



BROWN

EXHIBIT
16
Hayes
8/15/2020

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Achilles, Grant <grant_achilles@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>
Cc: "Sullivan, Colin" <colin_sullivan@brown.edu>

Wed, May 13, 2020 at 7:33 PM

Jack,

Thank you for reaching out. This coming fall, we will have 27 players on our roster. Ideally, our roster would be at 31. The D1 roster limit is 35 (and will be higher for many schools this year, potentially coming years as well depending upon the NCAA's response to roster proposals).

Proposed 31-Man Roster

- 16 position players (3 C, 1 1B, 6 INF, 6 OF)
- 15 pitchers (4 Starters, 6 Long Relievers, 4 Short Relievers, 1 Closer)
- Provides valuable positional depth, and allows for traditional scrimmages and practices. Gives more depth for pitching as well, which is the position in baseball most vulnerable to injury. Myriad variables surrounding our sport have led to more injuries (the increase in games played in high school and youth baseball, showcase/travel baseball, increased physicality in pitchers leading to higher velocity before the player's frame/body can sustain or support that explosiveness) making it important to have increased pitching depth.

Impacts of a 27-Man Roster

- 14 position players (3 C, 1 1B, 6 INF, 4 OF)
- 13 pitchers (4 Starters, 4 Long Relievers, 4 Short Relievers, 1 Closer)
- Practices are forced to be non-traditional (3-team scrimmages to fill defensive positioning). This drastically limits development for all players in the team setting, an area where we have seen deficiencies over the past few years.
- Injuries of any kind can be debilitating (we have traveled injured players to Ivy competitions because we did not have enough players who were healthy to meet the 24-man travel squad).
- Freshmen are required to play, often before they are ready. This sets them back in both confidence and development.
- There is limited positional depth to hold players accountable without making a mockery of the on-field product (putting a player in the game that is not suited for competition in that position).

Baseball - 27 players, 10 play at a time, 0 free substitutions. Depending on the number of pitches thrown, a pitcher may need 2-6 days between outings - rendering them medically incapable of playing back-to-back games.

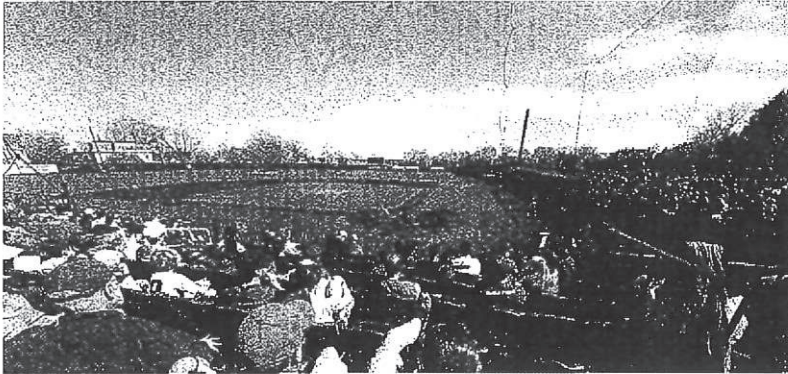
Peer Comparison

The Division I roster limit for baseball is 35 players, and our roster is allowed to be 80% of that roster. Of the teams that finished above us in the standings in 2019, all had at least 31 players on their roster during Ivy competition. Historically, Princeton and Yale are the only schools that waiver around 29-30 players on their rosters, while most others have been between 32-35. I came to these numbers based on checking website rosters, observing uniformed players in the dugout when we are the visiting team, and talking with the other coaches.

While extensive, hopefully this provides background on how I arrived at that specific number.

Best,
Grant

Grant Achilles
Brown University
Head Baseball Coach
(o) 401.863.3090
(c) 434.221.9652
(f) 401.863.3863
Brown Baseball Twitter
Brown Baseball Homepage
Brown University Homepage
Attanasio Family Field
Brotherhood Integrity Gratitude - Live B.I.G. Today



On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches --

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972



Re: Rosters - Important

1 message

Jackie Beck <jackie_beck@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:14 PM

Hi Jack,
>Ideal roster size for W-Golf is 10.
>Current size is 9
>20/21 is 12 (this is if everyone returns. Brittany Park took spring season off and Naomi Lee took fall season off). I have 4 freshman coming, [redacted] have spots, [redacted] got in on their own, all strong junior players.

Thank you
Jackie

Get Outlook for Android

From: Hayes, Jack <jack_hayes@brown.edu>
Sent: Wednesday, May 13, 2020 6:04:53 PM
To: Achilles, Grant <grant_achilles@brown.edu>; Martin, Michael <michael_f_martin@brown.edu>; Cooke, Paul <paul_cooke@brown.edu>; Tim Springfield <tim_springfield@brown.edu>; James Perry <james_perry@brown.edu>; Alexander Ripa <alexander_ripa@brown.edu>; Hughes, Michael <michael_hughes@brown.edu>; Brendan Whittet <brendan_whittet@brown.edu>; Michael Daly <michael_daly@brown.edu>; Patrick Laughlin <patrick_laughlin@brown.edu>; LeGassick, Stuart <stuart_legassick@brown.edu>; Norman, Kevin <kevin_norman@brown.edu>; Tim Gray <timothy_gray@brown.edu>; Felix Mercado <felix_mercado@brown.edu>; Todd Beckerman <todd_beckerman@brown.edu>; Monique LeBlanc <coachleblanc24@gmail.com>; John Murphy <john_murphy_jr@brown.edu>; Michaela Scanlon <michaela_scanlon@brown.edu>; Reeve, Jill <jill_reeve@brown.edu>; Jackie Beck <jackie_beck@brown.edu>; Carver-Milne, Sara <sara_carver@brown.edu>; Wahlig, Carisa <carisa_wahlig@brown.edu>; McDonald, Keely <keely_mcdonald@brown.edu>; Flores, Kathleen <kathleen_flores@brown.edu>; Alex Norden <jennifer_alex_norden@brown.edu>; McNeill, Kia <kia_mcneill@brown.edu>; Kate Refsnyder <katrina_refsnyder@brown.edu>; Kovenock, Kate <kate_kovenock@brown.edu>; Lucie Schmidhauser <Lucie_Schmidhauser@brown.edu>; Ahen Kim <ahen_kim@brown.edu>
Subject: Rosters - Important

Dear Coaches –

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BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Todd Beckerman <todd_beckerman@brown.edu>
To: "Hayes, Jack" <Jack_Hayes@brown.edu>
Cc: Carolan Norris <carolan_norris@brown.edu>

Wed, May 13, 2020 at 6:55 PM

Hi Jack

Our roster size now is 25 and our ideal size would be 30 on the wrestler roster. This would give us 3 at each weight class and wiggle room for injuries, guys outgrowing the weight class or taking a gap year.

Thanks

Todd

Todd Beckerman
Head Wrestling Coach
Brown University
402-202-4072

On May 13, 2020, at 6:05 PM, Hayes, Jack <Jack_Hayes@brown.edu> wrote:

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Thanks,

Jack

–

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
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(401) 863-2972

BROWN2020_00026391



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Carver-Milne, Sara <sara_carver@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:11 PM

Hi Jack. Sorry, I'd say 19.

Please let me know if I can help with anything else.

Thank you,
Sara

Sara Carver-Milne
Head Gymnastics Coach
Brown University

Ivy Champions '90, '13, '14, '16
ECAC Champions 2014

Cell: 401-559-3334

<http://www.brown.edu>
<http://www.brownbears.com>

On Wed, May 13, 2020 at 7:04 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
If you had to give a specific ideal on the 18-20, what would it be?

On Wed, May 13, 2020 at 6:38 PM Carver-Milne, Sara <sara_carver@brown.edu> wrote:
Hi Jack.

Our ideal roster size is between 18-20.

Our current roster is 15. Next season, we'll have 22.

We were able to get several recruits accepted without slots this year and are in the process of rebuilding, from several years with a roster much lower than needed. This will even out over the next year or two. I took ALL the walk-ons this upcoming year to help out the team.

Thank you,
Sara

Sara Carver-Milne
Head Gymnastics Coach
Brown University

Ivy Champions '90, '13, '14, '16
ECAC Champions 2014

Cell: 401-559-3334

<http://www.brown.edu>
<http://www.brownbears.com>

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Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
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(401) 863-2972

--

Jack Hayes
Director of Athletics
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235 Hope Street
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Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Paul Cooke <paul_cooke@brown.edu>
To: "Hayes, Jack" <Jack_Hayes@brown.edu>
Cc: Colin Sullivan <colin_sullivan@brown.edu>

Wed, May 13, 2020 at 8:47 PM

Dear Jack,

We have had a roster number of 46 for a long time. That number is sufficient and allows us to be competitive. 46 is our number.

Best,

Paul

Sent from my iPhone

On May 13, 2020, at 8:24 PM, Hayes, Jack <Jack_Hayes@brown.edu> wrote:

So what's your ideal number?

On Wed, May 13, 2020 at 8:20 PM Paul Cooke <paul_cooke@brown.edu> wrote:

Dear Jack,

Our current roster size is comparable to the other Ivy League peer institutions and I hope we can keep that roster the same size going forward. If changes are made, my hope would be to stay in sync with other Ivy League programs and to have a similar size roster as our peers.

Please let me know if you need more info.

Best,

Paul

Sent from my iPhone

On May 13, 2020, at 6:05 PM, Hayes, Jack <Jack_Hayes@brown.edu> wrote:

Dear Coaches –

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Thanks,

Jack

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Jack Hayes
Director of Athletics
Brown University
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(401) 863-2972

--

Jack Hayes
Director of Athletics
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Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Michael Daly <michael_daly@brown.edu>
To: Jack Hayes <jack_hayes@brown.edu>
Cc: Colin Sullivan <colin_sullivan@brown.edu>

Wed, May 13, 2020 at 6:41 PM

Our roster next fall will be 51 with the addition of Goss and McCaleb

Our ideal/target roster would be 48, our slot allocation has been alternating 12, 11, 12, 11 (with some extras with special cases/circumstances)

I imagine our roster will be larger than 48 for the next couple of years as we cycle through the 'lost' season of 2020.

Anything I can be helpful with, please let me know.

Thanks,
Mike

MICHAEL DALY
Rothman Head Coaching Chair

@coachmikedaly

@BrownLacrosse

Brown Men's Lacrosse

On May 13, 2020, at 6:04 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rugby Roster

1 message

Flores, Kathleen <kathleen_flores@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:36 PM

Yes, sorry if that was a bit obscure!

On Wed, May 13, 2020 at 7:27 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Thanks. So would you say 35 is ideal?

On Wed, May 13, 2020 at 7:14 PM Kathleen Flores <kathleen_flores@brown.edu> wrote:
Hi Jack

Ideal size is 30-35.

My current roster will be 32 including my incoming freshmen. 35 just gives us breathing room for injuries sake. Our trend with retention (losing walk on's and seniors) seems to be around 28-30. As we get more recruited players our retention is obviously better.

Thanks
Kathy

Sent from my iPhone... please excuse any typos!

On May 13, 2020, at 6:05 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

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What would your ideal roster size be?

If that is different from what your current roster is, please explain.

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Thanks,

Jack

--

Jack Hayes
Director of Athletics

BROWN2020_00026397

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(401) 863-2972

--

Jack Hayes
Director of Athletics
Brown University
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--

"If you don't like something, change it. If you can't change it, change your attitude." **Maya Angelou**

Kathy Flores, Head Coach
Brown University NCAA Rugby
401.863.5807 (office)
401.340.9724 (mobile)

Recruiting Questionnaire

www.facebook.com/brown.w.ruggers

@BWRCoach

@BrownWRFC



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Gray, Tim <timothy_gray@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 8:15 PM

10

On Wed, May 13, 2020 at 7:58 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Thanks Tim. If you had to give one total...what would it be?

On Wed, May 13, 2020 at 7:54 PM Gray, Tim <timothy_gray@brown.edu> wrote:
Hello Jack,

I hope you're safe and well!

Given the we have four indoor courts and a majority of our time is spent indoors, I would say the the ideal number is 10 for the men's tennis roster. 12 would be the max I think.

Be well!

Tim

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
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If that is different from what your current roster is, please explain.

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Thanks,

Jack

--
Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972
--

Inline image



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Michael <michael_hughes@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 6:26 PM

Hi Jack,

We're currently at 7. My ideal size would be 9.

Our lower number comes from Drew Powell transferring to Duke and Jack Blair not being admitted late in the process.

I have planned to have a walk on tryout in September (assuming we're back competing).

I hope this helps.

BearDown,
Mike

Michael Hughes
Head Men's Golf Coach
Brown University
2013 Academic National Champions
401-863-1412
Brownbears.com
Husie346@twitter.com

On May 13, 2020, at 6:04 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

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Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
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(401) 863-2972

BROWN2020_00026400



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Kim, Ahen <ahen_kim@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:43 PM

Hi Jack,

Volleyball's ideal number is 18. I believe that has typically been a normal roster size in the past.

Next year we are anticipating a roster of 21 athletes. That is high due to the unusually large Class of 2021 (there are 7 of them). After they graduate next year we will come back down to 14 athletes plus to Class of 2025, which should put us right around 18.

Hope that helps. Let me know if you have any other questions.

Ahen Kim
Head Volleyball Coach
Brown University
brownbears.com



On Wed, May 13, 2020 at 5:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

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Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912

BROWN2020_00026401



Re: Rosters - Important

1 message

Kovenock, Kate <kate_kovenock@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:32 PM

36 is ideal.

On Wed, May 13, 2020 at 7:27 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
What's the ideal number on your 34-38 range?

On Wed, May 13, 2020 at 7:18 PM Kate Kovenock <kate_kovenock@brown.edu> wrote:
Jack—

An ideal roster size for Women's Swimming & Diving is 36 student-athletes. (If a ballpark range is needed, 34-38 SAs is historically required to be competitive on the women's side of the League. BWSD is currently in that range.)

Working with a 36 person roster, the ideal breakdown is 28 swimmers and 8 divers.

If any additional information is needed, please let me know.

Thank you—
Kate

Kate Kovenock
Head Coach, Women's Swimming & Diving
Brown University

Office: (401) 863-5399
Cell: (401) 323-7752

Website | [Twitter](#) | [Instagram](#) | [Facebook](#)

On May 13, 2020, at 6:04 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

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Thanks,

Jack

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Brown University
235 Hope Street
Providence, RI 02912
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--
Jack Hayes
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Brown University
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(401) 863-2972

--

Kate Kovenock
Head Coach
Women's Swimming & Diving
Brown University

Sent from my iPhone



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

LeBlanc, Monique <monique_leblanc@brown.edu>
To: Jack Hayes <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:37 PM

Hi Jack,

18 is ideal.

Thanks!

Monique

----- Forwarded message -----

From: **Hayes, Jack** <jack_hayes@brown.edu>

Date: Wed, May 13, 2020 at 6:04 PM

Subject: Rosters - Important

To: Achilles, Grant <grant_achilles@brown.edu>, Martin, Michael <michael_f_martin@brown.edu>, Cooke, Paul <paul_cooke@brown.edu>, Tim Springfield <tim_springfield@brown.edu>, James Perry <james_perry@brown.edu>, Alexander Ripa <alexander_ripa@brown.edu>, Hughes, Michael <michael_hughes@brown.edu>, Brendan Whittet <brendan_whittet@brown.edu>, Michael Daly <michael_daly@brown.edu>, Patrick Laughlin <patrick_laughlin@brown.edu>, LeGassick, Stuart <stuart_legassick@brown.edu>, Norman, Kevin <kevin_norman@brown.edu>, Tim Gray <timothy_gray@brown.edu>, Felix Mercado <felix_mercado@brown.edu>, Todd Beckerman <todd_beckerman@brown.edu>, Monique LeBlanc <coachleblanc24@gmail.com>, John Murphy <john_murphy_jr@brown.edu>, Michaela Scanlon <michaela_scanlon@brown.edu>, Reeve, Jill <jill_reeve@brown.edu>, Jackie Beck <jackie_beck@brown.edu>, Carver-Milne, Sara <sara_carver@brown.edu>, Wahlig, Carisa <carisa_wahlig@brown.edu>, McDonald, Keely <keely_mcdonald@brown.edu>, Flores, Kathleen <kathleen_flores@brown.edu>, Alex Norden <jennifer_alex_norden@brown.edu>, McNeill, Kia <kia_mcneill@brown.edu>, Kate Refsnyder <katrina_refsnyder@brown.edu>, Kovenock, Kate <kate_kovenock@brown.edu>, Lucie Schmidhauser <Lucie_Schmidhauser@brown.edu>, Ahen Kim <ahen_kim@brown.edu>

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BROWN2020_00026404

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Thanks,

Jack

--

Jack Hayes
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Jack Hayes
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Monique LeBlanc

Elizabeth F. Turner '98 Coaching Chair for Women's Basketball

Brown University Athletics | 235 Hope Street Box 1932 | Providence, RI 02912
BrownBears.com/sports/womens-basketball.com | @Brownhoops



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Laughlin, Patrick <patrick_laughlin@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 6:39 PM

Jack,

The ideal Men's Soccer roster would be 28 players. This is an additional two players to our current roster. To play a full field game against ourselves for training you need 22 players. That leaves six extra places for a 3rd/4th goalkeeper(s) and substitutes. Injuries have placed a toll on our current 26 man roster the last few years. Using 2019 as an example we had two of our 26 players out for the entire season before we started preseason (Will Crain and Jack Hagstrom) effectively reducing us to a 24 man roster with 21 field players and three Goalkeepers. This limits/eliminates the opportunity to play full sided (11v11) in training especially when we get into the season as classes, injuries, and illness take away players each week.

In the Ivy League the smallest roster besides Brown has been Harvard. Harvard over the last five seasons has at their max a roster of 29 players and at their least a roster of 25 players. Columbia has a 28 player roster cap. Cornell, Dartmouth, Penn, Princeton, and Yale have all seen rosters of 30 players or more in the last four years. In the last four years Dartmouth, Princeton, and Yale have won the Ivy League

I am happy to discuss this more.

Pat

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Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
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(401) 863-2972

--

Pat Laughlin
"Friends of Brown Men's Soccer Coaching Chair"
Head Men's Soccer Coach
Brown University
Box 1932, 235 Hope Street
Providence, RI 02912
PH: 401-863-2349
Fax: 401-863-3450

*Elite 125 Soccer Camp: www.brownbears.com
Brown Men's Soccer on Twitter: <http://twitter.com/#!/brownmenssoccer>*



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important Squash

1 message

Stuart LeGassick <stuart_legassick@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:30 PM

Ideal:

15 men
15 women

Last year
14 men
14 Women

We have two/three long term injuries a season on each team (on average) so we end up with about 12 players at some points during the season. Concussion -interestingly -has been affecting both teams during the season.

Best Stuart

Sent from my iPhone

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Jack

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Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Martin, Michael <michael_f_martin@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>
Cc: Colin Sullivan <colin_sullivan@brown.edu>

Wed, May 13, 2020 at 6:33 PM

Jack,

We are slated to have 17 on our roster next season, as of now, but if we add this JUCO transfer, it'd be 18. One of them is a recruited walk-on, EJ Perry. I guess it's not such a simple answer as I think my ideal roster size is 15-16 but I think it's necessary to have the flexibility to bring in 5 or 6 every year, to account for any attrition or (some who quit for any number of reasons or those who decide to transfer - especially with the impending basketball transfer policy that looks certain to happen in the next two years).

Which is pretty much where we've been the past 6 years (beginning with Obi + Chris Sullivan's class). It would be great to have at least 6 slots per year but allow me to use the discretion of using anywhere from 4-6.

Hope that helps. Happy to discuss further on the phone, if necessary.

Thanks,

Mike

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches --

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

--



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

McDonald, Keely <keely_mcdonald@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:32 PM

Hi Jack,

Our ideal size is what we currently have - an average of [redacted] admissions spots. Resulting in ideally [redacted] players a year on our roster. One option is to limit travel squads or gear to save money rather than roster sizes. Our move to an average of [redacted] spots a few years ago has made a huge difference for competitiveness. Thank you for all that you are doing.

Keely

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

--
CHASE GREATNESS TODAY!

Keely McDonald '00

Brown University Women's Lacrosse
235 Hope Street, Box 1933

BROWN2020_00026410

Providence, Rhode Island 02912
(401) 863 - 9378

@BrownwIax
Bears Website
Bears on Facebook
Brown Website



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Kia McNeill <kia_mcneill@brown.edu>
To: "Hayes, Jack" <Jack_Hayes@brown.edu>

Wed, May 13, 2020 at 6:23 PM

Hi Jack,

For w.soccer I would say a roster around 30 is a healthy number. For this fall we actually will have 32 on the team as of right now. The reason for this being different from my target number is we have a really good team culture and especially with the success of this past season haven't had the normal attrition that is inevitable in Ivy programs. I also think the lack of attrition has to do with recruiting the right players who are equally committed athletically and academically.

Thanks,

Kia

Sent from my iPhone

On May 13, 2020, at 6:05 PM, Hayes, Jack <Jack_Hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

BROWN2020_00026412



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Mercado, Felix <felix_mercado@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>
Cc: Carolan Norris <carolan_norris@brown.edu>

Wed, May 13, 2020 at 7:10 PM

Hey Jack,

Ideal Roster Size for my programs is 18 for the Men and 20 for the Women. On the men I currently have 19 and on the women we are at 24, I always anticipate carrying more women to help with Title 9 numbers. While you didn't ask for this info I will also provide that to consistently remain a top tier team having [redacted] spots for the men and [redacted] for the women would be great :). Thank you Jack and stay safe!

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

--

Recruiting Questionnaire Summer Water Polo Camps
GO BRUNO!
Felix Mercado
Head Coach Brown University
Men and Women's Water Polo Programs
401 863 9042 O
305 495 9427 C

BROWN2020_00026413



Re: Team Rosters

1 message

Mollicone, John <john_mollicone@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Thu, May 14, 2020 at 3:52 PM

I think the numbers we were talking about are about right to have a strong varsity coed and women's team: 12 plus males and 18 plus females for 30 total.

Thanks Jack,

John



John Mollicone

Barry Family Director of Sailing

Brown University Sailing | Box 1932 | Providence, RI 02912

www.brown.edu/Athletics/Sailing_Club/ | Cell: (401) 935 0594

On Thu, May 14, 2020 at 3:49 PM Hayes, Jack <jack_hayes@brown.edu> wrote:

Hi John.

As we consider Sailing as a varsity sport for women and co-ed, what would the ideal roster sizes be for each?

Thanks.

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

John Murphy <john_murphy_jr2003@hotmail.com>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 6:15 PM

Jack,

The ideal roster size for Women's Crew is 46 which is our current size.

Best wishes,

John

From: Hayes, Jack <jack_hayes@brown.edu>

Sent: Wednesday, May 13, 2020 6:04 PM

To: Achilles, Grant <grant_achilles@brown.edu>; Martin, Michael <michael_f_martin@brown.edu>; Cooke, Paul <paul_cooke@brown.edu>; Tim Springfield <tim_springfield@brown.edu>; James Perry <james_perry@brown.edu>; Alexander Ripa <alexander_ripa@brown.edu>; Hughes, Michael <michael_hughes@brown.edu>; Brendan Whittet <brendan_whittet@brown.edu>; Michael Daly <michael_daly@brown.edu>; Patrick Laughlin <patrick_laughlin@brown.edu>; LeGassick, Stuart <stuart_legassick@brown.edu>; Norman, Kevin <kevin_norman@brown.edu>; Tim Gray <timothy_gray@brown.edu>; Felix Mercado <felix_mercado@brown.edu>; Todd Beckerman <todd_beckerman@brown.edu>; Monique LeBlanc <coachleblanc24@gmail.com>; John Murphy <john_murphy_jr@brown.edu>; Michaela Scanlon <michaela_scanlon@brown.edu>; Reeve, Jill <jill_reeve@brown.edu>; Jackie Beck <jackie_beck@brown.edu>; Carver-Milne, Sara <sara_carver@brown.edu>; Wahlig, Carisa <carisa_wahlig@brown.edu>; McDonald, Keely <keely_mcdonald@brown.edu>; Flores, Kathleen <kathleen_flores@brown.edu>; Alex Norden <jennifer_alex_norden@brown.edu>; McNeill, Kia <kia_mcneill@brown.edu>; Kate Refsnyder <katrina_refsnyder@brown.edu>; Kovenock, Kate <kate_kovenock@brown.edu>; Lucie Schmidhauser <Lucie_Schmidhauser@brown.edu>; Ahen Kim <ahen_kim@brown.edu>

Subject: Rosters - Important

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Norden, Alex <jennifer_alex_norden@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 6:36 PM

Good Evening Jack,

I hope you and your family are doing well.

The ski team's ideal roster size would be 12 athletes. Right now, we have a roster of 10. As you are aware, we're still developing our roster size from gaining our admissions slots back. I'd like to have 3 athletes in each class. These numbers would be ideal for keeping team depth.

Please me know if you have any questions.

Best,
Alex

On Wed, May 13, 2020 at 18:05 Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

--

Alex Norden
she/her/hers
Brown University Skiing
Cell: 303-885-2910
235 Hope St. Providence, RI 02912
brownbears.com
@brownbearsskiing



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Norman, Kevin <kevin_norman@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:03 PM

Hi Jack,

I hope you're doing well.

Last season I had 28 on my roster, which you can survive with, but leaves you with very little wiggle room for injury, sickness, attrition, etc. My expected roster size for next season is 30 which is an ideal number.

I hope this helps.

Thank you,

Kevin

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

- What would your ideal roster size be?
- If that is different from what your current roster is, please explain.
- I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

--



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Perry, James <james_perry@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 8:35 PM

Thanks for reaching out.
Our ideal roster size is 110 players.
This is in line with Ivy League and NCAA legislation. An acceptable range of roster would be between 100 and 110. I believe our current performance issues are closely tied to our roster being in the 90 range. Recruiting classes of the size of [REDACTED] will allow us to correct this in 3 years.
I can produce detailed analysis of league wide data as well as recent Brown Football Championship teams but hope this helps.

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

—
Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

—
James Perry
Head Football Coach



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Jill Reeve <jill_reeve@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 6:44 PM

Jack,

Ideal roster size would be 22. Our roster next season will be 25.

Thank you.

Jill

Sent from my iPhone

On May 13, 2020, at 6:05 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

BROWN2020_00026419



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Alexander Ripa <alexander_ripa@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 6:26 PM

Hi Jack,

We appreciate what you are doing for our sports!

For fencing, I've been aiming for 5 people on each squad - that would be 15 per gender for a total of 30 people for Men's and Women's combined. I've been told to keep more women than men, so maybe 33 would be more accurate.

That's a little more than we have now, but probably close to what we were slated to have for next season.

Hope that helps.

Alex

On May 13, 2020, at 6:05 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

–

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972



Re: Rosters - Important

1 message

Michaela Scanlon <michaela_scanlon@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Thu, May 14, 2020 at 12:01 PM

28

Sent from my iPhone

On May 13, 2020, at 8:40 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

Can you give me a specific number...not a range.

Thanks.

On Wed, May 13, 2020 at 8:39 PM Michaela Scanlon <michaela_scanlon@brown.edu> wrote:

Hi jack, sorry this is a little late, I just got home from night check at the farm. My ideal roster size is 24 to 28, pretty much what it is now. I graduated a large class 2 years ago but have rebuilt to that ideal. Best, Michaela

Sent from my iPhone

On May 13, 2020, at 6:04 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972



Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Lucie Schmidhauser <lucie_schmidhauser@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:18 PM

Hello Jack,

The ideal roster size for tennis is 10. We will have 12 players on the roster next year, but that is due to quality walk-on players.

We had only 8 players on the roster this year, but that is only 2 more than we need for team matches and we were in danger of defaulting matches several times due to injuries or sickness.

Let me know if you have any questions.

Thank you,

Lucie

Lucie Ludvigova Schmidhauser
Brown University
Women's Tennis
Head Coach
lucie_schmidhauser@brown.edu
401-400-9699

On May 13, 2020, at 6:05 PM, Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Kate Refsnyder <katrina_refsnyder@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:39 PM

Jack,

Hope you are well!

My ideal roster size is 20 for our softball program. This year we had 18 on the roster but that was a bit small. If we had a couple injuries (like last year) we would have run into some trouble. We also had to turn some infielders into outfielders. Next year we have 23 slated on the team as our incoming class is very large. I am bringing in 3 pitchers to bring our pitching staff to 6, a much better number than 3 or 4 as we have previously had on staff.

Ideally: 5 pitchers, 4 catchers, 5 primary outfielders, 6 primary infielders. (with multiple people being utility players and able to play more than one position)

Please let me know if you need any further information.

Thanks,
Kate

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

--



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Springfield, Tim <tim_springfield@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>
Cc: "Sullivan, Colin" <colin_sullivan@brown.edu>

Wed, May 13, 2020 at 8:10 PM

Jack,

Attached are my proposed ideal roster sizes. They are in line with our average rosters over the past 5 years. The proposed numbers are higher than our 2019-20 numbers because we had an unusual amount of attrition and we because we rolled over a number of support slots to this year's recruiting class. Next year, we will be back in line with our usual averages as we have a large recruiting class coming in.

The proposed men's roster size is 5 less than the Ivy League Average, but this represents our low number of support spots on the men's side. I don't know that it is feasible to get above 50 with 11 slots per year, and I doubt we can be competitive under 50. None of the teams in the top half of the league have roster sizes under 50.

The women's number is in line with the Ivy League average.

Hope this is the information needed. I'd be happy to add clarification.

Tim

Tim Springfield
Director of Track and Field and Cross Country
Alden-Rothenberg Coaching Chair
Brown University

401-863-2400 (office)
401-316-6462 (cell)
401-863-1844 (fax)

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:
Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,


Jack


BROWN2020_00026424

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

2 attachments

 **Cross Country Ideal Roster Size.pdf**
88K

 **Track and Field Ideal Roster Size.pdf**
93K



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Wahlig, Carisa <carisa_wahlig@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:44 PM

Hi Jack,

My ideal roster size would be 24. It differs from our current roster because of the turnover of a new coaching staff with returning players as well as recruits from the previous coaching staff.

Thanks,



Carisa Wahlig

Head Coach Women's Ice Hockey

Brown University | 235 Hope Street | Providence, RI 02912

Office: (401) 863-1043 | Cell: (312) 730-7444

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

—
Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

BROWN2020_00026426



BROWN

Hayes, Jack <jack_hayes@brown.edu>

Re: Rosters - Important

1 message

Whittet, Brendan <brendan_whittet@brown.edu>
To: "Hayes, Jack" <jack_hayes@brown.edu>

Wed, May 13, 2020 at 7:38 PM

Hope you and your family are safe and well. Ideal roster size for us would be 28. This past year we were at 29 as we were able to get a late add in Samuli Niiniaari who was outstanding in his freshman year at defense.

Thanks.

Brendan

On Wed, May 13, 2020 at 6:05 PM Hayes, Jack <jack_hayes@brown.edu> wrote:

Dear Coaches –

As you can imagine, I am using this time to work on budgets and the allocation of admissions slots as we think strategically about our program. Please answer the following question:

What would your ideal roster size be?

If that is different from what your current roster is, please explain.

I would appreciate your answer by **8pm this evening**. Please respond using "reply" rather than "reply all".

Thanks,

Jack

--

Jack Hayes
Director of Athletics
Brown University
235 Hope Street
Providence, RI 02912
(401) 863-2972

--

Brendan Whittet '94
Brown University
Head Men's Hockey Coach
401-369-5351 (c)
401-863-1915 (o)
<http://www.brownbears.com/sports/m-hockey/index>

BROWN2020_00026427

Message

From: Carhart, Jeanne [jeanne_carhart@brown.edu]
on behalf of Carhart, Jeanne <jeanne_carhart@brown.edu> [jeanne_carhart@brown.edu]
Sent: 5/13/2020 8:52:35 PM
To: Jack Hayes [Jack_Hayes@brown.edu]
Subject: Rosters

NATIVE DOCUMENT PLACEHOLDER

**Please review the native document 000001 Exhibit 1 -
Original006415 - Attachment 1 - Original006455.xlsx**

Sport	Coach's Ideal Roster Size
Baseball	31
Basketball	16
All Track Combined	72 (20+52)
Fencing	15
Football	110
Golf	9
Ice Hockey	28
Lacrosse	48
Rowing	46
Soccer	28
Squash	15
Swimming & Diving	30
Tennis	10
Water Polo	18
Wrestling	30

Sport	Coach's Ideal Roster Size
Baseball	31
Basketball	16
All Track Combined	72 (20+52)
Fencing	15
Football	110
Golf	9
Ice Hockey	28
Lacrosse	48
Rowing	46
Soccer	28
Squash	15
Swimming & Diving	30
Tennis	10
Water Polo	18
Wrestling	30

Message

From: jh104 [jack_hayes@brown.edu]
on behalf of jh104 <jack_hayes@brown.edu> [jack_hayes@brown.edu]
Sent: 5/21/2020 7:17:09 PM
To: Christina Paxson [christina_paxson@brown.edu]
Subject: Re: AI and Admission Supports - Fall 2021

Chris,

As a follow up to the charts I just sent you, could you please consider adding men's and women's fencing back in to our sports portfolio.

Given the limitations that the Ivy League has regarding admissions slot calculations, I strongly suggest this.

Fencing has the highest AI. Allocating some slots to fencing will increase our department AI and provide more flexibility for the other sports.

Fencing has a high admissions slot value in the Ivy League formula. This will allow more slots to be allocated to other sports.

Fencing does not impact any facility issues. They practice off campus.

I want this effort to be best for Brown. I am comfortable that all this work will help us get better. I am concerned that we have not done enough to improve the athletics program.

I take full responsibility that I should have understood this calculation. But now that we are aware before making an announcement, there is an opportunity to adjust it and better our teams.

I am concerned.

Jack

Sent from my iPad

On May 21, 2020, at 7:01 PM, jh104 <jack_hayes@brown.edu> wrote:

Sent from my iPad

Begin forwarded message:

From: "Kelly, Colleen" <colleen_kelly@brown.edu>
Date: May 21, 2020 at 6:12:28 PM EDT