

November 16, 2011

Dr. Loh,

I, first, want to thank you, co-chairs Linda Clement, Barry Gossett, and the Commission for the time effort and passion they have put in this body of work.

Before I begin to address the Report of the President's Commission on Intercollegiate Athletics, I will state for the record what I have said to you privately since this difficult process began many months ago. I do not wish to eliminate any athletic programs. Not a single one. I have devoted my professional life to building athletic programs and to enhancing the student athlete experience. I was told that my record as a builder was a primary reason I was offered the position of Athletic Director at this great institution.

Without question, this is one of the most difficult decisions that I have faced in my life, personal or professional. While I would not wish these circumstances on anyone, I was brought here to lead and I am prepared to do what is necessary to make Maryland athletics a model department with respect to academic, competitive and financial success, stability and sustainability.

I believe, at my very core, that intercollegiate athletics support the educational mission of this and every academic institution. Student athletes are a uniquely talented sub-population of the greater student body, similar to students of the Honors College, and they should be supported as such. Student athletes are no different than students who pursue advanced engineering, business or the performing arts and they should be held in the same high cultural and academic

November 16, 2011

esteem. Many of our student athletes perform at the highest level in the classroom, while also doing great things in competition, in the University community, and the external community at large.

Additionally, the public interest and acclaim brought by the success of athletic teams can create immeasurable benefit to the University. The increased publicity, brand awareness and national prestige, brings with it a financial reward in increased contributions, sales of merchandise, applications for admission and a multitude of other areas that should not be overlooked.

It is important to also understand that the recommended reduction to reduce 10% in administrative overhead by the Commission is in addition to the nearly 20% of previous budget cuts. Prior cuts were made across the board in operating budgets starting in FY09 that totaled \$1.9M to date. With the Commission's recommendation of an additional 10%, the total reduction will increase to \$2.6M. ICA has made significant reductions to all areas of operations and at this point has no choice but to reduce the number of teams as well.

With that said, I am prepared to accept the recommendations of the President's Commission on Intercollegiate Athletics with the caveat that we provide the teams and their constituencies the opportunity to fundraise to avoid reduction. While the fundraising goals will be lofty, the supporters must be given an opportunity to step up and deliver on behalf of the student athletes and programs.

November 16, 2011

**Recommendations of ICA:**

1. **“Save the Programs Campaign”**

I recommend that the supporters of each team identified in the Commission's report be given the opportunity to raise 8 years' worth of the total program costs by June 30, 2012, in order to keep the program in existence. After June 30, 2012, a full program endowment will need to be completed by the end of that 8-year period (June 30, 2020) to endow the programs in perpetuity. The teams will be paired with respect to Title IX requirements to ensure that proportionality is maintained. This will not be an easy task, however, the need has never been greater and I am committed to giving this fundraising initiative our maximum effort. I am prepared to commit two senior development staff members full time to the cause as their expertise, deep relationships and institutional knowledge will be invaluable. *See Appendix A (attached)*

2. **Make ICA a Partner in Fund Raising:**

Expand upon the President's Commission recommendation that ICA join forces with University Relations and the Alumni Association creating campus wide strategies and efficiencies for fund raising. Include ICA in all prospect, solicitation and strategy development meetings as an equal campus partner in every way. To this end, I recommend the appointment of liaisons

November 16, 2011

within University Relations, the Alumni Association office and ICA who will establish and extend this partnership.

3. **Collaborate to Create New Revenue Streams:**

Engage the University's vast entrepreneurial resources to develop new revenue streams and to maximize existing ones. New and expanded revenues are critical to the long-term sustainability of ICA, and we would like to be strong, proactive partners with other campus units, as well as the schools and colleges.

From this day forward, we must confront the reality that we can no longer afford to be unrealistic optimists. There are different approaches and philosophies that raise the question of whether the quality of the experience is more important than the experience itself. Regardless of how we chose to address this, we must move forward with a plan of action that demonstrates and produces a successful end result. By following a process that clarifies its vision and purpose, ICA has begun to strategically restructure to better serve all of its constituents. The ultimate goal for the ICA is to provide an excellent experience for each student athlete that includes academic support, health management and strength and conditioning.

ICA must continue to build on the Commission's report. ICA will be reaching out to work with all areas of the Athletic Department, across campus, and to external constituents that have a vested interest.

November 16, 2011

It is ICA's mission to be the best intercollegiate athletics program in the country with the best student athletes in the country, striving to teach, develop and inspire student athletes in everything that we do. The athletes that compete at the University of Maryland will compete with enthusiasm and toughness.

They will always compete to win in the classroom and in whatever contest they compete. They will represent the University of Maryland, their communities and their country with honor and "Maryland Pride!"

**Endowments Required to Fund Programs**

<b>Program</b>	<b>Direct Cost FY13</b>	<b>Indirect Cost FY13</b>	<b>Total Program Cost FY13</b>	<b>8 Years of Funding</b>	<b>Endowment (2% return)</b>	<b>Endowment (3% return)</b>	<b>Endowment (4% return)</b>
Men's Swimming	\$ 623,959.64	\$ 55,479.19	\$ 629,507.56	\$ 5,036,060.47	\$ 31,475,377.96	\$ 20,983,585.30	\$ 15,737,688.98
Women's Swimming	\$ 810,758.20	\$ 55,479.19	\$ 816,306.12	\$ 6,530,448.95	\$ 40,815,305.96	\$ 27,210,203.97	\$ 20,407,652.98
<b>Total to fund Swimming</b>				<b>\$ 11,566,509.43</b>	<b>\$ 72,290,683.91</b>	<b>\$ 48,193,789.27</b>	<b>\$ 36,145,341.96</b>
Men's Track	\$ 511,615.63	\$ 111,513.76	\$ 522,767.01	\$ 4,182,136.05	\$ 26,138,350.31	\$ 17,425,566.87	\$ 13,069,175.15
Acrobatics and Tumbling	\$ 654,059.60	\$ 58,500.64	\$ 659,909.66	\$ 5,279,277.31	\$ 32,995,483.20	\$ 21,996,988.80	\$ 16,497,741.60
<b>Total to fund Group 2</b>				<b>\$ 9,461,413.36</b>	<b>\$ 59,133,833.51</b>	<b>\$ 39,422,555.67</b>	<b>\$ 29,566,916.76</b>
Water Polo	\$ 518,221.83	\$ 74,489.32	\$ 525,670.76	\$ 4,205,366.09	\$ 26,283,538.09	\$ 17,522,358.73	\$ 13,141,769.05
Men's Tennis	\$ 476,165.91	\$ 26,763.52	\$ 478,842.26	\$ 3,830,738.10	\$ 23,942,113.11	\$ 15,961,408.74	\$ 11,971,056.56
<b>Total to fund Group 3</b>				<b>\$ 8,036,104.19</b>	<b>\$ 50,225,651.21</b>	<b>\$ 33,483,767.47</b>	<b>\$ 25,112,825.60</b>