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**THE COLLEGIATE ATHLETIC DEPARTMENT
SUCCESS INDEX**

A Thesis Presented in Fulfillment of the Requirement for
The Global Leadership Scholars Program
College of Business Administration

By

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I. Introduction

Modern Collegiate athletic departments vary from university to university, but the overall goal of the organization remains the same: To produce winning teams, and to experience success. But what is “success”? How is “success” defined in the world of collegiate athletics, and who is the most successful? In the past, athletic success indices have been developed, but they have always been based solely on championships and titles. While a winning record is very important, I believe that there are other factors that should be considered when determining an athletic department’s level of overall success. The goal of my research is to compare 12 different American universities, from 3 different conferences, to determine the factors that lead to a productive and efficient athletic department, and to define “success” in terms of collegiate athletics. Once “success” has been defined, the data collected will provide the basis for the creation of a collegiate athletic department success index. This index will take a variety of academic, financial, and athletic factors into account, and rank a university’s athletic department on a scale of success.

Universities of Study

The universities used in my research represent schools from different regions different structures, size, and reputation. After comparing these athletic departments I will be able to locate the trends from school to school and analyze how they affect the overall success of the organization. I expect the results from each athletic department to be as diverse as the schools they support.

Southeastern Conference

University of Tennessee

The University of Tennessee, or UT, is a public land-grant university located in Knoxville, Tennessee. Founded in 1794 as Tennessee's flagship University, UT has 27,107 currently enrolled students and sponsors 20 varsity scholarship teams. UT is a historic football powerhouse with 6 football national championships, 3 of which were with famous head coach General Robert Neyland. The Volunteers' stadium, Neyland stadium, has a capacity of 102,455, making it the third largest non-racing stadium in the United States, and the sixth largest stadium in the world. UT is also known for its women's basketball program lead by head coach and former Lady Vols basketball star Pat Summit. The Lady Vols basketball program has won 15 SEC conference championship, and 8 women's basketball national championships, more than any other university. Both the men's and women's teams play in Thompson Bowling arena. Thompson Bowling holds 21,000 spectators, making it one of the largest college basketball stadiums in the country as well.

Vanderbilt University

Vanderbilt University was founded in 1873 as a private university located in Nashville, Tennessee. Vanderbilt is the only private university in the South Eastern Conference, as well as the smallest with 12,714 students. Known for its academics, Vanderbilt is consistently ranked as one of the best schools in the United States. Vandy's undergraduate program was recently ranked 17th in the country by the *U.S. News and World Report*, and its medicine, education, law, and nursing schools are all ranked in the

top 20. Vanderbilt hosts 15 varsity scholarship teams, and although it is not known for its athletic program, the men's baseball and basketball teams are very competitive with the SEC. Vanderbilt's athletic facilities include Vanderbilt football Stadium, with a capacity of 39,920, and Memorial Gym, with a capacity of 14,316.

University of Florida

The University of Florida, or UF, is a public land grant, sea grant, and space grant university located in Gainesville, Florida. The University of Florida is one of the largest schools in the SEC with 49,827 students and 18 varsity scholarship sports. UF also has one of the most successful athletic programs in the SEC. The Florida Gators football program has won 8 SEC championship and 3 national championships. The Gators play in Ben Hill Griffin Stadium, also known as The Swamp, which has a capacity of 93,129 people. Over the last 20 years, the Gators basketball program has also become very successful. In 2005 the men's team won its first SEC championship followed by its first national title. In 2006, the Gators followed their most successful season ever with another national title, earning their place as the first men's collegiate basketball program to back-to-back national championships. The men's and women's basketball teams play in the Stephen C. O'Connell Center, which holds 12,000 spectators.

Auburn University

Auburn University is a public university founded in 1856, in the small town of Auburn, Alabama. Auburn has 25,078 students currently enrolled as well as 21 varsity scholarship sports, making it one of the largest universities in the state of Alabama.

Auburn's athletic program is best known for its football program, which recently won the 2010-2011 national championship. Jordan-Hare Stadium, the home of the football program, holds 87,451 spectators, and is known as one of the most intimidating stadiums for visiting teams to play at. Auburn's basketball stadium, Auburn arena, is one of the smallest in the SEC with a capacity of only 9,600. Auburn's baseball and women's golf teams have also seen success in recent year.

Pacific-10 Conference (Pac-10)

University of Oregon

The University of Oregon is a public, research intensive university located in Eugene, Oregon. The University of Oregon is classified by the Carnegie Foundation as a "very high research activity" university for its research in nanotechnology and micro technology. Oregon currently enrolls 23,389 students and hosts 14 varsity scholarship teams. The cross-country and track and field programs are two of the most successful programs at Oregon with 12 national championships between the two. In recent years Oregon's football team has become competitive on the national stage. In the 2010-2011 season the ducks lost to the Auburn tigers in the national championship game. The football team plays at Autzen Stadium, which has a capacity of 54,000. Although Autzen stadium is one of the smaller stadiums in this study, it is widely known as one of the loudest in the country. Oregon's other facilities include Matthew Knight Arena, which holds 12,500.

University of Arizona

The university of Arizona is a public land grant and space grant university located in Tucson, Arizona. 38,057 students currently attend the University of Arizona, and the university sponsors 18 varsity scholarship sports. The University of Arizona was founded in 1855, 27 years before the Arizona territory achieved statehood, and was the first university in Arizona. Arizona's softball program is one of the best in the country. The team is a perennial powerhouse and has won 8 women's national championships. Arizona's men's basketball program is also very well known, with 3 national championship titles. Arizona's facilities include Arizona stadium, with a capacity of 57,803, and the McKale Center, with a capacity of 14,545.

University of Southern California

The University of Southern California, also known as USC, was founded in 1880 as a private research institution in Las Angeles, California. USC is home to 21 varsity scholarship sports and 37,000 students. USC's athletic program has won 91 national championships in various sports, the third most out all universities in the United States. The Trojans have won 26 championships in track and field, 18 in tennis, 12 in baseball, 9 in swimming and diving, 6 in volleyball, 6 in water polo, 2 in indoor track and field, and 1 in gymnastics. The Trojans have a consistently successful football program as well. The football program has won 11 national titles, and is host to the annual bowl championship series game, the Rose Bowl. The Trojans football stadium, Memorial Coliseum, holds 93,607, and their basketball arena, the Galen Center, holds 10,258.

Stanford University

Stanford University is a private university located in Palo Alto, California. Stanford is a well known for its high academic and athletic standards. More than 50 Stanford alumni have won the Nobel Prize. 19,535 students currently attend Stanford, and the university's athletic program sponsors 34 varsity scholarship teams, the second most in the country behind the Ohio State University. Stanford's athletic program is known as one of the best in the country. Stanford has won the NACDA Director's Cup, an award given annually by the National Association of Collegiate Directors of Athletics to the colleges and universities with the most success in collegiate athletics, for the past 15 years, solidifying its image as an athletics powerhouse. Stanford stadium holds 50,000 and is the home of the Stanford Cardinals football team. The men and women's basketball teams play in the Maples Pavilion, which holds 7,392.

Big Ten Conference

University of Wisconsin- Madison

The University of Wisconsin-Madison is a public university founded in 1866 in Madison, Wisconsin. Wisconsin has a student body of 42,099, and sponsors 23 varsity scholarship sports. Wisconsin has a very well rounded athletic program that has experienced success in multiple sports. The Wisconsin Badgers football team is an annual competitor in the bowl championship series. Camp Randall, Wisconsin's football stadium holds 80,321 spectators. The Wisconsin basketball and hockey teams are also very competitive, with 7 national championships between the two. The basketball team plays in the Kohl Center that has a capacity of 17,230.

University of Michigan

The University of Michigan is Michigan's oldest public university. Michigan was founded in 1817 and is located in Ann Arbor. Michigan has one of the largest student populations in the country with 58,947 students currently enrolled in undergraduate and graduate programs. Michigan's athletic department sponsors 29 varsity scholarship programs, is known primarily for its football and ice hockey programs, but its men's basketball program has also seen success. The Michigan Wolverines football team's stadium, Michigan Stadium, holds 109,901 people, making it the largest non-racing stadium in the world. The basketball team plays in the 13,751 capacity Crisler Arena.

The Ohio State University

The Ohio State University was founded in 1870 as a public university in Columbus, Ohio. Ohio State is the third largest university in the country, and has a student population of 56,064 students. Ohio State has more varsity scholarship sports than any other school in the United States with 39, and is 1 of only 3 universities to have won a national championship in all 3 of the major collegiate sports, football, men's basketball, and baseball. The Buckeyes football and basketball programs consistently rank in the annual top 25, and the two programs combined have won 8 national championships. The football team plays its home games in Ohio Stadium (capacity 102,239), the fourth largest non-racing stadium in the country and the seventh largest in the world. The basketball teams play in Value Center arena, which has a capacity of 19,200.

Pennsylvania State University (Penn-State)

Pennsylvania University, also known as Penn-State, is a public university located in University Park, Pennsylvania. Penn State is broken up into 24 campuses across Pennsylvania, making it one of the largest Universities in the country. Its largest campus located in University Park has 44,817 students. Penn State has 29 varsity scholarship sports that have won a combined 65 national championships. The Penn State football and men's soccer teams are two Penn State's most successful programs. Penn State's Beaver stadium (capacity107,282) is the second largest stadium in the western hemisphere, behind Michigan Stadium, and is the fourth largest stadium in the world. The Bryce Jordan Center is home to the Penn State basketball program, and holds 15,261 spectators.

Research Questions

- How can "success" be defined in terms of the collegiate athletics?
- What factors most influence the success of an athletic department?
- Which university has the most successful athletic department?
- Which university has the least successful athletic department?
- How do athletic departments differ from school to school?
- How do athletic departments differ from conference to conference?
- How do Private schools and Public schools compare?

II. Review of Literature (See References)

The main sources of literature I used in my research were athletic department annual reports for the individual universities. Most of the data I needed, I was able to find by reading through these documents. The information I could not find on the university websites I found on the conference websites or in on-line public databases.

Business Model Comparison Factors

The following sections describe the factors that I will use to compare the athletic departments to one another. Under each category are several subtopics that will allow me to analyze the athletic department structure from many different angles. By comparing these factors I will be able to locate trends in the data and ascertain what each university or conference does best.

Academic

While collegiate athletic departments have become businesses within themselves, they are still part of an institute of higher learning. The athletes that compete on these teams are still students, and the goal of every athletic department should not only be to win games, but to also ensure that their student athletes receive a quality education. This is where this index will differ from others before it. I believe that academics are an important part of a student athlete's time in college and that when a student athlete graduates or fails out of school, it reflects on their school and their athletic department. That is why this index will take academic success factors into account. Student athlete graduation rate as well as average GPA will both heavily affect a university's level of

success on the index. These academic factors will give credit to the schools that make the extra effort to help their student athletes. Most student athletes will never play a sport professionally. For these students it is very important to graduate with a degree. Universities should be held accountable for making sure that student athletes are successful on and on the field, and these academic factors will ensure that these efforts appear in the success calculation.

Financial

While the modern day collegiate athletic department is part of the university it is also a business entity. Athletic department bring in revenue much needed revenue to their respective schools, and success on the field often translates into improvements on campus. This category will take an athletic department's financial data into account. Some of the financial data that will be included in the index are: coaching salaries, athletic budget, in and out of state tuition, and university endowment. The amount of money a university spends will not be the sole factor taken into account, but rather what a university can accomplish with what it has. A national championship is a much bigger accomplishment for a university athletic department with a smaller budget and less scholarship money to attract athletes. The amount of state funding, and money that is given back to the university are also factors that will be used to calculate an athletic department's success. Many athletic departments are also self-sufficient. They operate as entities separate from the rest of the university. The amount of money these entities give back to the schools vary, and those that are able to give more will have better financial scores.

Athletic

The athletic factors used in the success index are some of the most important in determining a university's final score. The overall goal of an athletic department is to produce winning teams. Winning teams bring revenue to the university through merchandise and ticket sales, and help to recruit potential students. Championships and titles in various sports can put a university on the map and can help create a positive public image. The athletic factors included in the success index are based on quantifiable data, and they have been broken down into two main sections. The first section is made up of the athletic factors that are independent of the championships, wins, and other successes that an athletic department has achieved. Some of these factors include the number of varsity scholarship sports that a university supports, the size and quality of athletic facilities, and the amount of professional athletes that have come from the school in the past five years. This category will also take negative factors into account. Infraction, like recruiting violations, will negatively affect an athletic department's score. These negative factors reflect on the athletic department and the university as just as much national championships. NCAA infractions can permanently stain a school's reputation and overshadow the positive. They are just as important in calculating overall success as any other athletic factors. Often times The other category of athletic related factors is categorized as accomplishments and achievements. This category will take into account the universities' major athletic achievements from the past 5 years. These achievements will be further broken down by the sports in which they were achieved. In the modern athletic department football, men's basketball, and baseball are the "Big

Three” sports. Because of the impact these 3 sports have on an athletic department, accomplishments in these sports will be separated from the others into individual scoring structures. All other varsity scholarship sports will be grouped together as “other sports.” Athletic departments are here to win, and this drive will be well represented in the success index

III. Research Methods

Secondary Data Collection (See References)

I began my research with the collection of secondary data. For the purposes of creating a success index, most of the information I needed was readily available on-line. The individual universities’ websites were the main sources of my data. Most of the universities’ athletic departments publish annual reports that I was able to gather data from. For the data I couldn’t find on these websites I used reference tools like Google Scholar to find articles about the business models. In general, it was much easier to find information regarding the public universities than for the private universities. Private schools are not required to publish their financial information, so for these schools I was forced to find individually published articles. I also used articles from *Sports Illustrated Magazine* and the *Chronicle of Higher Learning*.

Study Design and Procedures

The success index will be based on scores from a variety of academic, financial, and athletics factors. For each factor I created a scoring scale. Once the scoring scale is established it will be used to calculate the perfect score for a collegiate athletic department. Each university’s individual data will be plugged into the index and

compared to the perfect score to determine the individual success rating. This method will allow the comparison between the different school and the different conferences as well as to the perfect ranking for an athletic department. Most factors in the study will be taken from the last year available, while others, like overall championships, will be totaled from the last five years. This distribution will give a better picture of the overall current health of the program. This will also take past successes and failures out of the calculation. Most of these universities have been around for over a century. Wins and losses from earlier years should be obsolete when determining the current level of success.

V. Data Analysis (Appendix A,B,C,D)

Success Index

The Index is based on the Academic, Financial, and Athletic scores from each of the 12 schools. Most of the scores were based on the rank of each school in comparison to the other 11 schools. The university with the highest (or lowest with infractions in the athletic category) was given a 12 point score, the next highest was given an 11 point score, and so on. These individual factor scales were the totaled to find the overall category score. For the Athletic Category, the football, basketball and baseball scores were calculated using a weighted basis. For example, a national championship win is worth more than a tournament appearance, so every time a university won a championship they received more points than they would have for just appearing in the tournament. In the computation of the final score on the success index, the 3 main categories were weighted to represent their importance to overall success. Athletic

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performance is the overall goal of an athletic department; therefore, the athletic category is weighted as 50% of the overall score. The academic and financial categories are each worth 25%, making up the remaining 50% of the score.

University Scores

<u>University</u>	<u>Athletic Score 50%</u>	<u>Academic Score 25%</u>	<u>Financial Score 25%</u>	<u>Final Score 100%</u>
1 Ohio State	61	11	64	49.25
2 Florida	51	13	54	42.25
3 Stanford	33	23	27	29
4 Penn State	29	20	34	28
5 Michigan Southern	24	16	45	27.25
6 California	27	13	41	27
7 Wisconsin	26	15	33	25
8 Auburn	21	10	41	23.25
9 Tennessee	17	6	52	23
10 Vanderbilt	19	24	27	22.25
10 Oregon	30	4	25	22.25
12 Arizona	23	2	29	19.25

Conference Scores

	<u>South Eastern Conference</u>		<u>Pacific Ten Conference</u>		<u>Big- Ten Conference</u>	
1	Florida	42.25	Stanford	29	Ohio State	49.25
2	Auburn	23.25	Southern Cal.	27	Penn State	28
3	Tennessee	23.00	Oregon	22.25	Michigan	27.25
4	Vanderbilt	22.25	Arizona	19.25	Wisconsin	25
	Total	110.75	Total	97.5	Total	129.5
	Average	27.6875	Average	24.375	Average	32.375

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Academic

	<u>South Eastern Conference</u>		<u>Pacific Ten Conference</u>		<u>Big- Ten Conference</u>	
1	Vanderbilt	24.00	Stanford	23	Penn State	20
2	Florida	13.00	Southern Cal.	13	Michigan	16
3	Auburn	10.00	Oregon	4	Wisconsin	15
4	Tennessee	6.00	Arizona	2	Ohio State	11
	Total	53.00	Total	42	Total	62
	Average	13.25	Average	10.5	Average	15.5

Financial

	<u>South Eastern Conference</u>		<u>Pacific Ten Conference</u>		<u>Big- Ten Conference</u>	
1	Florida	54.00	Southern Cal.	41	Ohio State	64
2	Tennessee	52.00	Arizona	29	Michigan	45
3	Auburn	41.00	Stanford	27	Penn State	34
4	Vanderbilt	27.00	Oregon	25	Wisconsin	33
	Total	174.00	Total	122	Total	176
	Average	43.5	Average	30.5	Average	44

Athletic

	<u>South Eastern Conference</u>		<u>Pacific Ten Conference</u>		<u>Big- Ten Conference</u>	
1	Florida	61.00	Stanford	33	Ohio State	61
2	Auburn	21.00	Oregon	30	Penn State	29
3	Vanderbilt	19.00	Southern Cal.	27	Wisconsin	26
4	Tennessee	17.00	Arizona	23	Michigan	24
	Total	118.00	Total	113	Total	140
	Average	29.5	Average	28.25	Average	35

Interpretation

The results from the success index showed an average success score of 28.41. Ohio State had the best overall performance with a score of 49.25, while the university of Arizona had the lowest score of 19.25. Ohio State scored the highest in both the athletic (61 points) and financial (64 points) categories, while Vanderbilt University scored the highest in the academic category with a score of 24. It is also interesting to note that Ohio State was tied with The University of Southern California for the most infractions and violations.

The Big Ten conference was the most successful conference, followed by the South Eastern Conference and then the Pacific-10 conference. The top 3 universities' (Ohio State, Florida, and Stanford) level of success also paralleled the conference success distribution. The Big Ten Conference also had the highest average performance in each category. This level of overall success lead to the highest overall score

VI. Conclusion and Research Implications

The research and analysis of the various academic, financial, and athletic factors that lead to a successful collegiate athletic department shows that a university must be well rounded to achieve overall success. A University has to be able to compete athletically, but must also achieve academic and financial success. Without all 3 factors, a university cannot hope to compete with the best athletic departments in the country. The scores from the success index prove this claim. Ohio State has the strongest scores in two categories, and was very competitive in the other. These high scores earned Ohio State the title of most successful athletic department in this study. A successful

collegiate athletic department can now be defined as one that competes on a national scale in athletics, maintains high academic standards for its student athletes, and functions as a financially responsible entity.

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VIII. Appendices

Appendix A- Academic Scores

	Graduation Rate	Scale	student/athlete GPA percentage above 3.00	Scale	Final
Tennessee	53%	3	35%	3	6
Vanderbilt	89%	12	72%	12	24
Auburn	63%	6	38%	4	10
Florida	67%	8	41%	5	13
Oregon	49%	2	34%	2	4
Arizona	41%	1	31%	1	2
Southern Cal	58%	4	51%	9	13
Stanford	89%	12	69%	11	23
Wisconsin	65%	7	47%	8	15
Michigan	71%	9	44%	7	16
Ohio State	62%	5	42%	6	11
Penn State	85%	10	64%	10	20

Appendix B- Financial Scores

Coaching Salaries

	<u>Football Coach Salary</u>	<u>Scale</u>	<u>Basketball Coach Salary</u>	<u>Scale</u>	<u>Baseball Coach Salary</u>	<u>Scale</u>
Tennessee	1,800,000	6	1,300,000	7	295,000	7
Vanderbilt	750,000	1	1,300,000	7	325,000	10
Auburn	2,200,000	8	1,500,000	8	300,000	9
Florida	3,000,000	10	3,500,000	12	300,000	9
Oregon	2,400,000	9	750,000	2	150,000	3
Arizona	1,250,000	3	2,300,000	10	139,000	2
Southern Cal	4,000,000	12	2,000,000	9	250,000	5
Stanford	1,000,000	2	950,000	3	500,000	12
Wisconsin	1,600,000	5	1,250,000	4	0 (club sport)	1
Michigan	2,000,000	7	1,300,000	7	281,000	6
Ohio State	3,800,000	11	2,500,000	11	331,000	11
Penn State	1,500,000	4	500,000	1	175,000	4

Facilities and Budget

	<u>Stadium Size</u>	<u>Scale</u>	<u>Arena Size</u>	<u>Scale</u>	<u>Budget in millions</u>	<u>Scale</u>	<u>Final Financial Score</u>
Tennessee	102,455	10	21,000	12	96.67	10	52
Vanderbilt	39,920	1	14,316	7	45.73	1	27
Auburn	87,451	6	9,600	1	90.89	9	41
Florida	93,129	7	12,000	4	105.24	12	54
Oregon	54,000	3	12,500	5	65.66	3	25
Arizona	57,803	4	14,545	8	55.16	2	29
Southern Cal	93,607	8	10,258	3	75.75	4	41
Stanford	50,000	2	7,392	2	81.72	6	27
Wisconsin	80,321	5	17,230	10	90.12	8	33
Michigan	109,901	12	13,751	6	82.12	7	45
Ohio State	102,329	9	19,200	11	104.93	11	64
Penn State	107,282	11	15,261	9	80.26	5	34

Appendix C- Athletic Scores

Football

	<u>Conference championships</u>	<u>Scale *2</u>	<u>Bowl appearances</u>	<u>Scale</u>	<u>BCS appearances</u>	<u>Scale*2</u>
Tennessee	0	0	4	4	0	0
Vanderbilt	0	0	1	1	0	0
Auburn	1	2	3	3	0	0
Florida	2	4	2	2	1	2
Oregon	2	4	3	3	1	2
Arizona	0	0	4	4	0	0
Southern Cal	3	6	1	1	3	6
Stanford	0	0	1	1	1	2
Wisconsin	1	2	4	4	1	2
Michigan	0	0	2	2	1	2
Ohio State	5	10	0	0	3	6
Penn State	1	2	4	4	1	2

Football (continued)

	<u>National Championship appearances</u>	<u>Scale*3</u>	<u>National Championship Wins</u>	<u>Scale*5</u>	<u>Final Football Score</u>
Tennessee	0	0	0	0	4
Vanderbilt	0	0	0	0	1
Auburn	0	0	1	5	10
Florida	0	0	2	10	18
Oregon	1	3	0	0	12
Arizona	0	0	0	0	4
Southern Cal	0	0	0	0	13
Stanford	0	0	0	0	3
Wisconsin	0	0	0	0	8
Michigan	0	0	0	0	4
Ohio State	2	6	0	0	22
Penn State	0	0	0	0	8

Basketball

	<u>Conference Championships</u>	<u>Scale*2</u>	<u>NCAA tournament appearance</u>	<u>Scale</u>	<u>Round of 32</u>	<u>Scale*2</u>
Tennessee	1	2	2	2	0	0
Vanderbilt	0	0	3	3	0	0
Auburn	0	0	0	0	0	0
Florida	1	2	1	1	0	0
Oregon	1	2	1	1	0	0
Arizona	0	0	2	2	0	0
Southern Cal	0	0	2	2	1	2
Stanford	0	0	0	0	0	0
Wisconsin	1	2	0	0	3	6
Michigan	0	0	0	0	2	4
Ohio State	3	6	1	1	0	0
Penn State	0	0	1	1	0	0

	<u>Sweet 16</u>	<u>Scale*3</u>	<u>Elite 8</u>	<u>Scale*4</u>	<u>Final Four</u>	<u>Scale*5</u>
Tennessee	2	6	1	4	0	0
Vanderbilt	1	3	0	0	0	0
Auburn	0	0	0	0	0	0
Florida	0	0	1	4	1	5
Oregon	0	0	1	4	0	0
Arizona	1	3	1	4	0	0
Southern Cal	1	3	0	0	0	0
Stanford	1	3	0	0	0	0
Wisconsin	2	6	0	0	0	0
Michigan	0	0	0	0	0	0
Ohio State	2	6	0	0	1	5
Penn State	0	0	0	0	0	0

Basketball (continued)

	<u>National championship appearance</u>	<u>Scale*7</u>	<u>National Championship wins</u>	<u>Scale*8</u>	<u>Final Basketball Score</u>
Tennessee	0	0	0	0	14
Vanderbilt	0	0	0	0	6
Auburn	0	0	0	0	0
Florida	0	0	1	8	20
Oregon	0	0	0	0	7
Arizona	0	0	0	0	9
Southern Cal	0	0	0	0	7
Stanford	0	0	0	0	3
Wisconsin	0	0	0	0	14
Michigan	0	0	0	0	4
Ohio State	1	7	0	0	25
Penn State	0	0	0	0	1

Baseball

	<u>Conference Championships</u>	<u>Scale*3</u>	<u>Regionals</u>	<u>Scale*2</u>	<u>Super regionals</u>	<u>Scale*3</u>
Tennessee	0	0	0	0	0	0
Vanderbilt	1	3	4	8	1	3
Auburn	0	0	1	2	0	0
Florida	1	3	1	2	1	3
Oregon	0	0	1	2	0	0
Arizona	0	0	2	4	1	3
Southern Cal	0	0	0	0	0	0
Stanford	0	0	1	2	1	3
Wisconsin	0	0	0	0	0	0
Michigan	3	9	2	4	1	3
Ohio State	1	3	2	4	0	0
Penn State	0	0	0	0	0	0

	<u>College World Series</u>	<u>Scale*5</u>	<u>NCAA champions</u>	<u>Scale*7</u>	<u>Final Baseball Score</u>
Tennessee	0	0	0	0	0
Vanderbilt	0	0	0	0	14
Auburn	0	0	0	0	2
Florida	1	5	0	0	13
Oregon	0	0	0	0	2
Arizona	0	0	0	0	7
Southern Cal	0	0	0	0	0
Stanford	1	5	0	0	10
Wisconsin	0	0	0	0	0
Michigan	0	0	0	0	16
Ohio State	0	0	0	0	7
Penn State	0	0	0	0	0

Athletic Score Calculation

	<u># of Varsity Sports</u>	<u>Scale</u>	<u># of Infractions</u>	<u>Scale</u>		
Tennessee	20	5	4	-8		
Vanderbilt	15	1	2	-4		
Auburn	21	7	3	-7		
Florida	18	4	3	-7		
Oregon	17	2	1	-2		
Arizona	18	4	3	-7		
Southern Cal	21	7	5	-11		
Stanford	34	11	2	-4		
Wisconsin	23	8	5	-11		
Michigan	29	10	6	-12		
Ohio State	39	12	5	-11		
Penn State	29	10	1	-2		
	<u>Football Score</u>	<u>Basketball Score</u>	<u>Baseball Score</u>	<u>Other Sport Championships</u>	<u>Scale</u>	<u>Final Athletic Score</u>
Tennessee	4	14	0	3	2	17
Vanderbilt	1	6	14	1	1	19
Auburn	10	0	2	5	9	21
Florida	18	20	13	2	3	51
Oregon	12	7	2	5	9	30
Arizona	4	9	7	3	6	23
Southern Cal	13	7	0	8	11	27
Stanford	3	3	10	7	10	33
Wisconsin	8	14	0	4	7	26
Michigan	4	4	16	1	2	24
Ohio State	22	25	7	3	6	61
Penn State	8	1	0	10	12	29

Appendix D- Final Scores

	<u>Athletic Score</u>	<u>Academic Score</u>	<u>Financial Score</u>	<u>Final Score</u>
Tennessee	17	6	52	23
Vanderbilt	19	24	27	22.25
Auburn	21	10	41	23.25
Florida	51	13	54	42.25
Oregon	30	4	25	22.25
Arizona	23	2	29	19.25
Southern Cal	27	13	41	27
Stanford	33	23	27	29
Wisconsin	26	15	33	25
Michigan	24	16	45	27.25
Ohio State	61	11	64	49.25
Penn State	29	20	34	28