“Make no mistake: Penn’s place in the world tomorrow will be decided by what we do today. By enunciating our plans and aspirations now we will determine how we harness our collective drive to shape the future.” - Amy Gutmann
2016-2017 SEASON

After a hard fought season the Penn Men's Hockey team finished 13-5-0 for third place in the Colonial States College Hockey Conference (CSCHC) with an overall record of 19-8-0. After qualifying as for the CSCHC playoffs, #3 Penn defeated 4-2 the #6 University of Scranton in the CSCHC quarterfinals. In the semi-finals, Penn fell to #2 The College of New Jersey to conclude the season.

Notable games this season included an 5-0 W against rival Princeton at home and a 3-2 OTW to defeat Millersville University for the first time in program history. Penn was honored to host the 2016 Ivy League Tournament at the Class of 1923 Arena and other local Philadelphia rinks. Penn has improved significantly since joining the CSCHC for the 2014-2015 season. After going 4-18-0-1 and 9-11-0 in the 2014-2015 and 2015-2016 seasons, the 2016-2017 campaign saw one of the best seasons under the leadership of Head Coach Scott Carmack and Assistant Coach Mike Farkas.

2017-2018 SEASON PREVIEW

Penn Hockey is looking forward to elevating the level of its competition by playing 25-30 regular season games for the 2017-2018 season. Penn will add several non-league games against higher ranked teams in the ACHA D1, D2 MACH, and D2 ACCHL, such as Drexel University, Delaware University, and George Washington University. Planning is currently underway for the 2017-2018 Ivy League Tournament, which will be once again held at the Class of 1923 Arena. This more intense and competitive season is in line with our short and long term goals of making Penn Hockey an even more competitive hockey program.

QUICK FACTS

- American Collegiate Hockey Association (ACHA) D2 Member
- ~2 Hr. Travel Radius
- 20-25 Player Roster
- 1 Head Coach (Scott Carmack); 1 Assistant Coach (Michael Farkas)
- 2 practices, 1-2 games/week
- Season Runs September to February
- Annual Alumni Game Attracts Dozens of Former Varsity and Club Players Every Year and their Families

Financials
- ~$85,000 Operating Budget (Roughly half on icetime)
- $1,000 Dues/Player
NCAA D1 HOCKEY

+ PENN:
THE LANDSCAPE

NCAA D1 HOCKEY
• 60 Teams
• 34 Teams in the NE

ECAC HOCKEY
• 12 Teams
• 6 Ivy League Schools
WHY PENN SHOULD HAVE A VARSITY HOCKEY PROGRAM

Ice hockey has a long standing tradition at Penn dating from 1896. From 1965 to 1978, Penn had a strong varsity team that enjoyed support from the community. The strong links that hockey makes with the University can be attested to the strong alumni turnout during Alumni Weekend to the Class of 1923 Arena. Keeping in mind Penn's rich tradition in ice hockey, here are some more reasons to develop a varsity hockey program.

ATHLETICS
- Of the four major team sports in the United States: Football, baseball, basketball, and hockey, Ivy League teams are regularly competitive in only hockey nationally for both men's and women's team.
- Opportunity to enhance Penn's prestige on a national stage with regards to athletics.

COMMUNITY
- Penn's large student body of over 24,000 students and 1.6 million Philadelphians provide a solid potential fan base.
- Penn State and Vermont have played games at the Wells Fargo Center over the past four years that have drawn 19,529, 17,632, 11,674, and 9,213 in attendance. This is the attendance for teams that are outside the Philadelphia metro area. One could imagine the attendance for a Penn-Princeton or Penn-Penn State game where a well developed Penn Hockey program has evolved.

FINANCIALS
- Potential of becoming a revenue generating sport for Penn.
- Existing Class of 1923 Arena reduces initial fixed costs of the program, and provides source of revenue.
YEARLY FINANCIALS

SALARIES AND BENEFITS—$925,000
- Head Coach
- Assistant Coach(es)
- Equipment Manager
- Director of Hockey Operations
- Indirect Costs (Trainers, Administration, Media, etc.)

OPERATIONS—$375,000
- Travel
- Equipment and Uniforms
- Recruiting
- League Dues
- Other (Staff Travel, Rink, etc.)

TOTAL COST—$2.5 Million
- Includes for Men and Women’s Team

RINK COSTS
- New Facility: $40-$80 million
- Upgrading Class of 1923 Arena: $4-$6 million
- Net Operating Costs: Penn currently turns a profit

REVENUES (Intermediate to Long Run)
- Ticket Sales—$100,000 to $1,000,000+
- Corporate Sponsorships—$0-$250,000
- Miscellaneous—$20,000-$200,000 (Concessions, Parking, TV Rights, Game Guarantees, etc.)
- Athletic Department
- Endowment and Private Donations—$2 million (fund remaining obligations)
CHALLENGES FACING PENN VARSITY HOCKEY

Diversity and Perception Issues
• Traditional popularity base is among white, middle/upper class males in the Northeast and Midwest
• Gender balance/Title IX compliance

Expenses
• Operations and facility
• Most programs operate at a financial loss
• Title IX compliance
• Expense/limited revenue potential of women's hockey

ADDRESSING THESE CONCERNS

Diversity
• Creation of own youth hockey program or partnering with Ed Snider Youth Hockey Foundation to expand outreach to the Philadelphia and particularly West Philadelphia community.

Community
• Expansion of hockey promotion to the Penn community through events and learn to skate/learn to play hockey

Men's and Women's Hockey
• Simultaneous creation of an equally funded women's team.
• In fact, it is probable that the creation of a Women's NCAA program will precede the creation of a Men's NCAA program by ~2 years.
• Creation of two teams, will even the ratio of opportunities for Men and Women at Penn. Possible partnership with Women's Rugby to elevate them to Varsity status, should further Title IX balancing be required.

Financials
• The eventual revenue of the program plus the assured endowment will create an indefinite level of funding to sustain the two programs.

2016-2017 ACTION
• 10 members of Penn Hockey hosted a college night with the Snider Foundation to help their coaching staff in their after school program.
• Raised $660 for the Snider Foundation in the Penn-Princeton game.
Recruiting and Marketing Goals

Our players form the heart of Penn Hockey. The quality and enthusiasm of our players will effectively determine whether or not Penn is able to advance from an ACHA D2 program to ACHA D1 and eventually to NCAA D1. Penn is fortunate in that encouraging players to come to play for Penn should not be a difficult task. With a hockey program that integrates well with academic, social, and extracurricular life at Penn, combined with the “Penn” name, high caliber student-athletes will be naturally attracted to play at Penn. The main challenge lies in the willingness of the Administration to help these players gain admission to play for Penn Hockey.

In the 2016-2017 admissions cycle (to the program’s knowledge) 10 applied ED and 21 RD. For ED, 1 was accepted, 3 deferred, and 6 rejected. It is our hope that at least 5 of these 31 applicants will gain admission to Penn. Of the 31 known applicants, the majority had ACT/SAT scores within or exceeding the 25th/75th percentile range of the current Class of 2020 and 90%+ had standardized testing scores likely considered competitive by Penn Admissions. Penn Hockey will require cooperation with Penn Recreation, Penn Athletics, and Penn Admissions to help these student-athletes gain admission in a similar manner that Varsity recruits currently receive.

For a competitive NCAA program to be formed, Penn Hockey will require a minimum of 8 recruits per year for 3-4 years using the same admissions criteria that current Varsity coaches are entitled to. In the meantime, Penn Hockey’s strategy will focus on encouraging high caliber student athletes from top prep, private, and high schools to apply to Penn.

For the 2016-2017 cycle, Penn Hockey sent out letters in October 2016 to 227 schools and teams around the US and Canada. For the 2017-2018 season Penn will expand the list to 500 schools and teams and will particularly target NEPSAC, Pennsylvanian, and Mid-Atlantic schools.

A successful marketing campaign will likely increase the community’s, student body’s, alumni’s, and eventually the Administration’s support for Penn Hockey. We had some success in marketing Penn Hockey in the 2016-2017 season with approximately 250 people attending our Penn-Princeton game and an increased social media presence throughout the season.

For the 2017-2018 season, we will continuously market the Penn Hockey product to the student body and community. This will be spearheaded by a campaign to sell season tickets to the local hockey community, while retaining free admission for youth and Penn students.

Tickets will be priced at a low price of $3/game or $20/season. Those purchasing season tickets will receive a booklet containing the tickets with coupons on the back for local University City businesses. We will market these tickets by primarily using Penn Hockey’s connections with the Snider Foundation and local youth hockey organizations.

• Coupons will also be eligible to the first 100 Penn students who attend the game. The coupons only become eligible for the deal when marked at the Arena, indicating that the ticket holder attended the game. The goal is to sell 300 season tickets and average 300 total fans/game.

• The campaign to sell these tickets will last from April to August to ensure they can be properly printed and ready for distribution at our first home game in September.

This will be combined with an active flyering and marketing campaign on campus and social media to encourage students to regularly come out to our games. Since most games are held at 7:15pm on Friday nights, it provides a fun option to start off students’ Friday evenings.

If successful for the 2017-2018 season, we will recalibrate our goals and strategies to achieve the following average game attendance goals:

- 2018-2019: 500/game
- 2019-2020: 1,000/game
- 2020-2021: 1,500/game
- 2021-2022: 2,000/game
- 2022-Onward: 2,000+/game
#1-Set Fundraising Goal ($55 Million Total)

- $50 million endowment would provide the approximate required annual funds to sustain the program indefinitely (assuming 8.8% 20-year annualized average of AIF; annually withdrawn at 4.5% rate.)
- ~$5 million minimum for rink upgrades

Team Timeline

- 2017-2019: ACHA D2
- 2019-2020: ACHA D1/D2; file application for ACHA D1 Fall 2019
- 2020-2024: ACHA D1
- 2024-2025: ACHA D1/NCAA D3
- 2025-2026: NCAA D1 Independent
- 2026-2027: NCAA D1 ECAC

Administrative Timeline

- FY16 - $19,100, 46 donors
- FY17 - $50,000, 125 donors ($28,350, 27 donors thus far)
- FY18 - $100,000, 175 donors
- FY19-21 - $150,000, 200 donors
- FY22 - Establish initial endowment of $10M, announce Varsity fundraising campaign with goal of $50M plus $5M for Arena upgrades.
- FY23-25 - $200,000+, 250 donors. Extra funds rolled over into Arena upgrade account.
- FY26 - Four years since the announcement of fundraising campaign in Fall 2025, announce the completion of the $50M goal. First Penn Men's NCAA hockey game since March 1978 played in October 2025.

Another key aspect of this vision for Penn Hockey should be the opening of hockey for all of those interested in Penn and local Philadelphia community. The excess money from the endowment would be used to ensure the expansion of the club program. Given that the creation of a Varsity program would likely trigger a general interest in hockey oriented applicants to apply to Penn, Penn would always retain a club program for both Men's and Women's parallel to the Varsity program.

- Fall 2020: As recruitment expands with higher caliber players gaining admission to Penn, Fall 2020 would see the current ACHA D2 program move to D1 and a simultaneous creation of a new D2/D3 program would occur.
- Fall 2025 and Onward: Evaluation of the level of interest in the student body and the creation of as many club teams (up to ACHA D1, D2, and D3) as required to support the interest of the student body.
- Creation of free (or low cost) learn to skate/play hockey programs open to the student body and those residing in Philadelphia proper and the metro area in coordination with the Ed Snider Youth Hockey Foundation with regards to the Philadelphia metro area community. This would enable Penn students to sign up for intramural leagues sponsored by Penn Hockey.

2016 marked the 120th anniversary of the founding of Penn hockey on December 11, 1896. Hockey has long provided a source of entertainment and community for the Philadelphia area and in the 1960s-1970s was supported by Penn's student body. As a potential athletic corollary to President Gutmann’s Penn Compact 2020, it is our hope that this Vision 2025 of reinstating NCAA D1 hockey will bolster Penn's athletic prestige nationally and will reinvigorate Penn's traditional athletic spirit. We hope that the Vision outlined in this document provides a clear, well thought-out view of what hockey at Penn can and should become given the proper administrative, financial, and community support.

Rolando Bonachea
President of Penn Men's Hockey

Stu Siegel, W’85
Chairman, Penn Hockey Alumni Board