

1. The Athletic program will strive to produce successful teams across the board and achieve a top 50 position within the Sports Academy Directors Cup ranking (formerly known as Sears Cup).
  - TCU ranked 55<sup>th</sup> in 2005-06.
  - TCU ranked 52<sup>nd</sup> in 2006-07.
  - TCU ranked 57<sup>th</sup> in 2007-08.
  - **TCU ranked 42<sup>nd</sup> in 2008-09.**
  
2. The Athletic program will seek to annually place 12 teams in post-season competition.
  - **Fifteen (15) teams participated in post-season competition in 2005-06.**
  - **Fourteen (14) teams participated in post-season competition in 2006-07.**
  - **Fifteen (15) teams participated in post-season competition in 2007-08.**
  - **Fourteen (14) teams participated in post-season competition in 2008-09.**
  
3. All teams will strive to finish among the top 3 in conference standings.
  - Seven (7) teams finished in the top 3 in conference standings in 2005-06.
  - Nine (9) teams finished in the top 3 in conference standings in 2006-07.
  - Eight (8) teams finished in the top 3 in conference standings in 2007-08.
  - Eleven (11) teams finished in the top 3 in conference standings in 2008-09.
  
4. Academic success of student-athletes should mirror that of the TCU student body.

<b>Federal Graduation Rates</b>	2002	2003	2004	2005	2006	2007	2008
TCU Student Body	64%	64%	65%	67%	69%	68%	69%
TCU Student-Athletes	58%	72%	68%	67%	56%	48%	66%
10-year S-A Average	71%	69%	68%	66%	62%	62%	85%

The Federal Graduation Rate does not reflect student-athletes that transfer and graduate at other universities.

5. Each team will be involved in community outreach.

**Each team has participated in community outreach programs with Reading Frogs, Cook Children's Hospital, and Habitat for Humanity. The student-**

athletes have been creative in such outreach programs. One team hosted a clinic for area youth and donated all proceeds to Cook Children's Hospital.

6. The Athletic program should expect to provide positive experiences for student-athletes.

The Athletics Department consults with the Student-Athlete Advisory Committee (SAAC) for input on the needs and desires of student-athletes when making decisions that directly affect student-athletes (e.g., annual participation awards, apparel and equipment needs). The Athletics Department uses the NCAA Student-Athlete Opportunity Fund to assist student-athletes who experience financial hardship. To ensure that a positive experience is being provided, and make adjustments if necessary, the Athletics Department meets with each senior at the conclusion of their competition season to conduct an exit interview. Lastly, the addition and/or renovation of state-of-the art facilities for student-athletes enhances the student-athlete experience.

7. Being competitive on the field requires competitive facilities as recognized in the Athletics Department master plan.

The Sammy Baugh Indoor Practice Facility and the Meyer-Martin Athletic Complex have been added since the Vision In Action campaign began. New sound equipment was installed at Amon G. Carter Stadium and the Projects currently in progress include the construction of the Jane Justin Fieldhouse (a locker room for the women's soccer team) and renovation of the Friedman Tennis Center Pro-Shop. The sound system in Daniel-Meyer Coliseum has been updated. A new facility to house Olympic sports coaches' offices, locker rooms and service units is in the design development phase. Efforts to raise money for the renovation of Amon G. Carter Stadium are in progress, including a new sound system in Amon G. Carter and luxury suites.

8. Coaches are responsible and accountable for the success of their teams in athletic competition. Overall program integrity is included in the evaluations of all department officials.

Coaches' work ethic and success on the field/court demonstrate responsibility and accountability. They work tirelessly to evaluate, recruit and teach. TCU has seen the fruits of their labor as the majority have reaped success as conference champions and post-season participants (see numbers two and three above).

## ADDITIONAL RECOMMENDATIONS

- 1. The University needs to develop a forum or multiple forums involving interested University constituencies to discuss the future role and development of Intercollegiate Athletics.** In many ways, TCU has been able to develop a model athletic program for a moderate sized, private university. The program has achieved national prominence on the athletic field while maintaining a high level of integrity. Our student-athletes graduate at rates comparable to or higher than regular students. While financial support from the university during the past six years has enriched the athletic program, an understanding of necessary funding to continue to operate a nationally competitive program will be important as future decisions are made in this area.

There are multiple constituencies concerned about the future role of athletics at TCU—faculty, staff, students, alumni, Trustees and the Athletic Department among others. Enhancing the integration of athletics, as part of the operations of the University is likely to be best served when these multiple constituencies are part of a shared discussion process. The discussion process needs to be characterized both by recognition of what has been accomplished and pride in that accomplishment, and by openness about the promise and issues for the future and the resources required to meet the promise.

The University created the Intercollegiate Athletic Committee (IAC) to integrate faculty, staff, Athletic Department staff and student-athletes. The IAC meets with the Student-Athlete Advisory Committee (SAAC) during the Spring semester to receive feedback on their TCU experience as student-athletes. The IAC meets with the Director of Athletics and Senior Woman Administrator twice a year to address solutions for student-athlete issues/concerns.

The IAC does not include alumni, students or Trustees, as recommended in the initial strategic plan. The initial strategic plan suggests multiple forums involving University constituencies to discuss the future role and development of Intercollegiate Athletics. To date, this recommendation remains unfulfilled.

- 2. The NCAA processes for enhancing institutional control over athletics should be monitored and adopted where they fit the TCU situation.** There are important discussions going on within the NCAA over institutional management of athletics. Some of these involve changes in eligibility requirements for student-athletes both as incoming students and for meeting academic progress requirements. Another area of interest has been the oversight of athletic academic advising. TCU, like many universities, has an Office of Athletic Academic Services. The office provides academic advising and tutorial services for student-athletes. Many universities, however, have adopted or are considering adopting an alternative model that places all academic advising and assistance programs under the supervision of the chief academic officer of the university.

*We recommend that TCU adopt a model of dual reporting for the athletic department in this area.* The retirement of TCU's Provost and possible change in oversight of intercollegiate athletics makes this an opportune time to consider such a change. With the new NCAA regulations on the progress of athletes and changing eligibility standards, monitoring the academic progress of athletes has become a critical institutional

responsibility. Improvements in the reporting relationship will help to ensure that the TCU system remains above reproach. Many of the issues affecting student-athletes, such as academic advising, are found throughout the University student body. Consequently, a commitment of resources to deal with these important problems can be shared under the proposed change in reporting. Requiring the athletic academic services office to report to both the Director of Athletics and Provost or his designee, would enhance services to all students and maintain a singular standard for the University.

A model of dual reporting athletic academic advising remains unfulfilled. The Office of Athletic Academic Services continues to report solely to the Associate Athletic Director for Internal Operations.

- 3. The University should continually seek ways to leverage the investments and on-going role of Intercollegiate Athletics in support of other University priorities.** As previously mentioned, the TCU community understands that continued financial support for the athletic program is essential to meet institutional goals and assumptions. Along with increased regional and national recognition, dramatically improved facilities and services, enhanced relationships with external communities, the Athletic program has also provided opportunities to increase the support for University goals beyond athletics. Although many efforts to provide this leverage have already been undertaken by the University, TCU should continue to maintain this strategy. With the move to the Mountain West Conference, new opportunities are likely to be available.

Some of these considerations might include:

- Strengthening admission and alumni relationships in key Mountain West cities, such as San Diego, Albuquerque, Salt Lake City, Denver and Colorado Springs.

**The Office of Admissions has more visibility and easier access to certain parts of the market in the Mountain West footprint. TCU's admission numbers would add credibility to this statement.**

- Sharing athletic facilities with other University programs and activities wherever feasible and appropriate.

**The Athletics Department shares its facilities with other University programs. TCU men's and women's soccer club teams use Garvey-Rosenthal Stadium for competition when it does not interfere with varsity soccer competition or practice. The Office of Admissions uses the Meyer-Martin Athletic Complex for Mondays at TCU, a program for prospective students. Daniel-Meyer Coliseum is used for the University Opening Lunch and the Friedman Tennis Center is used to teach a physical education class.**

- Building special programs that use athletic events and activities to strengthen students, faculty and staff relationship with the University, especially where their participation enhances the audience at athletic events.

Susan G. Komen for the Cure fundraising done in conjunction with a home football game rallies all campus constituents to participate and enhances the audience at athletic events. The Athletics Department should look for more opportunities to build such special programs.

- Using non-conference schedules to sustain or enhance Texas institutional rivalries. **Former Southwest Conference members Texas and Baylor have been scheduled for football. Men's and women's basketball scheduled Texas A & M and the majority of our teams continue to compete against SMU.**

- Using athletic events as a key community relation's tool for outreach into Fort Worth and surrounding communities, especially minority communities.

The Athletics Department partners with the Forth Worth Independent School District to bring Fort Worth youth to football, basketball and soccer games. Complimentary admission and food are extended to program participants for the athletic events. Such community outreach to minority communities remains unfulfilled.

- Continuing to build and enhance academic relationships with programs for which the athletic program can provide a high level training laboratory.

**Film, Television and Digital Media work with the Athletics Department to broadcast volleyball, men's and women's basketball and baseball. It is hope that in 2010-11 women's soccer games will be broadcast as well. Additionally, the Athletic Training Program is an arm of the Kinesiology department.**

- 4. The University and the Athletic Department must continue to look for appropriate ways to enhance Departmental revenues that can offset necessary investments of general University resources.** The charge to the Athletic Department to enhance its revenue base in all appropriate ways is essential to both the development of the Department and to the future development of TCU. Hopefully, the joining of the Mountain West Conference will provide a major opportunity. The developments in the Bowl Championship Series for an additional bowl game with greater participation from conferences outside the current major conferences may provide additional means. A national and regional prominence obtained through continued competitiveness on our playing fields also provides opportunities. As these efforts are successful in increasing resources, the new resources need to be applied to offsetting University resources as well as enhancing the athletic programs. At the same time, revenue-raising efforts need to be sensitive to other University goals. These goals include enhanced involvement of the University community and its constituents in attendance at Athletic events, maintenance of a high level of integrity for all University programs and enhancement of fund raising for all types of high priority major University initiatives.

The Athletic Department has shown appropriate sensitivity to these issues in the past, but the future is going to require a balanced approach and sustained discussions of the appropriate balance across the University.

Mountain West Conference team's appearances in BCS bowls have increased the Athletics Department revenue. Discussion regarding an automatic-qualifier status for the league remains, but no formal action to award such status has occurred and remains a topic of debate. TCU sports are more recognized due to the success of football, but other TCU sports need to achieve national success too to increase revenue.

The endzone suites in the Meyer-Martin Athletic Complex (MMAC) provide annual revenue of approximately \$500,000. This revenue is earmarked for the Frog Club, the Athletics Department organization that raises money for athletic scholarships. The MMAC was constructed for \$13 million; the money for the complex was raised pre-construction so no debt was incurred for the project. The Athletics Department is researching additional ways to generate new revenue, particularly with the planning for renovation of Amon G. Carter Stadium do new revenue opportunities present themselves. Identifying new revenue streams will remain a work-in-progress.

**The Athletics Department and the University Advancement Office communicate frequently and coordinate their fundraising efforts to maximize giving potential from donors.**

**5. Sustaining the University commitment to meeting Title IX purposes should be a priority.**

Over 60% of the TCU student body is composed of women. The TCU athletic program has made strides in the recent past to encompass the goals of Title IX in its decision-making and actions, and it continues to strive to meet the overall objectives of gender equity stated in the original passage of Title IX. TCU needs to continuing to address gender equity issues, and this continued progress is essential as future investments in athletics are considered. This committee takes no position on specific sports or the make up of the overall sport program at TCU, but finding approaches to move toward gender equity should remain a strategic priority stated both for the University and for the Athletic Department.

The Athletics Department is committed to meeting Title IX but to date has not closed the gap between the percentage of TCU women students and the percentage of TCU women student-athletes. The TCU student body is still largely composed of women. Sixty percent of the student body are women; 42 percent of the TCU student-athlete body are women. Title IX laws state the percentage of women student-athletes should mirror that of women of the student body. TCU recognizes its failure to meet this standard and is exploring alternatives to compliance with Title IX legislation. A committee of staff from a variety of offices on campus has been formed to determine if and when it might be feasible to add a women's sport to the list of TCU sponsored sports.