	3.93%		
Growth 1990-2000	8.69%		
2012 Est. Population by Single Race Classification	**20,974,998**		
White Alone	12,673,905	60.42	84
Black or African American Alone	3,557,453	16.96	134
American Indian and Alaska Native Alone	100,845	0.48	50
Asian Alone	2,042,329	9.74	197
Native Hawaiian and Other Pacific Islander Alone	9,416	0.04	25
Some Other Race Alone	1,928,528	9.19	143
Two or More Races	662,522	3.16	105
2012 Est. Population Hispanic or Latino by Origin	**20,974,998**		
Not Hispanic or Latino	16,205,846	77.26	93
Hispanic or Latino:	4,769,152	22.74	134
Mexican	626,702	13.14	20
Puerto Rican	1,435,898	30.11	322
Cuban	161,631	3.39	95
All Other Hispanic or Latino	2,544,921	53.36	239
2012 Est. Population by Sex	**20,974,998**		
Male	10,191,242	48.59	98
Female	10,783,756	51.41	101
2012 Est. Population by Age	**20,974,998**		
Age 0 - 4	1,369,344	6.53	94
Age 5 - 9	1,357,144	6.47	96
Age 10 - 14	1,327,395	6.33	97
Age 15 - 17	867,601	4.14	97
Age 18 - 20	790,664	3.77	88
Age 21 - 24	1,060,952	5.06	93
Age 25 - 34	2,895,183	13.8	102
Age 35 - 44	3,023,739	14.42	106
Age 45 - 54	3,178,624	15.15	104

Age 55 - 64	2,380,682	11.35	100
Age 65 - 74	1,421,839	6.78	100
Age 75 - 84	907,872	4.33	101
Age 85 and over	393,959	1.88	105
Age 16 and over	16,631,508	79.29	101
Age 18 and over	16,053,514	76.54	101
Age 21 and over	15,262,850	72.77	102
Age 65 and over	2,723,670	12.99	101
2012 Est. Median Age	37.7		
2012 Est. Average Age	38.1		
2012 Est. Male Population by Age	**10,191,242**		
Age 0 - 4	700,047	6.87	95
Age 5 - 9	694,297	6.81	98
Age 10 - 14	678,783	6.66	98
Age 15 - 17	443,615	4.35	98
Age 18 - 20	404,420	3.97	89
Age 21 - 24	529,786	5.2	92
Age 25 - 34	1,454,919	14.28	102
Age 35 - 44	1,490,583	14.63	106
Age 45 - 54	1,554,379	15.25	105
Age 55 - 64	1,122,638	11.02	99
Age 65 - 74	633,024	6.21	98
Age 75 - 84	363,743	3.57	99
Age 85 and over	121,008	1.19	102
2012 Est. Median Age, Male	36.3		
2012 Est. Average Age, Male	36.8		
2012 Est. Female Population by Age	**10,783,756**		
Age 0 - 4	669,297	6.21	93
Age 5 - 9	662,847	6.15	95
Age 10 - 14	648,612	6.01	95
Age 15 - 17	423,986	3.93	96
Age 18 - 20	386,244	3.58	88
Age 21 - 24	531,166	4.93	94
Age 25 - 34	1,440,264	13.36	103
Age 35 - 44	1,533,156	14.22	107
Age 45 - 54	1,624,245	15.06	103
Age 55 - 64	1,258,044	11.67	100
Age 65 - 74	788,815	7.31	101
Age 75 - 84	544,129	5.05	103

Age 85 and over	272,951	2.53	105
2012 Est. Median Age, Female	39.1		
2012 Est. Average Age, Female	39.4		
2012 Est. Population Age 15+ by Marital Status	**16,921,115**		
Total, Never Married	6,136,140	36.26	115
Married, Spouse present	7,310,916	43.21	92
Married, Spouse absent	1,056,824	6.25	131
Widowed	1,072,742	6.34	103
Divorced	1,344,493	7.95	75
Males, Never Married	3,181,179	18.8	110
Females, Never Married	2,954,961	17.46	120
2012 Est. Pop. Age 25+ by Educational Attainment	**14,201,898**		
Less than 9th grade	1,072,655	7.55	120
Some High School, no diploma	1,112,622	7.83	91
High School Graduate (or GED)	3,800,385	26.76	93
Some College, no degree	2,216,902	15.61	74
Associate Degree	938,168	6.61	88
Bachelor's Degree	2,977,659	20.97	119
Master's Degree	1,467,702	10.33	144
Professional School Degree	426,378	3	155
Doctorate Degree	189,427	1.33	116
Households			
2017 Projection	7,873,434		
2012 Estimate	7,703,410		
2000 Census	7,349,339		
1990 Census	6,790,379		
Growth 2012-2017	2.21%		
Growth 2000-2012	4.82%		
Growth 1990-2000	8.23%		
2012 Est. Households by Household Type	**7,703,410**		
Family Households	5,209,179	67.62	99
Nonfamily Households	2,494,231	32.38	103
2012 Households by Ethnicity, Hispanic/Latino	**1,428,183**	**18.54**	**148**
2012 Est. Households by Household Income	**7,703,410**		
Income Less than $15,000	994,787	12.91	100
Income $15,000 - $24,999	645,900	8.38	78
Income $25,000 - $34,999	635,137	8.24	74

Income $35,000 - $49,999	935,937	12.15	78
Income $50,000 - $74,999	1,312,143	17.03	87
Income $75,000 - $99,999	974,723	12.65	106
Income $100,000 - $124,999	709,606	9.21	126
Income $125,000 - $149,999	468,565	6.08	152
Income $150,000 - $199,999	442,729	5.75	179
Income $200,000 - $499,999	463,077	6.01	199
Income $500,000 and more	120,806	1.57	247
2012 Est. Average Household Income	$86,984		
2012 Est. Median Household Income	$62,193		
2012 Est. Per Capita Income	$32,475		
2012 Est. Household Type, Presence Own Children	**5,209,179**		
Male Householder, own children	143,199	2.75	81
Male Householder, no own children	234,516	4.5	128
Female Householder, own children	589,422	11.32	102
Female Householder, no own children	559,540	10.74	135
Married-Couple Family, own children	1,700,512	32.64	104
Married-Couple Family, no own children	1,981,990	38.05	89
2012 Est. Households by Household Size	**7,703,410**		
1-person household	2,086,666	27.09	104
2-person household	2,226,219	28.9	88
3-person household	1,329,810	17.26	101
4-person household	1,095,919	14.23	105
5-person household	560,730	7.28	115
6-person household	248,023	3.22	122
7 or more person household	156,043	2.03	135
2012 Est. Average Household Size	2.66		
Family Households			
2017 Projection	5,322,884		
2012 Estimate	5,209,179		
2000 Census	4,965,515		
1990 Census	4,674,664		
Growth 2012-2017	2.18%		
Growth 2000-2012	4.91%		
Growth 1990-2000	6.22%		
2012 Est. Pop 16+ by Occupation Classification	**9,565,915**		

Blue Collar	1,566,563	16.38	77
White Collar	6,246,804	65.3	108
Service and Farm	1,752,548	18.32	101
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	1,726,490		
15 - 29 Minutes	2,500,323		
30 - 44 Minutes	2,049,630		
45 - 59 Minutes	1,029,119		
60 or more Minutes	1,772,721		
2012 Est. Average Travel Time to Work in Minutes	37.52		
2012 Est. All Owner-Occupied Housing Values	**4,201,963**		
Value Less than $20,000	15,395	0.37	14
Value $20,000 - $39,999	27,063	0.64	18
Value $40,000 - $59,999	26,642	0.63	13
Value $60,000 - $79,999	29,406	0.7	12
Value $80,000 - $99,999	32,316	0.77	10
Value $100,000 - $149,999	128,496	3.06	15
Value $150,000 - $199,999	232,332	5.53	37
Value $200,000 - $299,999	736,237	17.52	96
Value $300,000 - $399,999	925,422	22.02	248
Value $400,000 - $499,999	647,985	15.42	323
Value $500,000 - $749,999	798,534	19	367
Value $750,000 - $999,999	310,218	7.38	392
Value $1,000,000 or more	291,917	6.95	425
2012 Est. Median All Owner-Occupied Housing Value	$394,346		

Prepared On: Sat, 16 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with c

Market Profiles Reports: Demographic Overview

Designated Market Area: Omaha, NE			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	1,142,035		
2012 Estimate	1,096,775		
2000 Census	988,275		
1990 Census	903,844		
Growth 2012-2017	4.13%		
Growth 2000-2012	10.98%		
Growth 1990-2000	9.34%		
2012 Est. Population by Single Race Classification	**1,096,775**		
White Alone	918,639	83.76	117
Black or African American Alone	71,201	6.49	51
American Indian and Alaska Native Alone	6,724	0.61	64
Asian Alone	20,254	1.85	37
Native Hawaiian and Other Pacific Islander Alone	876	0.08	44
Some Other Race Alone	52,156	4.76	74
Two or More Races	26,925	2.45	82
2012 Est. Population Hispanic or Latino by Origin	**1,096,775**		
Not Hispanic or Latino	990,009	90.27	109
Hispanic or Latino:	106,766	9.73	57
Mexican	87,081	81.56	126
Puerto Rican	1,987	1.86	20
Cuban	870	0.81	23
All Other Hispanic or Latino	16,828	15.76	71
2012 Est. Population by Sex	**1,096,775**		
Male	543,438	49.55	100
Female	553,337	50.45	100
2012 Est. Population by Age	**1,096,775**		
Age 0 - 4	84,861	7.74	111
Age 5 - 9	78,318	7.14	106
Age 10 - 14	73,559	6.71	103
Age 15 - 17	47,799	4.36	102
Age 18 - 20	42,593	3.88	91
Age 21 - 24	55,660	5.07	94
Age 25 - 34	156,211	14.24	106
Age 35 - 44	141,076	12.86	95
Age 45 - 54	157,822	14.39	99

Age 55 - 64	121,174	11.05	97
Age 65 - 74	69,841	6.37	94
Age 75 - 84	46,305	4.22	99
Age 85 and over	21,556	1.97	110
Age 16 and over	844,060	76.96	98
Age 18 and over	812,238	74.06	98
Age 21 and over	769,645	70.17	98
Age 65 and over	137,702	12.56	98
2012 Est. Median Age	35.7		
2012 Est. Average Age	36.9		
2012 Est. Male Population by Age	**543,438**		
Age 0 - 4	43,550	8.01	111
Age 5 - 9	40,293	7.41	106
Age 10 - 14	37,516	6.9	102
Age 15 - 17	24,389	4.49	101
Age 18 - 20	22,384	4.12	93
Age 21 - 24	28,070	5.17	92
Age 25 - 34	79,682	14.66	105
Age 35 - 44	71,660	13.19	96
Age 45 - 54	78,300	14.41	99
Age 55 - 64	59,342	10.92	98
Age 65 - 74	32,683	6.01	95
Age 75 - 84	19,118	3.52	98
Age 85 and over	6,451	1.19	102
2012 Est. Median Age, Male	34.5		
2012 Est. Average Age, Male	35.8		
2012 Est. Female Population by Age	**553,337**		
Age 0 - 4	41,311	7.47	111
Age 5 - 9	38,025	6.87	106
Age 10 - 14	36,043	6.51	103
Age 15 - 17	23,410	4.23	103
Age 18 - 20	20,209	3.65	90
Age 21 - 24	27,590	4.99	96
Age 25 - 34	76,529	13.83	106
Age 35 - 44	69,416	12.54	94
Age 45 - 54	79,522	14.37	98
Age 55 - 64	61,832	11.17	96
Age 65 - 74	37,158	6.72	93
Age 75 - 84	27,187	4.91	100

Age 85 and over	15,105	2.73	113
2012 Est. Median Age, Female	37		
2012 Est. Average Age, Female	38.1		
2012 Est. Population Age 15+ by Marital Status	**860,037**		
Total, Never Married	257,470	29.94	95
Married, Spouse present	435,677	50.66	108
Married, Spouse absent	28,013	3.26	68
Widowed	49,666	5.77	94
Divorced	89,211	10.37	98
Males, Never Married	140,267	16.31	96
Females, Never Married	117,203	13.63	94
2012 Est. Pop. Age 25+ by Educational Attainment	**713,985**		
Less than 9th grade	29,626	4.15	66
Some High School, no diploma	44,109	6.18	72
High School Graduate (or GED)	206,059	28.86	100
Some College, no degree	174,472	24.44	116
Associate Degree	57,150	8	107
Bachelor's Degree	136,301	19.09	109
Master's Degree	46,556	6.52	91
Professional School Degree	13,025	1.82	94
Doctorate Degree	6,687	0.94	81
Households			
2017 Projection	448,294		
2012 Estimate	429,050		
2000 Census	382,029		
1990 Census	342,444		
Growth 2012-2017	4.49%		
Growth 2000-2012	12.31%		
Growth 1990-2000	11.56%		
2012 Est. Households by Household Type	**429,050**		
Family Households	292,633	68.2	99
Nonfamily Households	136,417	31.8	101
2012 Households by Ethnicity, Hispanic/Latino	**29,649**	**6.91**	**55**
2012 Est. Households by Household Income	**429,050**		
Income Less than $15,000	45,010	10.49	81
Income $15,000 - $24,999	45,807	10.68	99
Income $25,000 - $34,999	51,280	11.95	107

Income $35,000 - $49,999	71,999	16.78	108
Income $50,000 - $74,999	93,665	21.83	112
Income $75,000 - $99,999	54,576	12.72	107
Income $100,000 - $124,999	31,060	7.24	99
Income $125,000 - $149,999	15,098	3.52	88
Income $150,000 - $199,999	10,026	2.34	73
Income $200,000 - $499,999	8,835	2.06	68
Income $500,000 and more	1,694	0.39	62
2012 Est. Average Household Income	$63,651		
2012 Est. Median Household Income	$50,115		
2012 Est. Per Capita Income	$25,111		
2012 Est. Household Type, Presence Own Children	**292,633**		
Male Householder, own children	9,759	3.33	98
Male Householder, no own children	8,351	2.85	81
Female Householder, own children	32,289	11.03	100
Female Householder, no own children	16,566	5.66	71
Married-Couple Family, own children	96,968	33.14	106
Married-Couple Family, no own children	128,700	43.98	103
2012 Est. Households by Household Size	**429,050**		
1-person household	113,981	26.57	102
2-person household	147,593	34.4	105
3-person household	69,988	16.31	95
4-person household	57,451	13.39	99
5-person household	26,420	6.16	97
6-person household	9,468	2.21	84
7 or more person household	4,149	0.97	64
2012 Est. Average Household Size	2.5		
Family Households			
2017 Projection	307,029		
2012 Estimate	292,633		
2000 Census	257,445		
1990 Census	239,306		
Growth 2012-2017	4.92%		
Growth 2000-2012	13.67%		
Growth 1990-2000	7.58%		
2012 Est. Pop 16+ by Occupation Classification	**570,271**		

Blue Collar	124,720	21.87	103
White Collar	348,706	61.15	101
Service and Farm	96,845	16.98	93
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	209,871		
15 - 29 Minutes	230,060		
30 - 44 Minutes	74,512		
45 - 59 Minutes	18,084		
60 or more Minutes	16,555		
2012 Est. Average Travel Time to Work in Minutes	21.22		
2012 Est. All Owner-Occupied Housing Values	**293,825**		
Value Less than $20,000	7,699	2.62	102
Value $20,000 - $39,999	10,919	3.72	103
Value $40,000 - $59,999	18,748	6.38	131
Value $60,000 - $79,999	24,328	8.28	140
Value $80,000 - $99,999	31,929	10.87	148
Value $100,000 - $149,999	90,373	30.76	152
Value $150,000 - $199,999	51,304	17.46	118
Value $200,000 - $299,999	36,180	12.31	68
Value $300,000 - $399,999	12,634	4.3	48
Value $400,000 - $499,999	3,942	1.34	28
Value $500,000 - $749,999	3,811	1.3	25
Value $750,000 - $999,999	1,134	0.39	20
Value $1,000,000 or more	824	0.28	17
2012 Est. Median All Owner-Occupied Housing Value	$129,483		

Prepared On: Thu, 21 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent wit

Market Profiles Reports: Demographic Overview

Designated Market Area: Philadelphia, PA			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	8,223,383		
2012 Estimate	8,043,935		
2000 Census	7,532,764		
1990 Census	7,133,153		
Growth 2012-2017	2.23%		
Growth 2000-2012	6.79%		
Growth 1990-2000	5.60%		
2012 Est. Population by Single Race Classification	**8,043,935**		
White Alone	5,533,017	68.78	96
Black or African American Alone	1,510,026	18.77	148
American Indian and Alaska Native Alone	25,432	0.32	33
Asian Alone	401,697	4.99	101
Native Hawaiian and Other Pacific Islander Alone	3,164	0.04	22
Some Other Race Alone	363,673	4.52	70
Two or More Races	206,926	2.57	85
2012 Est. Population Hispanic or Latino by Origin	**8,043,935**		
Not Hispanic or Latino	7,200,795	89.52	108
Hispanic or Latino:	843,140	10.48	62
Mexican	152,835	18.13	28
Puerto Rican	438,554	52.01	557
Cuban	21,637	2.57	72
All Other Hispanic or Latino	230,114	27.29	122
2012 Est. Population by Sex	**8,043,935**		
Male	3,904,168	48.54	98
Female	4,139,767	51.46	102
2012 Est. Population by Age	**8,043,935**		
Age 0 - 4	519,674	6.46	93
Age 5 - 9	514,889	6.4	95
Age 10 - 14	516,118	6.42	98
Age 15 - 17	352,689	4.38	103
Age 18 - 20	336,374	4.18	98
Age 21 - 24	411,018	5.11	94
Age 25 - 34	1,045,806	13	97
Age 35 - 44	1,099,289	13.67	101
Age 45 - 54	1,234,685	15.35	105

Age 55 - 64	926,978	11.52	101
Age 65 - 74	550,024	6.84	101
Age 75 - 84	374,446	4.66	109
Age 85 and over	161,945	2.01	112
Age 16 and over	6,374,469	79.25	101
Age 18 and over	6,140,565	76.34	101
Age 21 and over	5,804,191	72.16	101
Age 65 and over	1,086,415	13.51	105
2012 Est. Median Age	38		
2012 Est. Average Age	38.4		
2012 Est. Male Population by Age	**3,904,168**		
Age 0 - 4	264,780	6.78	94
Age 5 - 9	262,572	6.73	96
Age 10 - 14	263,928	6.76	100
Age 15 - 17	180,566	4.62	104
Age 18 - 20	169,896	4.35	98
Age 21 - 24	207,179	5.31	94
Age 25 - 34	523,100	13.4	96
Age 35 - 44	539,515	13.82	100
Age 45 - 54	602,643	15.44	106
Age 55 - 64	441,162	11.3	102
Age 65 - 74	249,152	6.38	100
Age 75 - 84	150,709	3.86	108
Age 85 and over	48,966	1.25	108
2012 Est. Median Age, Male	36.5		
2012 Est. Average Age, Male	37		
2012 Est. Female Population by Age	**4,139,767**		
Age 0 - 4	254,894	6.16	92
Age 5 - 9	252,317	6.09	94
Age 10 - 14	252,190	6.09	97
Age 15 - 17	172,123	4.16	101
Age 18 - 20	166,478	4.02	99
Age 21 - 24	203,839	4.92	94
Age 25 - 34	522,706	12.63	97
Age 35 - 44	559,774	13.52	101
Age 45 - 54	632,042	15.27	105
Age 55 - 64	485,816	11.74	101
Age 65 - 74	300,872	7.27	101
Age 75 - 84	223,737	5.4	110

Age 85 and over	112,979	2.73	113
2012 Est. Median Age, Female	39.4		
2012 Est. Average Age, Female	39.6		
2012 Est. Population Age 15+ by Marital Status	**6,493,254**		
Total, Never Married	2,268,117	34.93	111
Married, Spouse present	2,901,251	44.68	95
Married, Spouse absent	298,041	4.59	96
Widowed	453,080	6.98	114
Divorced	572,765	8.82	83
Males, Never Married	1,176,846	18.12	106
Females, Never Married	1,091,271	16.81	116
2012 Est. Pop. Age 25+ by Educational Attainment	**5,393,173**		
Less than 9th grade	229,899	4.26	68
Some High School, no diploma	461,677	8.56	99
High School Graduate (or GED)	1,730,259	32.08	112
Some College, no degree	954,607	17.7	84
Associate Degree	360,299	6.68	89
Bachelor's Degree	1,006,182	18.66	106
Master's Degree	444,440	8.24	115
Professional School Degree	123,892	2.3	119
Doctorate Degree	81,918	1.52	132
Households			
2017 Projection	3,117,936		
2012 Estimate	3,042,675		
2000 Census	2,827,544		
1990 Census	2,623,501		
Growth 2012-2017	2.47%		
Growth 2000-2012	7.61%		
Growth 1990-2000	7.78%		
2012 Est. Households by Household Type	**3,042,675**		
Family Households	2,069,553	68.02	99
Nonfamily Households	973,122	31.98	102
2012 Households by Ethnicity, Hispanic/Latino	**248,252**	**8.16**	**65**
2012 Est. Households by Household Income	**3,042,675**		
Income Less than $15,000	352,400	11.58	89
Income $15,000 - $24,999	279,298	9.18	85
Income $25,000 - $34,999	292,477	9.61	86

Income $35,000 - $49,999	427,258	14.04	90
Income $50,000 - $74,999	583,417	19.17	98
Income $75,000 - $99,999	406,520	13.36	112
Income $100,000 - $124,999	275,032	9.04	124
Income $125,000 - $149,999	161,602	5.31	132
Income $150,000 - $199,999	126,392	4.15	129
Income $200,000 - $499,999	114,513	3.76	125
Income $500,000 and more	23,766	0.78	123
2012 Est. Average Household Income	$75,307		
2012 Est. Median Household Income	$57,281		
2012 Est. Per Capita Income	$29,211		
2012 Est. Household Type, Presence Own Children	**2,069,553**		
Male Householder, own children	68,475	3.31	97
Male Householder, no own children	74,318	3.59	102
Female Householder, own children	237,810	11.49	104
Female Householder, no own children	191,372	9.25	116
Married-Couple Family, own children	639,999	30.92	99
Married-Couple Family, no own children	857,579	41.44	97
2012 Est. Households by Household Size	**3,042,675**		
1-person household	813,185	26.73	103
2-person household	958,230	31.49	96
3-person household	529,177	17.39	101
4-person household	424,755	13.96	103
5-person household	200,746	6.6	104
6-person household	78,449	2.58	98
7 or more person household	38,133	1.25	83
2012 Est. Average Household Size	2.56		
Family Households			
2017 Projection	2,124,199		
2012 Estimate	2,069,553		
2000 Census	1,914,026		
1990 Census	1,840,306		
Growth 2012-2017	2.64%		
Growth 2000-2012	8.13%		
Growth 1990-2000	4.01%		
2012 Est. Pop 16+ by Occupation Classification	**3,860,713**		

Blue Collar	701,046	18.16	86
White Collar	2,493,484	64.59	107
Service and Farm	666,183	17.26	95
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	943,549		
15 - 29 Minutes	1,295,223		
30 - 44 Minutes	769,960		
45 - 59 Minutes	327,383		
60 or more Minutes	349,568		
2012 Est. Average Travel Time to Work in Minutes	29.69		
2012 Est. All Owner-Occupied Housing Values	**2,129,030**		
Value Less than $20,000	17,830	0.84	32
Value $20,000 - $39,999	35,814	1.68	46
Value $40,000 - $59,999	46,471	2.18	45
Value $60,000 - $79,999	65,369	3.07	52
Value $80,000 - $99,999	77,718	3.65	50
Value $100,000 - $149,999	290,499	13.64	67
Value $150,000 - $199,999	403,805	18.97	128
Value $200,000 - $299,999	598,143	28.09	154
Value $300,000 - $399,999	277,157	13.02	147
Value $400,000 - $499,999	132,721	6.23	131
Value $500,000 - $749,999	117,195	5.5	106
Value $750,000 - $999,999	36,435	1.71	91
Value $1,000,000 or more	29,873	1.4	86
2012 Est. Median All Owner-Occupied Housing Value	$221,234		

Prepared On: Sat, 16 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with

Market Profiles Reports: Demographic Overview

Designated Market Area: Providence et al, RI-MA			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	1,611,702		
2012 Estimate	1,603,133		
2000 Census	1,582,997		
1990 Census	1,509,789		
Growth 2012-2017	0.53%		
Growth 2000-2012	1.27%		
Growth 1990-2000	4.85%		
2012 Est. Population by Single Race Classification	**1,603,133**		
White Alone	1,334,392	83.24	116
Black or African American Alone	81,157	5.06	40
American Indian and Alaska Native Alone	8,337	0.52	54
Asian Alone	42,385	2.64	54
Native Hawaiian and Other Pacific Islander Alone	777	0.05	27
Some Other Race Alone	85,563	5.34	83
Two or More Races	50,522	3.15	105
2012 Est. Population Hispanic or Latino by Origin	**1,603,133**		
Not Hispanic or Latino	1,430,625	89.24	107
Hispanic or Latino:	172,508	10.76	63
Mexican	11,282	6.54	10
Puerto Rican	51,978	30.13	323
Cuban	3,101	1.8	50
All Other Hispanic or Latino	106,147	61.53	276
2012 Est. Population by Sex	**1,603,133**		
Male	777,767	48.52	98
Female	825,366	51.48	102
2012 Est. Population by Age	**1,603,133**		
Age 0 - 4	92,212	5.75	83
Age 5 - 9	93,545	5.84	87
Age 10 - 14	99,048	6.18	94
Age 15 - 17	67,098	4.19	98
Age 18 - 20	78,800	4.92	115
Age 21 - 24	84,401	5.26	97
Age 25 - 34	197,497	12.32	91
Age 35 - 44	222,475	13.88	102
Age 45 - 54	249,513	15.56	107

Age 55 - 64	191,067	11.92	105
Age 65 - 74	111,450	6.95	102
Age 75 - 84	77,704	4.85	114
Age 85 and over	38,323	2.39	133
Age 16 and over	1,295,542	80.81	103
Age 18 and over	1,251,230	78.05	103
Age 21 and over	1,172,430	73.13	103
Age 65 and over	227,477	14.19	110
2012 Est. Median Age	39		
2012 Est. Average Age	39.2		
2012 Est. Male Population by Age	**777,767**		
Age 0 - 4	47,083	6.05	84
Age 5 - 9	48,075	6.18	89
Age 10 - 14	50,801	6.53	96
Age 15 - 17	34,274	4.41	99
Age 18 - 20	39,756	5.11	115
Age 21 - 24	42,505	5.47	97
Age 25 - 34	100,030	12.86	92
Age 35 - 44	109,225	14.04	102
Age 45 - 54	121,623	15.64	107
Age 55 - 64	92,211	11.86	107
Age 65 - 74	50,818	6.53	103
Age 75 - 84	30,532	3.93	109
Age 85 and over	10,834	1.39	120
2012 Est. Median Age, Male	37.4		
2012 Est. Average Age, Male	37.7		
2012 Est. Female Population by Age	**825,366**		
Age 0 - 4	45,129	5.47	82
Age 5 - 9	45,470	5.51	85
Age 10 - 14	48,247	5.85	93
Age 15 - 17	32,824	3.98	97
Age 18 - 20	39,044	4.73	116
Age 21 - 24	41,896	5.08	97
Age 25 - 34	97,467	11.81	91
Age 35 - 44	113,250	13.72	103
Age 45 - 54	127,890	15.49	106
Age 55 - 64	98,856	11.98	103
Age 65 - 74	60,632	7.35	102
Age 75 - 84	47,172	5.72	116

Age 85 and over	27,489	3.33	138
2012 Est. Median Age, Female	40.5		
2012 Est. Average Age, Female	40.6		
2012 Est. Population Age 15+ by Marital Status	**1,318,328**		
Total, Never Married	441,335	33.48	106
Married, Spouse present	592,089	44.91	96
Married, Spouse absent	55,885	4.24	89
Widowed	91,980	6.98	114
Divorced	137,039	10.39	98
Males, Never Married	231,973	17.6	103
Females, Never Married	209,362	15.88	110
2012 Est. Pop. Age 25+ by Educational Attainment	**1,088,029**		
Less than 9th grade	86,456	7.95	126
Some High School, no diploma	99,881	9.18	106
High School Graduate (or GED)	316,437	29.08	101
Some College, no degree	190,134	17.48	83
Associate Degree	90,001	8.27	110
Bachelor's Degree	192,103	17.66	101
Master's Degree	81,700	7.51	105
Professional School Degree	19,571	1.8	93
Doctorate Degree	11,746	1.08	94
Households			
2017 Projection	635,265		
2012 Estimate	629,327		
2000 Census	613,835		
1990 Census	565,645		
Growth 2012-2017	0.94%		
Growth 2000-2012	2.52%		
Growth 1990-2000	8.52%		
2012 Est. Households by Household Type	**629,327**		
Family Households	417,164	66.29	97
Nonfamily Households	212,163	33.71	107
2012 Households by Ethnicity, Hispanic/Latino	**51,702**	**8.22**	**66**
2012 Est. Households by Household Income	**629,327**		
Income Less than $15,000	87,328	13.88	107
Income $15,000 - $24,999	67,275	10.69	99
Income $25,000 - $34,999	60,488	9.61	86

Income $35,000 - $49,999	86,957	13.82	89
Income $50,000 - $74,999	122,088	19.4	100
Income $75,000 - $99,999	83,055	13.2	111
Income $100,000 - $124,999	53,670	8.53	117
Income $125,000 - $149,999	27,599	4.39	109
Income $150,000 - $199,999	21,272	3.38	105
Income $200,000 - $499,999	16,237	2.58	85
Income $500,000 and more	3,358	0.53	84
2012 Est. Average Household Income	$67,635		
2012 Est. Median Household Income	$52,583		
2012 Est. Per Capita Income	$27,063		
2012 Est. Household Type, Presence Own Children	**417,164**		
Male Householder, own children	13,654	3.27	96
Male Householder, no own children	15,018	3.6	102
Female Householder, own children	50,364	12.07	109
Female Householder, no own children	33,541	8.04	101
Married-Couple Family, own children	122,929	29.47	94
Married-Couple Family, no own children	181,658	43.55	102
2012 Est. Households by Household Size	**629,327**		
1-person household	181,968	28.91	111
2-person household	198,720	31.58	96
3-person household	109,251	17.36	101
4-person household	86,665	13.77	102
5-person household	35,565	5.65	89
6-person household	12,209	1.94	74
7 or more person household	4,949	0.79	52
2012 Est. Average Household Size	2.45		
Family Households			
2017 Projection	421,857		
2012 Estimate	417,164		
2000 Census	406,008		
1990 Census	394,542		
Growth 2012-2017	1.12%		
Growth 2000-2012	2.75%		
Growth 1990-2000	2.91%		
2012 Est. Pop 16+ by Occupation Classification	**791,553**		

Blue Collar	157,449	19.89	94
White Collar	484,242	61.18	101
Service and Farm	149,862	18.93	104
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	227,348		
15 - 29 Minutes	289,773		
30 - 44 Minutes	133,184		
45 - 59 Minutes	53,790		
60 or more Minutes	54,995		
2012 Est. Average Travel Time to Work in Minutes	26.65		
2012 Est. All Owner-Occupied Housing Values	**401,373**		
Value Less than $20,000	726	0.18	7
Value $20,000 - $39,999	1,712	0.43	12
Value $40,000 - $59,999	1,766	0.44	9
Value $60,000 - $79,999	2,332	0.58	10
Value $80,000 - $99,999	2,813	0.7	10
Value $100,000 - $149,999	25,796	6.43	32
Value $150,000 - $199,999	82,318	20.51	138
Value $200,000 - $299,999	161,090	40.13	220
Value $300,000 - $399,999	62,270	15.51	175
Value $400,000 - $499,999	27,872	6.94	145
Value $500,000 - $749,999	22,330	5.56	108
Value $750,000 - $999,999	5,755	1.43	76
Value $1,000,000 or more	4,593	1.14	70
2012 Est. Median All Owner-Occupied Housing Value	$251,663		

Prepared On: Mon, 4 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent wit

Market Profiles Reports: Demographic Overview

Designated Market Area: St. Louis, MO			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	3,271,875		
2012 Estimate	3,207,395		
2000 Census	3,058,385		
1990 Census	2,920,128		
Growth 2012-2017	2.01%		
Growth 2000-2012	4.87%		
Growth 1990-2000	4.73%		
2012 Est. Population by Single Race Classification	**3,207,395**		
White Alone	2,507,895	78.19	109
Black or African American Alone	536,823	16.74	132
American Indian and Alaska Native Alone	8,077	0.25	26
Asian Alone	66,608	2.08	42
Native Hawaiian and Other Pacific Islander Alone	1,240	0.04	21
Some Other Race Alone	27,669	0.86	13
Two or More Races	59,083	1.84	61
2012 Est. Population Hispanic or Latino by Origin	**3,207,395**		
Not Hispanic or Latino	3,123,964	97.4	117
Hispanic or Latino:	83,431	2.6	15
Mexican	55,269	66.25	102
Puerto Rican	6,520	7.81	84
Cuban	1,855	2.22	62
All Other Hispanic or Latino	19,787	23.72	106
2012 Est. Population by Sex	**3,207,395**		
Male	1,565,135	48.8	99
Female	1,642,260	51.2	101
2012 Est. Population by Age	**3,207,395**		
Age 0 - 4	209,458	6.53	94
Age 5 - 9	206,226	6.43	96
Age 10 - 14	211,148	6.58	101
Age 15 - 17	139,576	4.35	102
Age 18 - 20	127,557	3.98	93
Age 21 - 24	161,754	5.04	93
Age 25 - 34	423,993	13.22	98
Age 35 - 44	422,628	13.18	97
Age 45 - 54	500,922	15.62	107

Age 55 - 64	374,109	11.66	103
Age 65 - 74	221,989	6.92	102
Age 75 - 84	146,130	4.56	107
Age 85 and over	61,905	1.93	108
Age 16 and over	2,533,721	79	101
Age 18 and over	2,440,987	76.1	101
Age 21 and over	2,313,430	72.13	101
Age 65 and over	430,024	13.41	104
2012 Est. Median Age	37.9		
2012 Est. Average Age	38.3		
2012 Est. Male Population by Age	**1,565,135**		
Age 0 - 4	106,760	6.82	95
Age 5 - 9	105,140	6.72	96
Age 10 - 14	107,937	6.9	102
Age 15 - 17	71,139	4.55	102
Age 18 - 20	66,244	4.23	95
Age 21 - 24	82,261	5.26	93
Age 25 - 34	212,520	13.58	97
Age 35 - 44	208,658	13.33	97
Age 45 - 54	246,099	15.72	108
Age 55 - 64	179,397	11.46	103
Age 65 - 74	101,651	6.49	102
Age 75 - 84	59,183	3.78	105
Age 85 and over	18,146	1.16	100
2012 Est. Median Age, Male	36.5		
2012 Est. Average Age, Male	37		
2012 Est. Female Population by Age	**1,642,260**		
Age 0 - 4	102,698	6.25	93
Age 5 - 9	101,086	6.16	95
Age 10 - 14	103,211	6.28	100
Age 15 - 17	68,437	4.17	102
Age 18 - 20	61,313	3.73	92
Age 21 - 24	79,493	4.84	93
Age 25 - 34	211,473	12.88	99
Age 35 - 44	213,970	13.03	98
Age 45 - 54	254,823	15.52	106
Age 55 - 64	194,712	11.86	102
Age 65 - 74	120,338	7.33	101
Age 75 - 84	86,947	5.29	108

Age 85 and over	43,759	2.66	111
2012 Est. Median Age, Female	39.4		
2012 Est. Average Age, Female	39.5		
2012 Est. Population Age 15+ by Marital Status	**2,580,563**		
Total, Never Married	786,491	30.48	97
Married, Spouse present	1,242,925	48.16	103
Married, Spouse absent	93,386	3.62	76
Widowed	168,891	6.54	106
Divorced	288,870	11.19	106
Males, Never Married	417,401	16.17	95
Females, Never Married	369,090	14.3	99
2012 Est. Pop. Age 25+ by Educational Attainment	**2,151,676**		
Less than 9th grade	89,659	4.17	66
Some High School, no diploma	173,348	8.06	93
High School Graduate (or GED)	626,901	29.14	101
Some College, no degree	502,005	23.33	111
Associate Degree	169,387	7.87	105
Bachelor's Degree	362,814	16.86	96
Master's Degree	166,514	7.74	108
Professional School Degree	38,875	1.81	93
Doctorate Degree	22,173	1.03	89
Households			
2017 Projection	1,306,373		
2012 Estimate	1,275,990		
2000 Census	1,185,539		
1990 Census	1,101,789		
Growth 2012-2017	2.38%		
Growth 2000-2012	7.63%		
Growth 1990-2000	7.60%		
2012 Est. Households by Household Type	**1,275,990**		
Family Households	873,848	68.48	100
Nonfamily Households	402,142	31.52	100
2012 Households by Ethnicity, Hispanic/Latino	**27,668**	**2.17**	**17**
2012 Est. Households by Household Income	**1,275,990**		
Income Less than $15,000	154,633	12.12	93
Income $15,000 - $24,999	137,322	10.76	100
Income $25,000 - $34,999	144,800	11.35	102

Income $35,000 - $49,999	206,589	16.19	104
Income $50,000 - $74,999	262,639	20.58	106
Income $75,000 - $99,999	159,637	12.51	105
Income $100,000 - $124,999	93,239	7.31	100
Income $125,000 - $149,999	47,097	3.69	92
Income $150,000 - $199,999	34,094	2.67	83
Income $200,000 - $499,999	30,133	2.36	78
Income $500,000 and more	5,807	0.46	72
2012 Est. Average Household Income	$64,525		
2012 Est. Median Household Income	$49,612		
2012 Est. Per Capita Income	$26,053		
2012 Est. Household Type, Presence Own Children	**873,848**		
Male Householder, own children	27,580	3.16	92
Male Householder, no own children	27,307	3.12	89
Female Householder, own children	106,413	12.18	110
Female Householder, no own children	70,653	8.09	102
Married-Couple Family, own children	261,734	29.95	96
Married-Couple Family, no own children	380,161	43.5	102
2012 Est. Households by Household Size	**1,275,990**		
1-person household	355,447	27.86	107
2-person household	424,195	33.24	101
3-person household	217,886	17.08	100
4-person household	172,124	13.49	100
5-person household	72,409	5.67	89
6-person household	24,900	1.95	74
7 or more person household	9,029	0.71	47
2012 Est. Average Household Size	2.45		
Family Households			
2017 Projection	897,088		
2012 Estimate	873,848		
2000 Census	804,053		
1990 Census	775,940		
Growth 2012-2017	2.66%		
Growth 2000-2012	8.68%		
Growth 1990-2000	3.62%		
2012 Est. Pop 16+ by Occupation Classification	**1,580,137**		

Blue Collar	330,328	20.91	99
White Collar	972,380	61.54	102
Service and Farm	277,429	17.56	96
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	399,270		
15 - 29 Minutes	570,586		
30 - 44 Minutes	337,163		
45 - 59 Minutes	118,955		
60 or more Minutes	88,893		
2012 Est. Average Travel Time to Work in Minutes	27.24		
2012 Est. All Owner-Occupied Housing Values	**914,952**		
Value Less than $20,000	25,614	2.8	109
Value $20,000 - $39,999	37,175	4.06	112
Value $40,000 - $59,999	60,217	6.58	135
Value $60,000 - $79,999	81,702	8.93	151
Value $80,000 - $99,999	97,393	10.64	145
Value $100,000 - $149,999	233,931	25.57	126
Value $150,000 - $199,999	143,638	15.7	106
Value $200,000 - $299,999	139,282	15.22	83
Value $300,000 - $399,999	47,779	5.22	59
Value $400,000 - $499,999	18,599	2.03	43
Value $500,000 - $749,999	18,825	2.06	40
Value $750,000 - $999,999	6,519	0.71	38
Value $1,000,000 or more	4,278	0.47	29
2012 Est. Median All Owner-Occupied Housing Value	$133,210		

Prepared On: Thu, 21 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with

Market Profiles Reports: Demographic Overview

Designated Market Area: Washington et al, DC-MD			
Description	**Count**	**% Comp**	**Index**
Population			
2017 Projection	6,937,649		
2012 Estimate	6,535,593		
2000 Census	5,481,417		
1990 Census	4,729,542		
Growth 2012-2017	6.15%		
Growth 2000-2012	19.23%		
Growth 1990-2000	15.90%		
2012 Est. Population by Single Race Classification	**6,535,593**		
White Alone	3,785,957	57.93	81
Black or African American Alone	1,538,416	23.54	186
American Indian and Alaska Native Alone	26,064	0.4	42
Asian Alone	564,255	8.63	175
Native Hawaiian and Other Pacific Islander Alone	4,546	0.07	38
Some Other Race Alone	378,155	5.79	90
Two or More Races	238,200	3.64	121
2012 Est. Population Hispanic or Latino by Origin	**6,535,593**		
Not Hispanic or Latino	5,661,554	86.63	104
Hispanic or Latino:	874,039	13.37	79
Mexican	139,924	16.01	25
Puerto Rican	64,636	7.4	79
Cuban	16,554	1.89	53
All Other Hispanic or Latino	652,925	74.7	335
2012 Est. Population by Sex	**6,535,593**		
Male	3,208,082	49.09	100
Female	3,327,511	50.91	100
2012 Est. Population by Age	**6,535,593**		
Age 0 - 4	462,327	7.07	102
Age 5 - 9	445,597	6.82	101
Age 10 - 14	427,177	6.54	100
Age 15 - 17	280,364	4.29	100
Age 18 - 20	249,284	3.81	90
Age 21 - 24	330,744	5.06	93
Age 25 - 34	905,376	13.85	103
Age 35 - 44	995,686	15.23	112
Age 45 - 54	1,011,813	15.48	106

Age 55 - 64	738,413	11.3	99
Age 65 - 74	394,936	6.04	89
Age 75 - 84	211,401	3.23	76
Age 85 and over	82,475	1.26	70
Age 16 and over	5,105,557	78.12	100
Age 18 and over	4,920,128	75.28	100
Age 21 and over	4,670,844	71.47	100
Age 65 and over	688,812	10.54	82
2012 Est. Median Age	36.7		
2012 Est. Average Age	36.8		
2012 Est. Male Population by Age	**3,208,082**		
Age 0 - 4	236,533	7.37	102
Age 5 - 9	227,325	7.09	102
Age 10 - 14	218,026	6.8	100
Age 15 - 17	143,015	4.46	100
Age 18 - 20	126,938	3.96	89
Age 21 - 24	166,139	5.18	92
Age 25 - 34	456,524	14.23	102
Age 35 - 44	490,332	15.28	111
Age 45 - 54	492,770	15.36	106
Age 55 - 64	352,202	10.98	99
Age 65 - 74	185,019	5.77	91
Age 75 - 84	87,972	2.74	76
Age 85 and over	25,287	0.79	68
2012 Est. Median Age, Male	35.6		
2012 Est. Average Age, Male	35.8		
2012 Est. Female Population by Age	**3,327,511**		
Age 0 - 4	225,794	6.79	101
Age 5 - 9	218,272	6.56	101
Age 10 - 14	209,151	6.29	100
Age 15 - 17	137,349	4.13	101
Age 18 - 20	122,346	3.68	90
Age 21 - 24	164,605	4.95	95
Age 25 - 34	448,852	13.49	104
Age 35 - 44	505,354	15.19	114
Age 45 - 54	519,043	15.6	107
Age 55 - 64	386,211	11.61	100
Age 65 - 74	209,917	6.31	87
Age 75 - 84	123,429	3.71	75

Age 85 and over	57,188	1.72	71
2012 Est. Median Age, Female	37.7		
2012 Est. Average Age, Female	37.7		
2012 Est. Population Age 15+ by Marital Status	**5,200,492**		
Total, Never Married	1,781,505	34.26	109
Married, Spouse present	2,421,368	46.56	99
Married, Spouse absent	275,216	5.29	111
Widowed	251,915	4.84	79
Divorced	470,488	9.05	85
Males, Never Married	924,670	17.78	104
Females, Never Married	856,835	16.48	114
2012 Est. Pop. Age 25+ by Educational Attainment	**4,340,100**		
Less than 9th grade	205,690	4.74	75
Some High School, no diploma	268,034	6.18	72
High School Graduate (or GED)	963,686	22.2	77
Some College, no degree	777,167	17.91	85
Associate Degree	242,447	5.59	75
Bachelor's Degree	1,002,879	23.11	132
Master's Degree	599,550	13.81	193
Professional School Degree	167,993	3.87	200
Doctorate Degree	112,654	2.6	225
Households			
2017 Projection	2,596,047		
2012 Estimate	2,441,162		
2000 Census	2,063,426		
1990 Census	1,754,910		
Growth 2012-2017	6.34%		
Growth 2000-2012	18.31%		
Growth 1990-2000	17.58%		
2012 Est. Households by Household Type	**2,441,162**		
Family Households	1,636,676	67.04	98
Nonfamily Households	804,486	32.96	105
2012 Households by Ethnicity, Hispanic/Latino	**233,417**	**9.56**	**77**
2012 Est. Households by Household Income	**2,441,162**		
Income Less than $15,000	170,763	7	54
Income $15,000 - $24,999	134,971	5.53	51
Income $25,000 - $34,999	167,351	6.86	62

Income $35,000 - $49,999	287,384	11.77	76
Income $50,000 - $74,999	451,695	18.5	95
Income $75,000 - $99,999	372,070	15.24	128
Income $100,000 - $124,999	278,233	11.4	156
Income $125,000 - $149,999	184,519	7.56	188
Income $150,000 - $199,999	195,180	8	249
Income $200,000 - $499,999	165,781	6.79	225
Income $500,000 and more	33,215	1.36	215
2012 Est. Average Household Income	$98,297		
2012 Est. Median Household Income	$75,566		
2012 Est. Per Capita Income	$37,289		
2012 Est. Household Type, Presence Own Children	**1,636,676**		
Male Householder, own children	48,958	2.99	88
Male Householder, no own children	54,203	3.31	94
Female Householder, own children	163,665	10	90
Female Householder, no own children	133,809	8.18	103
Married-Couple Family, own children	567,549	34.68	111
Married-Couple Family, no own children	668,492	40.84	95
2012 Est. Households by Household Size	**2,441,162**		
1-person household	631,607	25.87	100
2-person household	756,087	30.97	94
3-person household	435,011	17.82	104
4-person household	342,008	14.01	103
5-person household	166,475	6.82	107
6-person household	68,836	2.82	107
7 or more person household	41,138	1.69	112
2012 Est. Average Household Size	2.62		
Family Households			
2017 Projection	1,742,681		
2012 Estimate	1,636,676		
2000 Census	1,370,472		
1990 Census	1,189,213		
Growth 2012-2017	6.48%		
Growth 2000-2012	19.42%		
Growth 1990-2000	15.24%		
2012 Est. Pop 16+ by Occupation Classification	**3,405,142**		

Blue Collar	485,728	14.26	67
White Collar	2,387,243	70.11	116
Service and Farm	532,171	15.63	86
2012 Est. Workers Age 16+ by Travel Time to Work			
Less than 15 Minutes	565,547		
15 - 29 Minutes	985,717		
30 - 44 Minutes	791,873		
45 - 59 Minutes	416,129		
60 or more Minutes	522,035		
2012 Est. Average Travel Time to Work in Minutes	36.1		
2012 Est. All Owner-Occupied Housing Values	**1,632,919**		
Value Less than $20,000	10,511	0.64	25
Value $20,000 - $39,999	14,004	0.86	24
Value $40,000 - $59,999	12,328	0.75	16
Value $60,000 - $79,999	13,845	0.85	14
Value $80,000 - $99,999	18,601	1.14	16
Value $100,000 - $149,999	85,856	5.26	26
Value $150,000 - $199,999	143,296	8.78	59
Value $200,000 - $299,999	398,939	24.43	134
Value $300,000 - $399,999	340,297	20.84	235
Value $400,000 - $499,999	198,487	12.16	255
Value $500,000 - $749,999	229,622	14.06	272
Value $750,000 - $999,999	93,919	5.75	305
Value $1,000,000 or more	73,214	4.48	274
2012 Est. Median All Owner-Occupied Housing Value	$334,993		

Prepared On: Mon, 4 Feb 2013

Nielsen Pop-Facts Demographics, 2012

*In contrast to Nielsen Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with

Focus Group Notes

Image sequence

What kinds of things come to mind? SEC Conference

Football / football-dominant

Bad basketball

Naturally being now Midwest - Mizzou – now being Midwest

Individual teams - Florida

"Southeast" is thrown out the window – doesn't really define conference, because regionally it doesn't have to be the Southeast.

Underrated as a basketball conference – like how many national championships they've won in the last ten years, I bet it's comparable to any of the other conferences.

"Top-heavy"

What kinds of things come to mind? Big 12 Conference

"Not 12 teams"

"It's spread out now"

"Blue collar"

Tournament – Kansas City – Centrally located, it's been hub of the big games for all sports

Think of KC more than Oklahoma City (could be due to the fact that we are in KC)

"Especially basketball tournaments

The Big 12 "travels well"

What kinds of things come to mind? Big East

"Basketball"

"New York" – the "state of New York" – with the amount of teams just in the state of New York, compared to Mizzou with five different teams in the same conference

"Do they exist still?"

"It's a huge conference too…with a really long conference tournament…they get double byes"

"Always have really good basketball teams coming out of their tournament…those teams going into the [NCAA] tournament are always really competitive."

"Great teams every year."

"There's going to be two Big Easts next year"

"ESPN still loves them"

"When was the last time somebody from Big East won the national championship?" "UConn…and they're not really good anymore."

Do you agree with? / Finish the following statements

"I root for a specific team"

"If you're a big college basketball probably you should root for a specific team, it makes it more fun."

"It has something to do with how you're raised – my dad went to Michigan and grew up Michigan fan, my allegiance to it is through my dad."

"Being in Houston, my folks weren't sports fans at all other than watching football, but North Carolina was always on TV so I started rooting for North Carolina, and then in '92 with the Final Four and this and that, Roy Williams and all that, and then I came to KC, I found out that there was a North Carolina connection and so I automatically made that transition (becoming a KU fan)…it also just so happened that the teams were going the other way at that point in time too so it made it easier."

"I watch a specific conference"

"I think you have more of an allegiance especially to the conference that your favorite team plays for, obviously."

"Visa versa – root against those in same conference too."

"I listened to the radio this morning (about Mizzou players) and now I only know a couple of the players from these teams that left the conference…I used to know the players because I used to root against them, and now I don't." ("Because don't care about them now" - response)

I think it's interesting that it seems like at least for me in college basketball I always tend to root for the teams in my conference regardless of it being KU, but in a professional level I always root against the teams that are in the division, regardless of what we're in contention with."

"I don't start rooting for teams that are in the conference until they're in the tournament…once conference play is over then I'll root for them."

"I'm opposite…I never cheer for conference teams personally. I just want my team to win so that we can lay claim."

"I watch more out of conference games, because I know I'm going to watch every KU game, so I'll see all those guys at some point, but for my tournament pool I'll watch other conferences."

"I watch whatever's on TV"

"I'm a big proponent of that…if it's any college game, if it's on I'll watch it. I love college hoops."

"I'll say whatever's relevant on TV, I'm more drawn to a top 25 game."

"I start caring about college basketball after last bowl is played."

"League names matter to me"

"Yes it aggravates me. All of them."

"They don't care, though, it doesn't seem like."

"I don't know why but the Big 10 just kind of rubs me (the wrong way)…they've just kind of grown and grown, and then the Big 12's losing teams…it doesn't matter, but it just bothers me."

"For the leagues themselves, they need to stay in their demographic. If I'm in LA, I don't care what Rutgers is doing."

"If you're going to have 16 teams, have 16 teams, call yourself the Pac-16. If you're going to stick with 10, like the Big 12 saying they're sticking with 10 teams, then call yourself Big 10, or whatever alias you need to call yourself."

"I think they should get rid of geographic names and number-associated names altogether."

"Like a Conference USA."

"But I think there's a lot of equity in these names and that's why they haven't moved away from them. I think this year it bothered me less than it did last year because it was so fresh. It seemed like everyone jumped on that bandwagon through all of college sports."

"Before you know it, there will be sponsors like 'The Pepsi Division.'"

"It's almost as if they don't want to lose their brand on those even though they can start fresh and completely rebrand, everything is still in such turmoil that if they rebranded now, they'd need to rebrand again every three years."

"And when's it gonna stop? When is the merry-go-round gonna end?"

"Are you worried about losing that brand, so that you don't become a Conference USA, or a Sun Valley Belt region, because all these names are such small schools, then it's like we gotta keep this title so people know that 'were still the big dogs' and we're still relevant."

"Conference realignment is good"

"Good for CEOs – not good for the fans"

"Good for ESPN"

"It was great for TCU…and any small schools that can get into a power conference that way."

"Conference realignment is bad"

"Like the Mizzou-KU rivalry…you lose that for the fans."

"Michigan and Ohio State lost their rivalry too."

"It goes back to regional location: if I'm over here, I don't really care that much about what's going on over there."

"Bad for all non-major sports" – "major sports as in football and basketball. Football plays only once a week, basketball twice a week, but some of these sorts are playing every other day. You have to travel all over the place, nobody's coming to watch swimming or anything."

College is the only time you play and their families can't follow them to all the traveling locations, when it's not regional.

"Talk about how many of those programs get cut, because for instance TCU can't go to play West Virginia for a golf team."

"And what it does for those students…do you have a tutor there? How hard it is when you can't go to class…"

Catholic 7

"That should be the actual name…" (jokes) "It won't be."

"I heard from ESPN they are keeping the Big East name."

"I don't understand what the goal is doing this is or was…does anybody know?"

"Basically to keep a regional basketball conference, and protect each other there. They have way more strength together than they do separately."

"Predominantly basketball-oriented conferences – throw football out of the picture, and these are basketball-only schools."

"It's a smart move for them."

The problem I have with it is the disparity between Georgetown, Marquette and Villanova, over, like, DePaul..."

"They've all had individual success at one point or another in basketball, whether it be 30 years ago or now, you could name each one of those schools and there was a decade or so where they were really good. And maybe in doing this, they can get some recognition back and get their big recruits back that way."

"Religion has a place in sports"

"Obviously it does – everything you hear is somebody 'thanking God…'"

"The only branch of religion I associate with sports is Catholic."

"You can alienate a lot of schools and athletes that want to play for those programs…but or scared away or could get made fun of…'I'm going to go play for the Catholic Seven…'"

"A league with a religious affiliation"

"Some people would be irritated by it…it seems like it had more of a place thirty years ago than it would today."

"I could see it being like 'This is who we are' and go with it."

"It could go either way with recruiting …this could attract a kid or they don't want to associate with it…it's a coin flip."

"If you call it Catholic 7, then it becomes a problem. But if you don't call it that, I don't think anymore cares, really, whether it has a religious affiliation or not."

"Whatever you name it, do you think they will still call it the Catholic 7 though?" (Jokes)… "I think if you call it the Catholic 7, there's a lot more exclusion."

"I never thought of Georgetown as Catholic…"

"I would feel if they called it the Catholic 7, I would instinctively feel that WCC did it 'classier'" ("since it's not as 'in-your-face'")

"Look at the high schools around the country…a lot of recruits are coming out of Catholic high schools."

"How many of those kids got 'sponsored' to go to those schools though? Rush brothers were recruited to go to Catholic high school to play."

"Some recruits may be tired of attending strictly Catholic schools."

Big East name

“They’ve already pretty much said they will have that name.”

“I think it’s the right decision…there’s definitely a lot of equity especially with basketball in the Big East…you’re not limiting yourself to only Catholic, and I think 10’s the number that everybody says that you need to have to be profitable. It’s almost better than 12 or 16.

“I see it how it once was and it will never be that again.”

“Why never again?”

“Because their best schools have been cherry-picked.”

“I think the brand is irreparable.”

“Personally I think the Big 12 is like that, it’s not what it ever was.”

“I think it’s improved, though, like from where everybody was worried it was gonna be. Everyone says ‘oh the Big 12 will go away,’ and it didn’t, and they’re still a good conference. It’s not the same, but it’s still good, and it’ll be around, and I think the Big East will be okay.”

“I think the Big East, they’ll be around, they’ll be relevant, they’ll probably recruit more schools into it, and it’ll build itself back up.”

How do you rebrand something that’s been around like the Big East that’s been around forever…you’re now moving schools out and in that are only basketball, or whatever the case may be, but it’s still the Big East…you’re still gonna wonder, I wonder if they all play football? You don’t know that they don’t unless you’re in New York, or Connecticut.”

“Are they doing this? Because for the Big East, put MSG on it somewhere if I were to re-brand this.”

“If they could brand themselves as a basketball-only school, they could bring in other basketball-only schools around the country, then you could have a really strong basketball conference there, and still have that strong name associated with strong basketball.”

“Who doesn’t want to play at Madison Square Garden? That’s what Jordan and LeBron James talk about when they played there. That has appeal to me.”

“I like college basketball more than college football…”

March Madness versus bowls…it’s just more fun I think.”

“The postseason (basketball).”

“A lot of people aren’t fans of the BCS system.”

“I don’t think they (BCS) could ever do what March Madness does.”

“Ask someone in the South this question, you’d get a different answer.”

“Since we’re in the Midwest, we’re more oriented for college basketball. Ask someone in the SEC this question, guaranteed you’d get the opposite answer.”

“I think the regular season of college football is a lot better than a regular season of college basketball.”

“I agree with you, but that’s just because of the limited number of games.” “It means more.”

Charley: What about the loss of football revenue?

“I think that in basketball-only they could certainly do well as that’s their biggest revenue-producing sport anyway.”

March Madness makes me…

Happy

Frustrated

Excited

“The first couple days it makes it hard to go to work”

“One of the most entertaining sports events”

“Best sporting event in the world”

“Only thing I take three days off of work for, and send my wife flower on Wednesday because I’ll make her mad.”

“The first four days are better than better than the actual ‘climax’ of the tournament.”

Anything else?

“It’s interesting…getting to be too much of it. I’m ready for all the dust to settle (conference realignment)…this started three years ago and I’m kinda over it.”

What about the business of basketball? Where do you watch in terms of TV networks, subscriptions? (Danyelle)

Watch more games on cable, don’t buy extra subscriptions

"I find myself going out to places to watch games since I don't have the subscriptions (ESPNU). Seek it out at restaurants, bars"

"A season package would be beneficial to purchase…for college basketball they do a lot better getting the product to the customer."

"As a business thought, college sports is getting the point that…growing up, college sports were pure and players loving to play…now it's just all about money at every level."

Request for Expertise
"Catholic 7" Conference Branding

Dear Mike,

We appreciate your time in helping us with branding issues for a new college basketball conference. I will briefly summarize our Capstone project and then I will ask for your feedback from a branding perspective.

Seven schools including Georgetown, Villanova, Seton Hall, DePaul, Marquette, St. John's, and Providence announced their split from the Big East conference in December, potentially to be effective this fall. Our project is devoted to discovering recommendations on how to effectively brand/market the new conference. Their goal is to include basketball-only schools, i.e. schools that lack major Division I football teams that typically dominate sports programs and TV conference revenue.

The new conference's seven schools have been dubbed the "Catholic 7" by media press ever since the Big East split announcement, as all seven schools are Catholic-affiliated. Some of the schools/teams that will possibly be invited to the conference are also Catholic, but not all of them. So we are examining whether their key messages and conference branding should involve any sort of "faith-based" qualities, or to leave that out entirely.

We've discovered recently from multiple sources that the Catholic 7 will likely inherit the Big East name. The Big East was founded as a basketball-only conference, and many experts say that the departing Catholic 7 will help bring the original Big East heritage back to life, which is why they deserve to keep the name. We are also developing our own theory as to whether it would be best to retain an old, existing brand or a fresh, new entity for the conference.

With all of these moving parts happening for the new conference, we'd like your input as a sports marketing expert. Any of your responses to the following questions can be left off the record of our final document at your request, so please let me know if this is the case.

1) As I summarized before, the conference has numerous branding issues, including press attention to its shared religious affiliation, the inheritance of a 34-year-old brand (the Big East), and being one of the only "basketball-only" leagues in the NCAA. In general, what top branding considerations comes to your mind in terms of these challenges? THE MOST IMPORTANT CONSIDERATION IS WHAT BRANDING SOLUTION WORKS BEST WITH THE KEY AUDIENCES FOR THIS EFFORT? SO, JOB ONE SHOULD BE IDENTIFYING THE AUDIENCES (NO EASY TASK WHEN YOU CONSIDER FANS AND ALUMS, STUDENTS, PROSPECTIVES STUDENTS, FACULTY, STAFF, STUDENT-ATHLETES, MEDIA, ET AL.) ONCE THE AUDIENCES ARE IDENTIFIED AND AGREED UPON BY THE KEY STAKEHOLDERS, THEN RESEARCH CAN BE CONDUCTED TO TEST VARIOUS BRANDING SCENARIOS.

IF YOU WANT MY PERSONAL, EXPERT BRANDING OPININION, THEN I WOULD OPINE THAT USE OF THE BIG EAST'S EQUITY AS A BASKETBALL LEAGUE, THAT HELPED ESPN BECOME INCREDIBLY RELEVANT AS A SPORTS NETWORK, HAS A LOT OF LEGS. I LIKE THE IDEA OF A THROWBACK-TYPE APPROACH TO USING THE BIG EAST, AND MANY OF ITS ORIGINAL MEMBERS, WITH A FOCUS ON BASKETBALL, AS THE SOLUTION. ESPN SEEMS TO FEEL THE SAME GIVEN THE RIGHTS FEES I'VE SEEN REPORTE.D

2) What drawbacks or opportunities do you see with keeping the 34-year-old Big East conference name? Do you agree with other experts that the new conference deserves to inherit the name to "revert back" to the Big East's history and roots as a basketball-only league? THE RISK OF USING AN EXISTING NAME, IN ANY BRANDING SOLUTION, IS THE POTENTIAL CONFUSION CAUSED BY THIS THROWBACK APPROACH. MY OPINION, THOUGH, IS THAT THERE IS GREATER EQUITY IN WHAT THE BIG EAST USED TO BE VERSUS WHAT IT HAS BEEN MOST RECENTLY.

3) If the conference officially inherits the name, do you think they should attempt to re-brand the Big East in light of their own values and mission? YES. I THINK THE CONFERENCE MEMBERS NEED TO EXAMINE THEIR MISSION, ENSURE THAT THEY ARE IN AGREEMENT, AND DETERMINE WHAT VALUES ARE IMPORTANT TO THE MEMBER INSTITUTIONS. I ALSO THINK THAT THE VISUAL IDENTITY NEEDS TO BE UPDATED TO SIGNAL "NEW" WHILE THE NAME SIGNALS "THE BASKETBALL CONFERENCE YOU KNOW AND LOVED."

4) In terms of religious affiliation, the initial seven schools are all Catholic-affiliated which is why they were prematurely dubbed "The Catholic 7." Do you think faith and religious affiliation should be a conference consideration, or left out of the equation entirely? AGAIN, IT'S VERY IMPORTANT TO UNDERSTAND WHAT THE KEY AUDIENCES THINK, PARTICULARLY ALUMS AND FANS GIVEN THAT THEY COMPRISE THE LARGEST AUDIENCE GROUP. PERSONALLY, I DON'T THAT MUCH IS GAINED BY PROMOTING THE CATHOLIC AFFILIATION, BUT THAT'S A SAMPLE SIZE OF ONE.

5) The new conference evolved from negotiations with the FOX sports network, as FOX wants to make the conference the flagship league for its new sports channel. In your experience, have you found that TV networks have dominant control over college sports marketing? UNFORTUNATELY, YES. IT'S MY HOPE THAT CONFERENCES AND COLLEGE ATHLETIC ORGANIZATIONS UNDERSTAND THE VALUE OF THE BRANDS THEY CONTROL, AND DON'T GET STARRY-EYED AT THE RIGHTS FEES PAID BY NETWORKS, THUS CEDING ALL BRAND CONTROL TO THOSE MEDIA OUTLETS.

6) What could the conference commissioner, coaches, and other stakeholders involved do to create a strong college sports conference brand beyond what TV networks and sponsorships convey? What other marketing channels should they consider beyond TV to help strengthen the conference brand? NO COLLEGIATE SPORTS ENTITY IS EQUAL TO WHAT PRO SPORTS DO WITH FAN ENGAGEMENT. SO, DOING NEW THINGS IN THE AREA OF FAN ENGAGMENT CAN BE A REAL DIFFERENTIATOR. OUR AGENCY HAS PROPOSED TO THE BCS (SOON TO BE COLLEGE FOOTBALL PLAYOFF) THE NEED FOR USING CONTROLLED MEDIA, AS AN EXAMPLE, AS A FAN ENGAGEMENT TOOL. IF YOU GO TO THE BCS WEBSITE, IT'S VERY MUCH A SPORTS INFORMATION WEBSITE WITH LITTLE TO NO FAN ENGAGEMENT, E.G., CHATS AND MESSAGE BOARDS, E-COMMERCE, ETC. IT ALSO PROBABLY GOES WITHOUT SAYING THAT COLLEGE ATHLETICS HAS ONLY SCRATCHED THE SURFACE OF ITS USE OF SOCIAL MEDIA.

7) The lack of football involvement will make this conference unique from the rest. What opportunities do you see for a conference that eliminates football entirely, especially during the current realignment environment? Do you think the elimination of football will strengthen or weaken the conference? BIG EAST BASKETBALL WAS LONG HELD UP AS THE STANDARD, AND THERE IS A LONG AND STORIED TRADITION OF BASKETBALL PLAYED IN MARKETS LIKE NEW YORK, NEW JERSEY, PHILLY AND D.C./MARYLAND. AGAIN, I THINK THERE IS EQUITY THERE TO UTILIZE AS A BENEFIT. NOT HAVING FOOTBALL AS A CONFERENCE SPORT WILL PROVIDE A CERTAIN LEVEL OF FREEDOM AND FOCUS, WHICH I BELIEVE WILL BE HEALTHY FOR THE NEW BIG EAST. IN ESSENCE, THE INVOLVED SCHOOLS ARE STATING THAT THEY ARE NOT INVOLVED WITH CONFERENCE REALIGNMENT, THUS CONTROLLING THEIR FUTURE AND THE DIALOGUE OF WHAT THEY DELIVER FANS WITH THEIR BASKETBALL-CENTRIC APPROACH.

8) Are there any other marketing or branding considerations you would recommend for us to examine for the conference? What should be our top marketing priority to evaluate, in your opinion? IDENTIFY THE CONSUMERS, I.E., THE TARGET AUDIENCES, AND TRY TO FIND OUT AS MUCH AS POSSIBLE ABOUT THOSE TARGETS. IF PRIMARY RESEARCH IS NOT AN OPTION, THEN UTILIZE SECONDARY SOURCES FOR YOUR ANALYSIS.

9) What would be your own marketing recommendations to the new "Big East?"

- **EMPHASIZE THE QUALITY OF YOUR BASKETBALL VERSUS OTHER CONFERENCES.**
- **EMPHASIZE THE BASKETBALL VISIBILITY THAT YOUR CONFERENCE PROVIDES TO STUDENT-ATHLETES, RECRUITS, ETC.**
- **ANALYZE WHAT MADE THE OLD BIG EAST GREAT, AND TRY TO REPLICATE AS MUCH AS POSSIBLE.**
- **UTILIZE THE HISTORIC VENUES, E.G., MADISON SQUARE GARDEN, THE PALESTRA, ETC.**
- **TARGET, TARGET, TARGET—KNOW YOUR TARGET AUDIENCES!**

Interview with Dr. Max Utsler, sports marketing and journalism professor at the University of Kansas – January 31, 2013

Besides teaching sports marketing and journalism at KU for nearly 30 years, Dr. Max Utsler is a published author, free-lances for MLB.com and works in production at CBS for the NFL and college basketball (University of Kansas, 2013). Dr. Utsler currently teaches classes in media, reporting and the business of sports. His educational background includes a B.A. from Knox College, along with an M.A. (journalism) and Ph.D. (education) from the University of Missouri.

1. Where would a newly formed league start the building process?

"You must put together a league that will deliver a TV audience."

The focus of the Catholic Seven should be creating a compelling league with teams in markets that will drive television viewership. In addition, Dr. Utsler emphasized seven schools will not work, especially for scheduling. 10 is his ideal number of schools, but 12 will work as well.

"A new conference should be strong enough from an RPI standpoint to increase the chances of getting teams into the [NCAA] tournament."

2. Will the lack of football revenue impact a men's basketball-driven league?

"Don't worry about it; it costs so much more to run a football team."

Dr. Utsler believes many drawbacks are associated with college football, which weighs down conferences and smaller schools. These include:

- high equipment, travel and scholarship costs
- negative perceptions regarding recruiting and player morals
- conference realignment as a result of football power conferences, not basketball

Dr. Utsler again reiterated the Catholic Seven should focus on securing teams to solidify a TV contract: "98 percent of the focus for the league is a function of delivering a TV contract and finding schools that are a good fit. Saint Louis University and Dayton are both good schools, but St. Louis has a bigger audience."

3. What does a conference need to do to market itself?

"TV networks do the marketing. The conference doesn't [need to do the marketing] as long as the TV money is there."

Conferences should consider the scheduling packages presented to a TV audience. The most marketable conferences provide the most enticing games during prime time, such as games on ESPN's Big Monday. Dr. Utsler discussed the variations of TV models, such as the Big Ten network as the first conference-owned network and the Longhorn Network, run by the University of Texas. Ultimately, a conference's marketing potential is based on television households within the conference, not actual viewership.

4. Other thoughts regarding college athletics finances and conference realignment?

"Clearly, the leagues based conference realignment on football and said, 'To hell with everything else.'"

Dr. Utsler is a proponent of football-only conferences, and then leagues for everything else that make sense geographically. The structures of conferences shaped by realignment simply don't work for the majority of sports. The travel schedule may work well for a football team each weekend, but create problems for women's volleyball on a Tuesday night.

The tradition of conferences is rooted in alliances of like-minded universities. School could say, "We participate with schools like us." However, the revenue associated with college athletics (especially football) eroded most conference traditions. In Dr. Utsler's eyes, the Catholic Seven offers an opportunity to get back to the roots of college athletics.

Trozzolo Interview

Lots of history - anytime you can capitalize off that history is a good thing.
Look back at what's going to be different now? Articulate a level of difference between old and new.
Come up with a theme line that is really embedded
Not a momentary message.
"Big East…something" a tagline that is non-removable – part of the logo
Come up with that – go through the process.

Theme – combination of new and old
How can you combine the power of the great rivalries? The small school triumphs? Al Maguire at Marquette, Seton Hall coming out of nowhere, etc. The story.
All the pride and confidence that comes out of the Big East

The new day version of that
Not your grandfather's Big East
"I wouldn't try and mess with Big East and even the look much"
These schools are into changing looks…they seem to have with uniforms and moving away from tradition
I'd be inclined to be a bit nostalgic about the Big East in terms of its look and feel
Messaging – needs to be new
This is where basketball really matters: these are the games you wanna see
Stir up passion
What's our brand idea? What do we burn into people's minds? Is there a cool emotional way to say "all basketball?"
This is our sport! These are the big kids on campus
It's year-round basketball at Marquette, not just March Madness
Can't get away from brand architecture.
Who do we wanna beat? We want the respect we deserve
We need a "villain" – competition
What can we say that KU can't say? Most schools can't say that they're only basketball
At Villanova – just one sport
Big East – the one sport
Something that would almost "piss off" the Big 12

On the Catholic side…that's a significant question and interesting differentiator
Wouldn't think that would be a requirement to join

You can play on faith-based or spirit without being too spiritual – something in brand messaging that if someone were looking for it would be easy to find, but not exclusive
"Where spirits mean more than the loudest cheer" Speak to those who are inclined to hear that message, but for those who aren't, you aren't preaching

Heading for that idea…what do you want the Big East to stand for?
There's been so much change in conferences. SEC, etc., you know what they're about.

Short, clear focused thing…the Big East means…where basketball means/matters most. The games that matter.
“Cool way of saying it” Bringing in the exclusive commitment to basketball
Coming out of there with key messaging that would talk about who you’re up against
Gotta narrow and subdivide your groups/audience
Ultimately it’s to a basketball fan – without a basketball fan, it loses business. The administration doesn’t care about this if they’re losing money, which comes from the fans. Need the Big East ticketholder to have an advanced emotional connection. A brand that enhances that emotional connection.They’re not in business without the ticketholder. Moving along with tactics that are based on a clear idea. That clear idea has to be a “difference” that the ticketholder values. If it’s not different then you’re failing.

Example: One of my clients is a racecar company. “Our drive is unmatched” “with 70 years of tradition, the best race drivers drive here”
“Some of America’s best basketball was played here.”
We perform at the highest levels
Folks like blah blah blah played here
Success in our DNA
This conference was formed for basketball-only in 1979
Historical DNA
Exclusivity of being basketball-only

That simple idea that articulates a difference that matters.
Who’s the most important person? Potential recruits? All of that…not a game if no one buys a ticket.

I really like the word “game”
“Ensuring a fair game” – we came up for the organization that tests for drugs in sports

When you think of places, the holy grails, MSG will bring tears to any fan…to be able to figure out the first time, can you imagine the first time he walked into MSG he was 11 years old?

Another thing is to write an anthem…what if you wrote a story “The Big East is back where it belongs” “Back to the schools where basketball really matters and comes first…”

If you were to talk to one person…what matters to them? Different and meaningful, what they value. They value the history and tradition…but there’s exclusivity to it. Where every game matters. Every dribble, shot, cheer, everything matters here. Pretty soon we’ve got the fan crying!
Tell the Madison Square Garden Square story where so and so played, in a way that matters, not just information.

Nostalgia is not comforting…it aches. You want people to feel that ache…the thrill, glamour, and joy again from the commitment to the Big East/teams…back in the hands of schools where basketball is everything. Where every play matters…to every fan, every dribble, free throw, everything.

Tagline as the new part of the message – come up with a cool tagline and you’re good to go.

Phone call with West Coast Conference Commissioner Jamie Zaninovich – February 21, 2013

Since 2008, Jamie Zaninovich has successfully served as commissioner of the West Coast Conference (WCC), which is viewed as a similar model to the Catholic Seven. Prior to his role as WCC commissioner, he was senior associate athletic director for external relations at Princeton University. Mr. Zaninovich's educational background includes a BA and MBA from Stanford University (West Coast Conference, 2013).

1. As league commissioner, what is your primary focus or goal?

"As league commissioners, our job is to fulfill the strategic plan of the conference...and to create positive experiences for student-athletes." Commissioners work for the ADs and the student-athletes.

Mr. Zaninovich went on to say this answer is three-fold:

a. The commissioner plays a role in the running of conference championships and ensuring meaningful experiences for the student-athletes.
b. A focus on branding and exposure for the league.
c. Playing a governance role to help schools manage themselves and represent to NCAA standards.

2. What kind of marketing is involved as a conference?

a. Do you consider the league focus on values when soliciting sponsors, or do sponsors come to you?
b. Does your league TV contract dictate more of the sponsors than the league directly?

Different sponsors look for different things. It's not that the WCC does anything differently; the schools just have common values. "Being homogeneous is a positive in that we are so similar to each other," said Zaninovich. "We're all private institutions focusing on holistic education of the student."

According to Zaninovich, the stability of the conference plays a role in the WCC's marketing strategy. Prior to the addition of BYU (and the forthcoming Pacific addition), the conference was the same schools for 30 years, something with which other conferences struggle.

3. The schools that comprise the WCC all have a religious affiliation, but there is no requirement we've seen for a religious affiliation. Does the WCC make an effort to not get branded as a religious league?

"It's about a value base," Zaninovich responded. "During expansion, adding BYU and Pacific wasn't about what faiths they support. Faith-based [schools in the WCC] is a by-product of the schools' focus on values."

The WCC was founded in 1952 by five Bay-area schools that wanted to play basketball and create a schedule together. At given times throughout the history of the conference, the WCC included public schools that had a similar on-campus experience to the private schools and a focus on the education of the whole person.

4. ***The WCC uses the words "values, character and academics" more than any other large league we've researched. How did the league arrive at being branded in such a way?*** Answered in parts of question 3.
5. ***What would you look for in a potential school before sending an invitation?*** Answered in parts of questions 2 and 3.
6. ***According to Equity in Athletics, men's basketball appears to be the primary financial driver for most of the schools. Does this present challenges?***

"No football creates challenges and opportunities. We don't sponsor football is a challenge, and we don't sponsor football is an opportunity." The focus of most other conferences is on football and how to grow leagues through it. As healthy as the state of college football is as a sport, the WCC lacks the distractions football creates.

During his tenure as commissioner, Zaninovich negotiated an eight-year extension of the WCC's contract with ESPN, leading to 25 percent growth in men's basketball appearances for the league (West Coast Conference, 2013). He also moved the WCC Basketball Championship to Las Vegas and secured a contract with the Orleans Arena, setting both revenue and attendance records along the way (West Coast Conference, 2013). Zaninovich concluded, "We're in a good place relative to men's basketball."

College Basketball

Tuesday, March 5, 2013

Getting to know you

- First Name
- Did you ever play team basketball (any age, not just college)?
- Do you have a favorite college basketball team?
- Share one or more: Favorite basketball memory or game.

What comes to mind?

We’ll view a series of photos and comments and discuss what the images and statements bring to mind.

Southeastern Conference

Big 12

BIG EAST CONFERENCE

Big East

I root for a specific team...

I watch a specific conference...

I just watch whatever game's on TV...

PAC ~~10~~ 16

B1G

League names matter to me...

Conference realignment is good...

Conference realignment is bad...

Catholic 7

The Catholic Seven

Catholic 7

Religion has a place in sports...

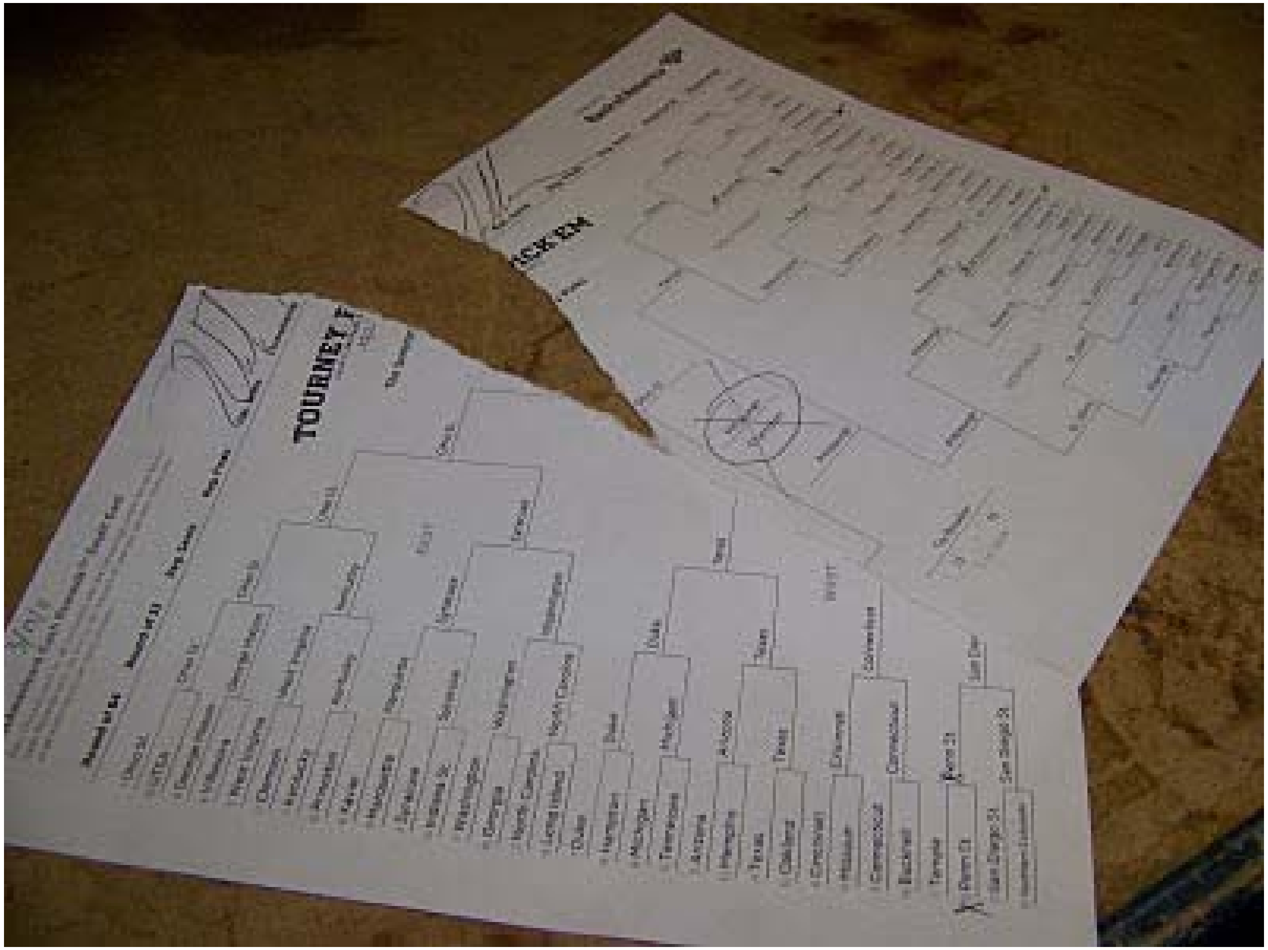
Catholic 7

A league with a religious affiliation would...

BIG
EAST™
CONFERENCE

I think the Big East name...

I like college basketball more than college football...



March Madness makes me...

Final thoughts regarding tonight?