

May 13, 2011

Letter to President Ruth J. Simmons
From the Athletics Review Committee

Dear President Simmons,

The purpose of this letter is to submit to you formally the report of the Athletics Review Committee dated April 21, 2011. Since April 21 we have shared this report extensively within the Brown community and organized a series of meetings with interested parties to answer their questions and receive their comments and suggestions. In addition, we established a website in order to share the report more broadly and to solicit feedback via email. A list of the meetings we participated in and a summary of the feedback we received are included with the report in this transmittal. We are compiling a complete set of the letters and emails received by the committee, which we will submit to you prior to Commencement. We know that you also received feedback directly from many individuals and groups interested in the issues raised in the report.

Not surprisingly, a large majority of the comments we received addressed issues having to do with the programs we recommended be discontinued. We met with representatives of those programs and heard first-hand the passion and commitment of students and others for these sports, and we received literally hundreds of emails and letters concerning one or more of those programs. Accordingly, our summaries of the various feedback mechanisms reflect this same emphasis. We support your decision to defer discussion of the issue of discontinuing teams until the fall, and we welcome a further discussion of these recommendations at that time.

We are pleased that other recommendations have already been endorsed and will be discussed with the Corporation later this month. We continue to believe that the set of recommendations should be considered as a comprehensive and interconnected package, but there are important components that can and should be worked on over the summer to enable the timely and effective implementation of the complete plan should it be adopted.

This was not an easy assignment for any of us, individually or as a committee. But it is important work and a critical moment for the Brown athletics program. It is the hope of the committee that this effort will result in an athletics program that is stronger, more sustainable, and better aligned with overall University plans and priorities. We appreciate having been asked to take on this challenging assignment.

For the Committee

Richard R. Spies (Chair)

April 21, 2011

Members of the Brown Community,

Attached you will find the report of the Athletics Review Committee in response to the charge of President Ruth J. Simmons and the Brown Corporation calling for a vision and plan for intercollegiate athletics. The report is being issued to the Brown community for discussion, deliberation and input at a series of campus meetings and forums planned in the coming weeks. Those recommendations and issues raised during the forums will be presented in a final report to the President in May for discussion with the Corporation at its regular May meeting.

The report includes a package of recommendations aimed at strengthening and balancing the varsity program and ensuring it is aligned with the academic mission of the University. As a whole, the proposal seeks to strengthen the Department of Athletics and provide better, more sustainable support for varsity teams. The comprehensive and interconnected set of actions includes increasing the overall athletics budget, strengthening facilities, improving financial aid for all students, and providing more competitive salaries for coaches and staff. It also calls for some difficult actions, including eliminating four varsity teams and elevating at least one women's club sport to varsity status, reducing the number of recruited student-athletes, and a better alignment of schedules to avoid conflicts between academic and athletic programs among student-athletes.

As you may imagine, these recommendations represent a complicated and sometimes difficult set of decisions. Proposing to eliminate teams was difficult for the committee, and is something with which every member struggled. In the end, to fulfill the committee's charge, and given the current position of Brown in the context of the Ivy League in terms of program size and budget, it was essential to propose that the University bring the program into balance while simultaneously calling for the additional allocation of resources.

Please read the report and recommendations in detail, keeping in mind that the goal of this plan is for Brown to achieve a well-supported varsity sport program that matches the investment in excellence that the University makes in all of the educational opportunities offered.

The Athletics Review Committee is seeking your input, either through email at athleticsreview@brown.edu or by attending one of the meetings with stakeholder groups. The committee is collecting community feedback and will reflect this feedback in its final report to President Simmons.

We look forward to hearing from you and hope you will help us carry forward a comprehensive plan for Brown's varsity program.

Richard Spies, For the Committee

Report of the Athletics Review Committee to President Ruth J. Simmons – April 21, 2011

Charge to the Committee

The Athletics Review Committee was formed by President Simmons following a discussion at the February 2011 Corporation meetings of the role of athletics at Brown and the level of resources devoted to athletics here. As a result of that discussion, the Corporation adopted a Statement of Principles and asked the Administration to prepare “a plan which articulates a vision for athletics at Brown consistent with these principles and sets forth recommended goals and objectives and a timeline and action plan for achieving those goals.” (See the complete Statement of Principles included here as Attachment A to this report.)

The Principles adopted by the Corporation are:

- “Intercollegiate athletics, the experience and contribution of Brown student-athletes, and the University’s participation in the Ivy League are deeply valued by Brown and the Corporation;”
- “Brown’s varsity teams should offer a high quality experience for students and opportunities for equitable participation and achieving excellence;”
- “Intercollegiate athletics must be appropriately aligned with the academic mission of the University, and the individual experience of student-athletes must be consonant with their academic goals and curricular opportunities.”

The Department’s vision statement, which was adopted in 2007, is consistent with these principles and helped the committee as we worked to translate the principles into an action plan. That vision statement is included here as Attachment B.

Our committee was asked specifically to provide recommendations to President Simmons that would, taken together, meet the Corporation’s request for a plan to implement those principles. According to the charge from the Corporation and the President, such a plan must “address the question of the number of recruited athlete admission slots and whether or not financial aid policies are appropriate for Brown.” It must also “define the appropriate level of financial support for the athletics program consistent with this vision and principles, and alternatives for achieving this level of support.” Finally, the charge was to recommend alternatives that “the Administration feels the University should adopt” and to prepare that plan in time for “presentation to and discussion by the Campus Life Committee and the Corporation in May 2011.”

The Committee has worked diligently through the last few months to produce the recommendations described in the report. It is extremely important that those recommendations be viewed as a package. If we have been successful in developing a plan that is holistic and comprehensive, then the impact of our recommendations will be to strengthen the overall program in a way that no set of unrelated improvements could do. Even with the many compromises and tradeoffs built into our recommendations, we believe we have achieved that result in these recommendations.

Context and Background

The Committee started its work with the advantage of being able to build on at least three previous studies in recent years which examined one or more aspects of our charge. Indeed, it was the information collected as a result of those studies and the identification of challenges and opportunities that served as the substantive basis for the Corporation discussion of these topics in February 2011, which in turn led to the articulation of the statement of principles by the Corporation and the direction to the Administration that it develop a plan for implementing those principles. Our committee has relied on this previous work for the assessment of different approaches to the challenges faced by our athletics program, as well as an assessment of the strengths and weaknesses of the current situation.

The first study we reviewed was the work of the athletics subcommittee of the Organizational Review Committee (ORC). The Athletics subcommittee was one of 12 such groups formed by the ORC in the fall of 2009 in order to identify ways to reduce University expenses and/or increase revenues. All this was an important part of the University's response to the financial market crisis of 2008-09 and the subsequent global recession that reduced annual University revenues by more than \$60 million. The athletics subcommittee was assigned an initial goal of achieving \$1 million in savings, an amount that was subsequently reduced to approximately \$300,000. This reduction in the savings target was recommended by the subcommittee and approved by the President because, unlike most of the other ORC teams, the subcommittee concluded that the only way to reduce expenses significantly was to reduce or eliminate programs that were directly serving students. Indeed, the subcommittee concluded that the athletics department budget was already stretched too thin for the number of programs we were trying to support, especially in terms of the staff and other expenses needed to support the overall program. As they put it, the ratio of program to infrastructure was not well aligned, with the result that the support provided for those programs was significantly diluted by spreading it across too many teams and programs. In short, the committee noted that we were trying to be too many things to too many people. Cutting the level of support further – the original assignment of the ORC – would only have made that worse.

Following up on that conclusion, the President agreed that there should be no further reductions in the athletics budget as part of the ORC process beyond the initial \$300,000. In addition, though, seeking to address the existing misalignment between the level of program and the resources being devoted to infrastructure and support, she asked the Director of Athletics to lead a review process in the spring and summer of 2010 to make recommendations about how we might better allocate the resources available to Athletics to address that misalignment. Subsequently, in the fall of 2010, she asked the Provost and the Dean of the College to undertake a further review specifically intended to evaluate the challenges and opportunities facing Athletics in the context of Brown's overall academic mission and priorities. That work identified other ways in which there was potential misalignment separate from the questions of budget, including the interaction of athletics programs with admissions and financial aid policies and practices, as well as conflicts for some student-athletes in the scheduling of courses and other academic work and the time needed for athletic practice and competition. Each of these groups also identified areas where athletics facilities are substandard and recommended that we find ways to correct those deficiencies as soon as possible.

From all of this work, our committee drew a number of observations and conclusions that formed the basis for our consideration of alternative recommendations. Those observations and conclusions included:

- The ratio of direct program expenses to infrastructure and other support expenditures is too high. Our overall budget for athletics is the lowest in the Ivy League and yet the number of programs being supported is among the highest. To address these problems, we need to consider adjustments in both the numerator and denominator of this ratio.
- Our financial aid program – for athletes and non-athletes alike -- is less generous than those of most of our competitors within the Ivy League. This is true principally for students whose family income is above \$100,000.
- The number of admissions slots devoted to recruited athletes at Brown is currently the second highest in the Ivy League.
- For a number of programs within athletics, our facilities for practice and competition need significant improvements.
- There are a small number of cases where the competitive schedule of a team conflicts with academic scheduling to the point where a student on one of those teams has to make less than ideal choices about how to pursue his or her academic goals.

We also drew on the Corporation’s statement of principles and feedback from the President and others for specific directions in a number of areas:

- Some additional resources can be provided in support of athletics, including through fund-raising, but any increase in budget has to be viewed in the context of the principle that “intercollegiate athletics must be appropriately aligned with the academic mission of the University.” We took this to mean that Brown should not have a budget for athletics that is out of scale with those of our various academic programs as compared to Ivy League peers. To most of us this meant that we needed to reduce the size and scope of the athletics program in order to align more closely with the resources that are currently available or that can reasonably be expected to be available in the near future.
- A lower number of admissions slots for recruited athletes would be more consistent with the necessary alignment between our athletic program and our overall educational goals.
- Financial aid policies and practices must continue to conform to Ivy League rules and to all relevant University policies and not make any improper distinction between what is provided for athletes and non-athletes.
- Some investment in specific athletics facilities should be planned and implemented.

Recommendations

Our committee struggled to find the right mix of actions to recommend. We took seriously our charge of preparing an overall plan for athletics at Brown that, taken in its entirety, would improve the experience of most student-athletes in both their academic and athletic endeavors. But we took equally seriously the charge to align the program as closely as possible with the University’s overall academic and educational program, including the limitations on resource commitments that are suggested by that principle. We recognize also that, at Brown, the athletic facilities and other infrastructure must support an extensive program of recreational and intramural activities that serve the entire student body and the larger University community, in addition to the intercollegiate program. This stretches even further the resources we are able to bring to bear to support any one of these programs. In the end, the plan we are recommending must be viewed as a package, one which we believe will move athletics at Brown to a better, more sustainable position than is true today. However, we did not come to these recommendations easily or quickly. Every element of the overall package represents compromise on

the part of at least some of us; on many topics we all weighed in and, in the end, all of us had to move away from the positions we argued initially. Every one of us would prefer to see one or more aspects of this plan changed. Every one of us believes that the athletics program, like so many others at Brown, could be even stronger if we had more of something – budget dollars, admissions slots, financial aid, practice space, etc. But we accepted the constraints imposed on us by fiscal realities and the University’s overall plans and priorities and, in the end, we came together around this plan, this set of recommendations, as the best way to implement the principles laid out for us by the Corporation.

The plan we are recommending has many positive elements for athletics at Brown. If adopted, it will result in a significant increase in the budget for athletics, including funds both to increase salaries to competitive levels and provide increases in staff and operating expenses in some critical areas; a commitment to improve facilities in our most pressing areas; improvements in scheduling policies and practices that are important to students as a way of reducing conflicts between their athletic commitments and their academic goals; and a possible pathway to producing improvements in the competitiveness of our financial aid program. In order to help provide the resources needed to proceed with this plan, however, we have recommended some difficult reductions, including admissions slots and the number of intercollegiate programs, and additional fund-raising will be expected to support some of the specific initiatives. On balance, we believe that our recommendations represent a significant step in the right direction, both in terms of strengthening the student-athlete experience and the excellence of the overall program and in terms of aligning that program more closely with the academic and educational goals and priorities of the University.

Our specific recommendations include the following

- **Budget.** We recommend that the non-competitiveness of coaching and other salaries in the Department be addressed comprehensively and expeditiously. The Office of Human Resources should be directed to undertake a study of our competitive standing for all positions and recommend a program of salary adjustments to bring those salaries into line with the market as quickly as possible. In addition, modest increases in staff in medical training and administrative support areas can strengthen our ability to provide students with a safe and positive educational experience. Some portion of this increase can come from reallocation within the department’s budget based on the recommended reduction in the number of teams described below.
- **Facilities.** Overall, Brown’s facilities devoted to athletics are much like those devoted to academic work – some excellent facilities, many more that are adequate but pushing the limit on both capacity and upkeep, and some that are well below the Ivy average. In terms of immediate needs, we recommend specifically that the field hockey facility and related field issues be resolved as quickly as possible and that priority also be given to creating new locker rooms from the space being freed up when the fitness center is completed next spring. There will also be opportunities to reassign locker rooms and small amounts of other space when the teams that we have recommended for discontinuation have vacated the space currently assigned to them.
- **Schedule.** No team should have so many weekday contests that a student on that team is prevented from taking many courses and/or performing at a high level in whatever courses or other academic work that he/she elects to take on. We recommend, therefore, that the Athletics Department adopt policies that minimize the number of such conflicts and the impact that any remaining conflicts have on student performance and/or choice. At the same time, we ask the Dean of the College to examine the course scheduling methods to see if there are ways to reduce the conflicts that exist today between the primary practice times for most student-athletes and the availability of special academic opportunities (such as first year seminars). We

also recommend that the idea of an extracurricular block in the late afternoon schedule be reconsidered and we urge that some version of it be adopted for implementation in 2012-13.

- **Financial Aid.** Under Ivy League rules, any improvements we make in our financial aid program must apply to all students and not just to those who are athletes. At the same time, given the importance of financial aid offers in the decision-making of many students, we attach high priority to strengthening financial aid as a way of competing more effectively for the very best students, including student-athletes. In particular, we urge that the level of resources available for matching competitive offers from other Ivy League schools be increased. We ask that the Sports Foundation work with the Advancement Office to help raise sufficient endowment to facilitate this change. We also urge the Director of Athletics and the Director of Financial Aid to explore ways that our financial aid procedures can assist coaches and students to get information about financial aid in the most timely and effective manner.
- **Admissions.** We recommend that the number of admissions slots for recruited athletes be set at 195 – a reduction of 30 or approximately 13%. Half of this reduction – 15 spots – will be achieved by the reduction in programs described below, and the rest can be realized through some selective tightening by the department in consultation with the Dean of Admission. Under this plan, some programs will go forward without any dedicated admissions slots, which means that they will depend on students to “walk on” in order to field their teams, while teams that are of high community interest and/or are able to be competitive on a national level would not be affected. This initiative will make it all the more important to have a timely exchange of information between athletics and the admission office, and we urge the Dean of Admission and the Athletics Director to take all appropriate steps to ensure that this exchange is as productive as possible
- **Scope of the Program.** We recommend that the department offer a total of 34 intercollegiate teams, compared to the 37 teams offered today. In particular, we recommend that the men’s and women’s fencing, women’s skiing, and men’s wrestling programs be discontinued. On the other hand, at least one additional women’s program should be elevated from club to varsity status in order to ensure equitable participation by gender as required by Title IX. In developing our recommendations for programs that would be discontinued, we relied extensively on the “evaluative criteria” that were identified in the study by the Provost and Dean of the College that was discussed with the Corporation. (A description of those evaluate criteria is included as Appendix C.) Specific factors that influenced our recommendations for fencing, skiing, and wrestling included:
 - Fencing. It would require a large investment in facilities, infrastructure, and coaching to bring the fencing program at Brown to the necessary level for a high-quality competitive experience. The program currently lacks locker rooms, practice and competition space, and a full complement of coaches. There are only a small number of fencing programs nationally;
 - Skiing. Brown cannot offer facilities to support competitive skiing in any reasonable way. All practice and competition currently takes place in New Hampshire and western Massachusetts, and we worry about both the safety of our students travelling these distances on a regular basis and about the impact on their academic opportunities. There are only two other varsity skiing programs within the Ivy League.
 - Wrestling. Wrestling is one of our more expensive programs to support and requires a larger number of admissions slots. It also presents major challenges to our commitment to equitable participation by gender. Wrestling is not offered by all Ivy League schools.

Implementation Plan

We recommend that this plan be adopted by the Administration and the Corporation this spring if at all possible. After allowing for discussion with interested parties in late April and early May, we believe it is in everyone's interest to make the decisions required and move forward with implementation as expeditiously as possible. We believe that most of the changes we are recommending can be successfully implemented during the 2011-12 academic year, including the reduction in the number of teams, all the decisions and the preparation for the elevation of a women's team to varsity status in 2012-13, an increase in staffing, salaries, and other resources, adjustments in team schedules, and the reduction in the number of admissions slots.

Of course, the most disruptive component of this plan for some people will be the recommendation to reduce the number of programs and teams. There is no way to sugar-coat that recommendation for the student-athletes who participate in those programs, many of whom came here expecting to devote considerable amounts of time to this activity and to participate for their full four years at Brown. As a result, there is no way to manage the change to fewer programs without creating great disappointment among those students and the other people who are invested in those programs – coaches, parents, alumni and other friends, and fans. Everything we do over the next weeks and months in moving forward with this plan must be done with care and concern for these students and the impact that our actions have on the quality of their experience. More specifically, we urge that the Vice President for Campus Life work with the Director of Athletics, the Dean of the College, and others to help individual students adjust in the ways that they feel are best for them, including offering help to those who wish to transfer to other universities in order to continue with those activities. Similarly, the Office of Human Resources should work with affected coaches and other staff to help them manage this transition humanely.

The adjustments necessary to bring our coaching and other salaries into line with the prevailing "market" – i.e., with our Ivy and other relevant peers – will take more than one year given the level of resources required. But the work of determining what adjustments are necessary should be undertaken immediately and a first step taken as early as possible. The Office of Human Resources should be asked to undertake the appropriate analyses and, working with the Athletics Department leadership, develop a plan that accomplishes this objective as quickly as possible. Such a study should not take more than about 6 months, which means that some salary adjustments should be made as early as January 2012.

Similarly, the facilities improvements recommended for field hockey and the locker rooms will take time to accomplish, perhaps as much as 3-5 years. At the same time, fund-raising can begin immediately as part of the University's post-campaign fund-raising initiatives. A significant amount of planning has already been done, and the sequence of investments required to bring the facilities for these programs up to par has been laid out by the Department and the planning staff in Facilities Management.

Our specific recommendations for implementation in each area are:

I. Schedule. Proceed immediately to modify Athletics Department guidelines for travel and competition as described earlier, to be effective in 2011-12; ask the Dean of the College to review the scheduling of seminars and other academic events and implement any changes as quickly as possible.

II. Facilities. Allocate funds from the existing capital budget on the order of \$1M to convert spaces to locker rooms as described above. Develop final plans for the sequence of investments in practice and competition fields designed to move field hockey from Warner Roof to an appropriate field. The cost of

those moves is in the \$9M range and fund raising should begin immediately so that, if possible, construction can begin in the summer of 2012.

III. Resources

- A. The Office of Human Resources should begin immediately to design and undertake a comprehensive study of salaries for coaches and staff within the Athletics Department and recommend a plan for bringing those salaries to an appropriately competitive level. That plan should be based on the Ivy League as the primary basis of comparison for most positions. The final plan should be implemented as quickly as possible, by building that plan into the University's existing budget process and compensation review system.
- B. The Brown University Sports Foundation (BUSF) and the Office of Advancement should be directed to develop a plan for providing the necessary resources through a combination of new endowment and increased annual fund-raising to support an increase in the athletics annual operating budget of \$250,000. The goal should be to secure that funding by June 2012, so that the budget for support staff and operating expenses can be increased in 2012-13. If it is possible to go forward next fall with any portion of the recommended increase within the constraints of the 2011-12 budget, that would make a very big difference for the athletics program as a whole.
- C. The Office of Advancement and the BUSF should develop a plan for raising \$10M to support the facilities improvements recommended by our committee. The University should be prepared to lend up to \$5M to this project so that the recommended work can get underway no later than the summer of 2012, assuming that Advancement and BUSF remain confident that the full amount can be raised within a reasonable timeframe.
- D. Advancement and BUSF should develop a plan for raising \$5M in new endowment for financial aid, so that the matching program for students, both athletes and non-athletes, with higher awards from other Ivy institutions can be expanded. It is understood that any program introduced or enhanced as a result of this fund-raising must comply fully with Ivy League rules and Brown University financial aid policy, which means that it must treat student-athletes and non-athletes in an equivalent manner.

IV. Program Scope

- A. The Athletics Department should develop a plan and a process for determining which women's program should be brought to varsity status and over what time period. The plan should be in place no later than the end of the fall term 2011 and the program should be officially recognized as a varsity program no later than the fall of 2012.
- B. The programs that would be discontinued under this plan would be discontinued effective in 2011-12. The Vice President for Campus Life and the Director of Athletics, working with the Dean of the College, the Office of Human Resources, and others, should immediately develop a plan for reaching out to affected students, coaches, and others to assist them in this difficult transition. The University should be as supportive as possible of those individuals, both in helping them to gather information and assess their options and then in putting into effect whatever steps they decide to pursue.

V. Admissions. The new targets for admissions slots for recruited athletes should be put into effect for the Class of 2016.

VI. Financial Aid. The proposed enhancements should be put into effect as funds are raised in the form of new endowment sufficient to add the recommended \$250K to the University's financial aid budget.

Final Comment

The committee is very aware that it took several years to reach the current state within the athletics program and many things have contributed to the current condition. We also understand that it will take time to rebuild the strength of our programs. We believe that the recommendations described in this report, if implemented as a package over the next few years, will represent a significant step forward in this regard. But we want to point out that the competitive landscape is always evolving and becoming more challenging, even in the Ivy League. As a result, as our final recommendation, the committee urges that the University remain vigilant to the changes in that landscape over time and not allow the gains represented by the Corporation discussion in February and the specific recommendations described in this report to erode. As is the case with the broader educational programs of which athletics are a part, Brown should constantly strive for improvement in all our programs and continue to look for ways to assemble the human, physical, and financial resources to be the best that we can be.

The Committee thanks the President for this opportunity to provide our advice to her on these important matters, and we stand ready to help with their consideration and, we hope, their speedy implementation.

Respectfully submitted by the Committee on April 2, 2011:

Bianca Aboubakare '11, Co-Chair, Student-Athlete Advisory Council
Howard P. Chudacoff, George L. Littlefield Professor of American History and Professor of Urban Studies
Philip D. Estes, Howard D. Williams '17/Joseph V. Paterno '50 Head Coach of Football
Michael Goldberger, Director of Athletics and Physical Education
Margaret Klawunn, Vice President for Campus Life and Student Services
MaryLou McMillan '85, Senior Director for Planning and Projects, office of the VP for Campus Life
Joseph S. Meisel, Deputy Provost
Kevin A. Mundt '76, Chair of the Advisory Council on Athletics
Samuel Speroni '11, Co-Chair, Student-Athlete Advisory Council
Richard R. Spies (Chair), Executive Vice President for Planning and Senior Advisor to the President

Phoebe Murphy, Associate Head Coach of Women's Crew, was a member of the Committee and participated fully in the deliberations but did not support the final recommendations.

Attachment A– Corporation Statement of Principles (February 2011)

PRINCIPLES TO GUIDE THE ADMINISTRATION ON THE QUESTION OF ATHLETICS

- Intercollegiate athletics, the experience and contribution of Brown student-athletes, and the University's participation in the Ivy League are deeply valued by Brown and the Corporation.
- Brown's varsity teams should offer a high quality experience for students and opportunities for equitable participation and achieving excellence.
- Intercollegiate athletics must be appropriately aligned with the academic mission of the University, and the individual experience of student-athletes must be consonant with their academic goals and curricular opportunities.
- A clear and agreed-upon vision and plan for athletics, endorsed by the Corporation, is essential to the success of the University in this area.

CHARGE TO THE ADMINISTRATION

- The Corporation asks the administration to determine whether athletics at Brown are currently supported and aligned with these principles.
- The Corporation requests that the administration prepare a plan which articulates a vision for athletics at Brown consistent with these principles and sets forth recommended goals and objectives and a timeline and action plan for achieving those goals.
- The plan should address the question of the number of recruited athlete admission slots and whether or not financial aid policies are appropriate for Brown.
- The plan should define the appropriate level of financial support for the athletics program consistent with this vision and principles, and alternatives for achieving this level of support.
- The plan should recommend the alternatives the administration feels the University should adopt.
- A preliminary plan should be prepared in time for presentation to and discussion by the Campus Life Committee and the Corporation in May 2011.

**Attachment B – Vision Statement for the Department of Athletics
Director of Athletics Michael Goldberger – Fall 2007**

Department of Athletics and Physical Education

Vision Statement

Fall 2007

Introduction

“Brown University’s goal is to have an excellent athletics program that provides a superior experience for our students, and that is integrated fully into the academic mission of the University.” (NCAA Recertification 2006) At present, the Department of Athletics and Physical Education provides athletic and recreation opportunities for the entire Brown community. Our 37 varsity sports teams are made up of highly competitive, well-qualified student-athletes. The 16 club teams provide an outlet for Brown students interested in a competitive experience at a less-intense level than varsity. A variety of intramural leagues support physical fitness and competition within the Brown community, and our structured physical education classes and our available fitness equipment encourage physical activity and skills training for students, faculty and staff, and the local community.

It is the responsibility of the department to provide staffing, administration, logistical support, equipment and training/competition space for our varsity, club, intramural and recreation participants in a healthy and safe environment. As members of the Ivy Group, we believe in the principles of the league which state that intercollegiate athletics ought to be maintained within a perspective that holds paramount the academic programs of the institution and the academic and personal growth of the student athlete. Our facilities and programs are available for Brown’s more than 7,000 students and 3,000 faculty and staff. The number of participants in our programs annually is staggering: 3,000 intramural participants, 2,000 physical education class members, 500 club sport athletes, and nearly 900 varsity participants, not to mention the more than one thousand daily users of our fitness facilities.

The department is comprised of dedicated administrators who support the student-athlete experience, who support the recreation aspect of the university’s mission and the student experience, and who partner effectively with other administrators within the university. The department is comprised of dedicated coaches who believe in the Ivy competition ideal and can thrive within Ivy and NCAA rules, who teach student athletes life skills while encouraging excellence on and off the field. Finally, and most important, our department is comprised of student-athletes who seek excellence and who strive to fulfill both their athletic and academic potential. The Department employs 130 people to provide this broad based program.

Planning process

At the request of the Vice President for Finance, the Department of Athletics and Physical Education has taken a long and thoughtful look at how to best serve our constituencies. Where should this department be in five years and how well can our current budget provide us with the resources to achieve our goals? While most of the passion that surrounds the department centers around the varsity programs, our review has considered every aspect of our department. We have looked in depth at the more than 60 budgets within the department. Senior members of the athletic staff met with coaches and administrators responsible for each of the individual budgets. Those coaches and administrators provided their insights on the resources needed to run those programs properly. This information was then reviewed by the senior administration of the department, the division budget director, and the Director of the BUSF. This group discussed the information, compared it with similar type institutions when possible and created a list of needs and associated costs to those needs. This list was then vetted through the President's Advisory Council, the Executive Leadership group of the Brown University Sports Foundation, the Vice President for Campus Life and Student Services, and the University Budget Director.

Developing a Vision

As the various recommendations from coaches and administrators surfaced, it was clear to us that each individual steward of her/his budget had thought carefully about each facet of the operation. None of the requests or recommendations was capricious and none was out of line with what was available at other institutions. However, we know we cannot be all things to all people and it was incumbent upon us to articulate the building blocks around which the department of athletics and physical education should build its future. We knew that our plan should be student centered and we have used the Plan for Academic Enrichment as a guiding principle in our efforts.

What do we want a Brown student to experience in five years? How can we shape a plan for the future to allow our department to have a strong, positive impact on the lives of our students? We have looked carefully at this question and feel that we can make important strides through working in four main areas of strategic focus:

1. The Department of Athletics and Physical Education should be an integrated part of the educational mission of the university;
2. The health and safety of our students and athletes is paramount in all we do;
3. Brown is committed to being a competitive member of the Ivy League;
4. Our programs and facilities should reflect the excellence of the University.

Areas of Strategic Focus

1. The Department of Athletics and Physical Education should be an integrated part of the educational mission of the university.

Specific Objective 1 – Recruit and retain the best possible coaches, instructors, and administrators.

Specific Objective 2 – Provide a broad based program for all students featuring multiple levels of commitment and opportunity.

Specific Objective 3 – Provide and support programming that addresses the educational values of athletics.

The primary mission of any university is academics, but there is little doubt that athletics plays a vital role in the education of our students. Whether their commitment is through membership on a varsity team or through developing a healthy life style in one of our recreation programs, the contribution is immense; and we believe that almost all students consider themselves athletes at one level or another. All students can learn about teamwork, leadership, discipline, commitment, working with diverse groups of students in addition to developing healthy life skills. Surely, there are other places where these skills can be developed, but some would argue that athletics can do this better than any other discipline.

For an athlete, their whole being is involved in their sport. Their bodies are involved, surely, but also their intellects, and also their emotional commitments, and also their very sense of self-identity. Because, then, of the very nature of athletics as involving the whole person, coaches are often able to involve the whole being of the athlete in a way that those of us who are classroom teachers struggle mightily and with relatively rare success to achieve. Is it any wonder, then, that the teaching they do, positively or negatively, will have deeper and more lasting affects. Yes, coaches are indeed teachers, and their power as teachers is immense, surely as great as any teachers in other disciplines. (Drew Hyland)

It is indeed important to be sure that our University respects its coaches as teachers and places them in situations where it can teach those lessons. Similarly, one must realize that this works both ways – good coaches are good teachers, so too, are bad coaches teachers. We cannot tolerate bad teachers in any area of the university.

Thus, our goal is to recruit and retain the best possible coaches and administrators. We do not seek million dollar deals for our staff, but the fact remains that the funding level for many Brown coaches is well below the Ivy medians. Historical inequities between men’s and women’s compensation should be narrowed. Our assistant coaches should have realistic work schedules and should be compensated fairly, and our administrators should be paid at competitive levels.

We currently offer one of the largest intercollegiate programs in the nation with 37 varsity sports. However, this portion of the department services only 900 young men and women. Brown should expand its offerings in the areas of club sports, intramurals, physical fitness and recreation so that all students can, if they so choose, participate in a program that suits his/her needs. The Jonathan Nelson Fitness Center will provide increased space and opportunity for this expansion, but personnel to direct these programs and instruct new classes will need to be added. One of the important missions of our department should be to provide classes and supervision that promotes healthy life styles.

We need to provide consistent support and programming to provide for the bridging of academic and athletic goals. We expect to produce scholar-athletes whose performance in the classroom and on the fields of play are a reflection of the values of this institution.

2. The safety and the well being of our students and our student- athletes are paramount.

General Objective 1 – We must provide modern, safe facilities, venues, and equipment, for our students and our athletic teams.

General Objective 2 – We must provide our athletes with well trained support personnel in crucial areas involving training and sports medicine.

General Objective 3 – Travel to practice and competition must always be arranged with an eye towards safety.

There are inherent risks to athletic competition and training. That said, it is our responsibility to be sure that athletic participation and competition take place in as safe an environment as possible. Our facilities should be maintained and monitored for safety on a regular schedule. The equipment we make available to our students must be cared for properly. Budgets must be such that equipment can be replaced on a regular schedule and the risks involved must never be taken for granted. Home competitions require crowd control so as to provide for the safety of our athletes and the well being of our fans.

The Department must maintain an adequate staff of professional support personnel to provide for the safety and well being of our students and our athletes. Every aspect of our operation should put the safety and well being of our athletes first. This practice would extend from obvious areas like sports medicine and strength training to mundane areas like clean laundry to prevent staph infections.

Transportation is an area of great concern. The away competitions require team travel and athletes should be transported safely, using approved vehicles with trained/certified drivers. Steps have been taken in this direction already, but there are still areas of concern. Many of our teams (golf, skiing, sailing, and equestrian) practice at venues off campus and our students are often responsible for providing their own transportation to these sites. The nature of these sports does not permit for practice venues on campus, but we should take steps to reduce the use of student transportation.

3. Brown University is committed to being a competitive member of the Ivy League

General Objective 1 –We should derive great pride in our membership in the league and strive to compete as equal members of that league.

General Objective 2 – Our administration must be staffed in a manner that they can perform the duties required by league membership and can perform them well

General Objective 3 – Our varsity and club intercollegiate programs should be staffed and funded in a manner that allows each to compete on an equal level with other teams in the League

Brown University is a member of the Ivy League and it is certain that we derive great benefit from this membership. It is how we are best known and it is without doubt the biggest factor in our ability to attract faculty and students. That said, it is important to remember that the Ivy League is an athletic conference and as members we must abide by its rules, standards and policies. This membership sets standards and policies with regard to recruitment, travel, compliance, game expenses, and much, much more. Yes, this is a price for this membership, but the benefits are great.

At the present time, Brown sponsors the third largest total of intercollegiate teams in the conference with 37 and smallest number of administrators with 13. Only Harvard with 41 sports and Princeton with 38 exceed our offerings; yet Harvard has 24 administrators and Princeton 27 compared to Brown's 13. This difference should be addressed so that our administration can perform their work properly and with pride. In addition, these differences impact not only our intercollegiate teams, but also the ability of this administration to provide proper service and supervision to the non-intercollegiate offerings.

We are committed to providing our student athletes with the opportunity to compete on a level playing field with our Ivy brethren. Surely, we could field teams without matching the commitment of the other Ivy institutions and in some areas we may choose to do so, but the League's founding principles state that each member school, ". . . ought not merely to tolerate, but to value a balance of competitive success within the Group. Although schools may differ in those sports in which they excel, a reasonable competitive balance among institutions over time over all sports should be sought." We are committed to being an equal partner in our goal of competitive balance. This commitment translates to coaching staffs, travel and recruitment budgets.

4. Facilities should reflect the excellence of our university

General Objective 1 –We should provide athletic facilities and venues that are safe, appropriate, and competitive within our league.

General Objective 2 – We should provide and maintain athletic equipment so that it is adequate, safe and functional.

General Objective 3 – New athletic venues should be planned with an eye towards future needs and an eye toward creating beautiful spaces on campus.

The current state of facilities at Brown is in serious need of support. This commentary reflects every aspect of operation from recreational athletics to intercollegiate. The current situation with the Smith Swim Center makes this abundantly clear. We recently brought in an outside consulting group, Cannon Design, who provided extensive lists of deficiencies. Our track facility is no longer eligible to host the league championships because of an inadequate number of lanes, our swim center (when it was open) was not adequate to host the league championships due to lack of depth. Visiting teams refused to play on our outdoor tennis courts due to the large number of cracks on the playing surface. Our gymnastics team has a member who is a current silver medalist at the recent world championships – yet we do not have a training space adequate for her work out on one of the four core events. Many of our varsity teams do not have locker rooms or are forced to share with one or two other teams. Additionally,

many of our facilities are in severe need of repair – and I say this despite an excellent relationship with facilities management who provides us with what I am sure is more than our share of service.

Athletic equipment for our recreational athlete is inadequate. We currently possess over \$500,000 worth of cardio equipment, most with a lifespan of only 3 years, yet we have no budget to replace this equipment. Some of our varsity teams, like men’s and women’s track often require students to purchase some of their own equipment.

As we consider new facilities, it is crucial that we keep an eye on future needs. The Cannon Design group provided excellent benchmarks for where we should be heading in the future. For example, our facility for strength and conditioning is 4,000 n.s.f. Cannon Design recommended that our facility be 14,500 n.s.f. At this time, there is under consideration the possibility of adding this facility to the Nelson Fitness Center. This could be a very important first step for the future.

Conclusion

To achieve our goal of having “an excellent athletics program that provides a superior experience for our students and that is integrated fully into the academic mission of the University,” we must focus our efforts on the objectives outlined in this vision. Each area of strategic focus provides opportunity to improve the experience for the thousands of students who participate in athletics during their time at Brown. We know there will be obstacles, but believe we possess the desire and the ability to turn this vision into reality. Next steps include sharing the vision with other decision-makers in the University, developing a plan and timetable for implementation, and identifying funding resources.



Provost and Dean of the College Report: Evaluative Criteria

- **Community:** Is a given sport important to Brown’s sense of community in terms of active and broad-based interest ?
- **History:** Does this sport have a strong symbolic or historical role in Ivy or other competition?
- **Size of Admissions Cohort:** How many admissions slots are reserved for recruited athletes for each team?
- **Academic Experience:** Do the activities required for this sport detract from students’ academic experience?
- **Competitiveness:** Does this sport provide adequate opportunities for achieving excellence at the Ivy or national level?
- **Facilities:** How adequate are Brown’s facilities for this sport?
- **Cost:** How great are the university resources required to sustain this sport?
- **Gender Equity (Title IX):** Are we upholding our commitment to equal opportunities for men and women? Are we in compliance with our proportionality requirement?