



BROWN

EXHIBIT
10
Paxson
8/14/2020

Excellence in Athletics

Corporation Committee on Campus Life

May 14, 2020

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Purpose of today's meeting

- Discuss the findings of the Committee on Athletics Excellence, in advance of the upcoming Corporation meeting
- Vote on whether or not to move this recommendation forward to the Corporation

This meeting is strictly confidential. Please do not discuss with others outside of this committee.

Background: competitive excellence

- Brown, a member of the Ivy League, currently has 38 Varsity sports (17 men's and 21 women's) as well as a number of highly competitive club sports
- Although there are some bright spots, Brown has not been competitive in the Ivy League, winning 2.8% of championships in the past 10 years.
- This is inconsistent with one of the core values of Ivy League:

“Each member school ought not to merely 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.*”
- **More importantly, it is inconsistent with Brown's approach to targeted excellence in all that we do, in academic and other pursuits**

Background: Gender equity & Title IX

- Brown has a strong commitment to providing equal opportunity to women and men in varsity athletics
- A 1998 Consent Decree established that the fraction of varsity athletics opportunities for women can not be more than 3.5% below the fraction of undergraduate students who are women. If any women's varsity sport is eliminated, the variance goes from 3.5% to 2.25%
- Example: If 51% of undergraduate students are women, the fraction of women athletes who are female cannot currently drop below 47.5%. If a women's sport is cut, the threshold would be 48.75%
- Over time, the fraction of undergraduate students who are women has risen, creating pressure to under-roster men's teams relative to women's teams
- **Maintaining gender equity in athletics is not just about compliance with the consent decree and Title IX: it is also the right thing to do**

Timeline of work on athletics

- **August 2018:** “Increasing the competitiveness of varsity athletics” is shared with the Corporation as one of my annual priorities.
- **November 2018:** Brown commissioned Collegiate Sports Associates (CSA) to conduct a review of varsity athletics at Brown.
- **February 2019:** The Campus Life Committee discusses the recommendations of the CSA report. Several recommendations were subsequently implemented.
- A current that ran through the report, which was confirmed more directly in my private conversations with the review team, was that we have too many varsity teams relative to resources (facilities, admissions support slots, international financial aid, operating budgets)
- **December 2019:** Established a Committee on Excellence in Excellence, chaired by trustee emeritus Kevin Mundt, who also chairs the Athletics Advisory Council

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Committee membership

- Kevin Mundt '76, chair
- Richard Caputo, Jr. '88
- Kathryn Quadracci Flores '90
- Eileen Goldgeier '85 (and ex officio as GC)
- Earl Hunt '03
- Jonathan M. Nelson '77
- Paula McNamara '84

Committee charge

*The charge of this committee is to develop a proposal with recommendations to determine the **numbers and identities of varsity and highly competitive club sports** at Brown which accommodate the students' athletic interests and abilities.*

The goals of this endeavor is to enhance the quality of the student experience in athletics, provide for gender equity, ensuring diversity and inclusion, sustaining reasonable support for the pursuit of excellence, increasing competitiveness in varsity athletics, and building a stronger university community with a focus on collegiate loyalty.

The committee was asked to consider:

1. Are there available **competitive opportunities** within the Ivy League and/or peer institutions to maintain a competitive varsity schedule or club schedule?
2. Does Brown have **quality facilities or use of quality facilities in Rhode Island** for the sport which can be used to host athletic contests, competitions and tournaments?
3. What are the average **roster sizes** of the sports within the Ivy League and the NCAA and how do those averages measure up to Brown's five-year roster averages?
4. How might Brown utilize its **recruiting admissions slots** more effectively to re-focus its efforts on perhaps a smaller and different menu of varsity sports?
5. Determine the **opportunities for male and female student-athletes** so that there is substantial proportionality with the undergraduate population as required by Title IX and Brown's consent decree.
6. Does the varsity sport or a highly competitive club sport have the **potential to build and strengthen community?**
7. How **competitive** within the Ivy League has each team been over the past 10 years, and for non-Ivy sports, how competitive has the team been within the appropriate sport association?

Resources

- The committee was assured that changing the number and composition of varsity and club sports would **NOT** be accompanied by:
 - A reduction in the number of admissions recruiting slots
 - A decline in the operating budget for athletics
- The number of recruiting slots to remain at 230 (up from 205 in 2012)
- Operating budgets to be strategically reallocated to varsity and club sports
- To the extent that varsity sports to be converted to club status have endowments, the endowment would follow the sport (subject to donor preferences)

What the committee did

1. Reviewed the competitive record for each sport
2. Reviewed the quality of facilities for practice and competitions
3. Discussed other factors, like need for international financial aid
4. Assessed each varsity sport plus two of the highly-competitive club sports (co-ed and women's sailing) for:
 - Competitiveness
 - Facilities for practice and competitions; locational advantages
 - Potential “community impact”—school spirit, alumni engagement

Example of analysis with two sports

	Swimming	Squash
Facilities	Pool is best in Ivy League	Squash courts are worst in Ivy League
International financial aid	Not a priority in swimming	60% of the First-Team All-Ivy honorees in last 4 years were international students
Recent finishes	Men: 4 th this year Women: 5 th this year, 4 th last year	Men: Ivy record since 2015 is 1-41 Women: Ivy record since 2015 is 0-42
Needs	Increase in squad size of 3 to 6	Squash facility More international financial aid Increases in squad size of 3 to 5
Challenge	Unless the rosters are increased, likely to remain in the 4-6 range in the Ivy League	Without a new facility and more international financial aid, we will remain in last place. Larger rosters alone are insufficient

Summary rating sheet: men's teams

Sport	Competitiveness	Facilities or locational advantage	Potential Community impact		Average rating
Mens					
Lacrosse	5	5	5		5.0
Crew	5	4	4		4.3
Sailing (coed)	5	5	3		4.3
Soccer	3	5	5		4.3
Basketball	4	3	5		4.0
Water polo	3	5	4		4.0
Football	2	4	5		3.7
Swim-dive	2	5	3		3.3
Baseball	2	4	3		3.0
Ice Hockey	3	2	4		3.0
Wrestling	2	3	3		2.7
Fencing	2	1	1		1.3
Golf	1	2	1		1.3
Tennis	2	1	1		1.3
Track& Field + CC	2	1	1		1.3
Squash	1	1	1		1.0

Note: Plans underway to renovate Meehan (hockey facility)

Note: cannot host Ivy championships at Brown but other good local options exist

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Summary rating sheet: women's teams

Sport	Competitiveness	Facilities or locational advantage	Potential Community impact	Average rating
Womens				
Soccer	5	5	5	5.0
Crew	5	4	4	4.3
Lacrosse	3	5	5	4.3
Sailing (coed)	5	5	3	4.3
Sailing (womens)	5	5	3	4.3
Water polo	4	5	4	4.3
Swim-dive	3	5	3	3.7
Basketball	2	3	5	3.3
Rugby	3	4	3	3.3
Volleyball	3	3	4	3.3
Field Hockey	2	4	3	3.0
Gymnastics	3	3	3	3.0
Softball	2	4	3	3.0
Ice Hockey	1	2	4	2.3
Golf	2	2	1	1.7
Tennis	2	1	1	1.3
Track & Field +CC	2	1	1	1.3
Equestrian	1	1	1	1.0
Fencing	1	1	1	1.0
Skiing	1	1	1	1.0
Squash	1	1	1	1.0

Note: Plans underway to renovate Meehan (hockey facility)

Note: cannot host Ivy championships at Brown but other good local options exist

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Roster sizes also matter...

Sport	Brown (5-yr av)	Ivy Average
Mens		
Baseball	28.0	32.0
Basketball	14.4	17.0
Crew	50.8	43.0
Fencing	12.4	17.0
Football	107.4	110.0
Lacrosse	38.0	43.0
Soccer	26.4	28.0
Squash	11.8	16.0
Swim-dive	27.2	33.0
Tennis	11.6	13.0
Track, Field & CC	100.0	138.0
Water polo	18.2	18.0
Wrestling	25.2	30.0
SUBTOTAL MENS	471.4	538.0

If Brown squad sizes were the same as Ivy averages, we would need about ~58 more opportunities for male athletes

Roster sizes also matter...

Sport	Brown (5-yr av)	Ivy Average
Basketball	13.8	16.0
Crew	53.8	50.0
Equestrian	32.6	29.0
Fencing	14.2	16.0
Field Hockey	22.2	22.0
Golf	8.8	9.0
Gymnastics	16.8	20.0
Ice Hockey	23.0	23.0
Lacrosse	30.4	30.0
Rugby	30.0	31.0
Skiing	8.0	15.0
Soccer	24.8	27.0
Softball	17.8	19.0
Squash	13.4	14.0
Swim-dive	31.0	34.0
Tennis	10.4	11.0
Track, Field & CC	129.0	145.0
Volleyball	17.5	18.0
Water polo	22.0	18.0
SUBTOTAL WOMENS	519.5	547.0

If Brown squad sizes were the same as Ivy averages, we would need about ~28 more opportunities for female athletes

Final combination of varsity teams had to meet the following criteria

- Favor teams that have higher ratings (competitiveness, facilities, community impact)
- Give each varsity team the “optimal” squad size (calculated in a variety of ways)
- Gender equity: increase the fraction of varsity opportunities for women
- Consider impact on diversity

Recommendation

Covert to club or cut

- Fencing (m/w)
- Golf (m/w)
- Skiing (w)
- Squash (m/w)
- Equestrian (w)
- Tennis (m/w)
- Track, Field & CC (m)

		Alternative roster sizes			
	Current	Brown (5-yr av)	Winning teams (5-yr av)	Coaches' ideal*	Ivy average*
#sports	38	27	27	27	27
# athletic opportunities, total	1025	794	907	845	875
# athletic opportunities, men	506	362	428	397	394
# athletic opportunities, women	520	432	479	446	481
% women	50.7%	54.4%	52.8%	52.9%	55.0%

Add

- Sailing (coed, w)

Notes: Numbers may not add up to rounding error.

*"Coaches' ideal" for track, field and cross country counts squad size differently than the other methods

Equity and diversity

1. Using the ideal squad sizes reported by coaches, the % athletic opportunities for women is very close to the fraction of women in the undergraduate student body, and about the fraction using Ivy average squad sizes.
2. Currently, 19.9% of student athletes are HUG, relative to 21% in the undergraduate population. Assuming that the diversity of each team stays the same over time, this plan would reduce %HUG to between 18.4% to 19.4%. We will continue to emphasize our goal of increasing diversity among student-athletes.

Comments

1. The scenario envisions making women's track, field and cross country into a premier women's program at Brown
2. Changing tennis to a club sport could open up the 4th floor of the Pizzatola for a second basketball court (used by numerous men's and women's sports)
3. Elevates a club sport—sailing (women's and co-ed)—for which we have a natural locational advantage and a new facility
4. Bring resources into club sports that already exist (running, golf, tennis, and skiing) and paves the way for new club sports (squash, fencing, equestrian)

Final list of recommended varsity teams

Men's	Women's
1. Baseball	1. Basketball
2. Basketball	2. Crew
3. Crew	3. Field Hockey
4. Football	4. Gymnastics
5. Ice Hockey	5. Ice Hockey
6. Lacrosse	6. Lacrosse
7. Soccer	7. Rugby
8. Swim-dive	8. Sailing (w)
9. Water polo	9. Soccer
10. Wrestling	10. Softball
Coed	11. Swim-dive
1. Sailing (coed)	12. Track
	13. Field
	14. Cross country
	15. Volleyball
	16. Water polo

Will making this change automatically guarantee competitiveness?



- Rationalizing the allocation of sports between varsity and club is necessary but not sufficient to achieve excellence in athletics.
- It will pave the way to other actions that will drive success:
 - Establishing high bars for coaches, while supporting their professional development
 - Focusing on admissions and recruitment for outstanding , diverse student-athletes on appropriately-rostered teams
 - Develop a plan that advances remaining women's and men's varsity teams through improved facilities for practice, competition, and locker rooms
 - Developing tailored strength, conditioning and nutrition programs for varsity teams

Why is this a good time to do this?

- From the point of view of current students, no time is a good time—but some times are better than others
- Announcing in late-May/early-June is early enough that incoming student-athletes on affected teams can transfer, and now new students (currently rising seniors) will be disadvantaged
- Athletics is likely to be seriously disrupted in the coming academic year due to COVID-19. Student-athletes who will be seniors are unlikely to be able to compete in the fall, maybe in the spring
- Students in affected teams will be able to transfer if they choose to do so, and will be supported by Brown in this process

What's ahead

- Discuss with Corporation on May 21, possibly schedule a follow-up meeting
- Planning underway on
 - Communications
 - Student support
 - Donor relations/gift agreements/legal
- **Strictly confidential!!!**

Discussion



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