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**Fred Wood**, Vice Chancellor (Chair)  
Student Affairs

**Paul Sallaberry**  
Foundation Member and Alumnus

**Emily Galindo**, Associate Vice Chancellor  
(Vice Chair)  
Student Affairs

**Babs Sandeen**  
Chief Regional and Community Engagement  
Officer

**Linda Bisson**, Chair  
Academic Senate

**Sandy Simpson**, Former Head Coach  
Women's Basketball

**John Campbell**, Director  
Campus Recreation

**Laura Sunday**, Officer  
Student Athlete Advising Committee

**Scott Carrell**, Chair  
Athletics Administrative Advisory  
Committee

**Shahzeeb Syed**, Chair  
Campus Unions and Recreation Board

**Wendi Delmendo**  
Chief Compliance Officer (Title IX Officer)

**Adam Thongsavat**, President  
Associated Students of UC Davis

**Bruce Edwards**  
Foundation Member and Alumnus

**Jeff Weidner**, Director  
Physical Education

**Kevin Johnson**, Dean  
School of Law

**Dan Wilson**, Chair  
Academic Federation

*Re: Response to the Summary Report of the Recruitment Advisory Committee  
for Director of Athletics*

Dear Colleagues:

Let me first thank all of you for the hard work and many hours you invested in this important project, and for submitting the summary report that will help us define the future of intercollegiate athletics at UC Davis and enhance the overall reputation of our great university.

The Recruitment Advisory Committee has created a thoughtful, deliberate and open process that has allowed many members of the broader UC Davis community to participate in the decision process. I am grateful to the many individuals who took the time to write and participate in the town hall meetings.

I also want to express my appreciation to the committee members for the time and effort you invested in preparing the summary report that Vice Chancellor Fred Wood, chair of the committee, transmitted to me on December 21, 2011. It is an outstanding document and truly comprehensive. Your detailed and balanced view of those who offered written and oral comments in e-mail correspondence, at four town hall meetings in October and November 2011 and through discussions with committee members, is invaluable, as were your own input and recommendations. Clearly, many in our community are passionate, enthusiastic and informed about intercollegiate athletics at UC Davis. Intercollegiate athletics has and always will be woven into the fabric of UC Davis' character.

This letter offers my initial thoughts on this matter. I know that the committee is eager to move forward and begin its review of the applications. But I ask that you now pause before taking the next steps in the recruitment process, as I will provide more direction to the committee in February, after I receive and have an opportunity to review input from the Academic Senate's Special Committee on Athletics.

With that in mind, I am providing preliminary direction for the committee as it pursues its responsibilities in the weeks ahead.

### **A commitment to academic integrity and excellence**

Maintaining and enhancing the academic integrity and academic excellence of UC Davis is my top priority with regard to intercollegiate athletics, as it is with any matter relating to UC Davis and its future.

I agree wholeheartedly with your statement in the report that: *“Intercollegiate Athletics must establish as its top priority the academic integrity of the program itself. Intercollegiate Athletics must be viewed as an extension of the academic experience at UC Davis, with an emphasis on the academic credentials of student-athlete recruits and a subsequent emphasis on the performance of student-athletes in the classroom and in academic success measures (e.g., graduation rates).”*

No matter what path we follow or whom we choose as our new director of athletics, I will insist on a strong, unwavering and unequivocal commitment to ensuring that academic integrity and academic excellence are mainstays of the Intercollegiate Athletics program. These are principles that we must not compromise. We must evolve, to be sure, but we must do so always while holding onto our fundamental beliefs. We will do it the right way – the UC Davis way.

### **A commitment to a broad-based program in Division I athletics and no cuts to sports**

As I wrote to you in my charge letter to the committee on October 5, 2011, I am very proud of our Intercollegiate Athletics program and I am convinced that it was the right decision to make the move to Division I. Today, after having reviewed the summary report and the supporting documentation, I remain committed to UC Davis remaining and thriving in Division I. We must honor the actions and wishes of our students, who took the steps to provide the necessary financial support to move to Division I from Division II.

I also stand committed to UC Davis continuing a broad-based program of intercollegiate athletics that includes the existing 23 teams. I have no plans, intentions or desire to discontinue any teams at UC Davis, not today and not in the foreseeable future.

At the same time, we must all recognize the financial challenges of maintaining a broad-based program, particularly in the face of ongoing budgetary limitations. In doing so, we must seriously consider options that will allow us to adequately fund the teams in an environment of increasing costs and stricter conditions imposed by the conferences. I look forward to hearing in February from the Academic Senate's Special Committee on Athletics, which I hope will weigh in on this matter.

In reviewing candidates for the director of athletics position, I believe the committee should seek individuals who could offer creative and entrepreneurial ways to fund our broad-based program. How we address these challenging budgetary aspects will need to be addressed by the new director of athletics once she or he fully understands the related issues.

### **Conference affiliation**

Based on the detailed financial information presented in the UC Davis Athletics Strategic Audit 2011 by consultant Cedric W. Dempsey, it is appropriate and fiscally prudent for UC Davis to remain in the two main athletic conferences in which we currently compete. As the committee pointed out in its summary report – and I agree – UC Davis should *“strive to provide the support to foster competitive success at”* our current levels of competition, *“before even considering a move to more prominent and costly conferences.”*

Later this year, our football team will begin competing in the Big Sky Conference while most of our other teams will continue to compete in the Big West Conference. This is where we should be, where we have the best chance for success. We are where UC Davis belongs today, tomorrow and for some time to come.

### **Defining “success” and “excellence” for UC Davis intercollegiate athletics**

As the committee discussed in its summary report, it is important that we as a university define the terms “success” and “excellence” as they relate to our Intercollegiate Athletics program.

I believe that the quality of the experience for our student-athletes has a direct effect on the overall reputation of UC Davis. We want our teams to do well because – like any other extension of the academic experience – success in intercollegiate competition enhances the value and reputation of the university, its alumni and its degrees, and also improves the quality of the pool of applicants and students who ultimately choose to attend UC Davis. As stated earlier, however, this cannot come at the expense of the academic excellence and success of our student-athletes.

### **A commitment to the teacher-coach model**

I want to continue the teacher-coach model in some form largely because I believe it is integral to maintaining the academic integrity of intercollegiate athletics at UC Davis. I agree with the members of the Athletics Administrative Advisory Committee, who pointed out that coaches contribute directly to the core academic mission of the university, but I also believe the model needs to be adapted to the needs and realities of UC Davis today. I recommend that the new director of athletics, in consultation with our many constituents, explore ways to possibly modify our current model so our approach can be more in sync with the growing expectations and demands (e.g., fundraising, recruiting, etc.) on coaches' schedules.

### **Funding for Intercollegiate Athletics/Physical Education**

I understand that more than 2,000 students recently signed a petition in which they expressed concern that UC Davis might change the way Physical Education classes are taught and funded, and that the university might eliminate free student admission to athletic events. I am committed to maintaining the Physical Education program, and student access to these classes, most of which are taught by teacher-coaches.

We cannot and will not go to our students for more money to fund Intercollegiate Athletics, either in the form of new student referenda or by asking them to pay for admission to sporting events or changing the fee and payment structure for Physical Education classes. The students are paying enough, particularly in the face of rising tuition costs and the state's shrinking support for higher education. It will be the responsibility of the new director of athletics to find other sources of revenue to balance the budget for Intercollegiate Athletics.

I believe students should be invited and encouraged to engage in a much more active role in our Intercollegiate Athletics program. As the committee report points out, the students on various fee-related committees – including the Student Services and Fee Advisory Committee, the Campus Unions and Recreation Board (CURB) and the student-only CURB ICA Budget Review Sub-Committee – need to be kept fully apprised of the budgetary issues and receive regular updates from athletics. In addition, the new director of athletics will need to take responsibility for obtaining student input regularly from a wide range of students and student groups. And the

new director will need to appreciate the support that students provide to the athletics program, and to help develop a sense of pride within the student body.

At the same time, it is important that the new director of athletics develop a strategic plan for Intercollegiate Athletics that relies heavily on a creative and entrepreneurial funding model. That model should emphasize fundraising, marketing and the need to strengthen connections with alumni and other friends and supporters of the program.

### **The characteristics of the next director of athletics at UC Davis**

I see the director of athletics as a key position in the UC Davis administration, an adviser who attends meetings of the Council of Deans and Vice Chancellors, as is currently the case, and is integral to the academic mission.

Having now reviewed the committee's report, I share the committee's perspectives and I embrace and recommend all of the characteristics for the next director of athletics that are laid out in Section III of the report, along with other committee recommendations elsewhere in the report:

- UC Davis' next director of athletics, first and foremost, must espouse a convincing and unequivocal commitment to ensuring that academic integrity and academic excellence are mainstays of the Intercollegiate Athletics program and that these principles will not be compromised.
- The director must be of high integrity and strong moral character, generally reflective of the UC Davis community, a person who can be trusted to "do the right thing" and be committed to operate the department and implement the budget in an open, transparent manner.
- The director also must be a proven visionary with outstanding financial acumen. She or he will be called upon to create and implement a sustainable financial model and an effective overall strategic plan. The new director must be capable of launching a planning process that begins with a thorough review of Intercollegiate Athletics' current operations and culminates with a strategic plan that clearly defines the program's future mission, scope, objectives and goals. The plan must be one that all coaches and staff can embrace and commit to, so as to ensure the program's success.
- The director must have a proven track record of being entrepreneurial and creative when it comes to fundraising, marketing and identifying other innovative approaches to generating revenues. The director must openly embrace this as a fundamental responsibility of the job.

I also concur with the committee's recommendation that the director *"must not only be comfortable with fundraising but must also display strength in fundraising and openly embrace it as fundamental to the success of the program, along with marketing and promotions."*

Just as important, the next director of athletics must be someone who is comfortable and adept at working directly with students and student-athletes. It is important that student-athletes in all sports develop a strong relationship with the new director so that they can develop greater pride in the entire program. The director of athletics, in turn, needs to show an interest in all teams. It is also important that the new director of athletics develop strong relationships with the entire student body, as students pay for three-quarters of the Intercollegiate Athletics budget each year.

The new director also should have experience building an endowment or having led successful efforts to build new athletics facilities, particularly those that support student welfare (e.g., academic support, strength and conditioning, and athletic training).

Our new director must also understand and appreciate the "culture" of UC Davis and UC Davis' unique town-gown relationship with the city of Davis and the region.

It goes without saying that a strong director of athletics at UC Davis would bring athletics experience, preferably someone who supports and has experience with a broad-based program. It would be beneficial, but not imperative, that the new director be someone who has either coached or played intercollegiate athletics, and be someone who has had a variety of experiences in athletics program similar to UC Davis, but not necessarily from a BCS-level school.

### **Next steps**

Looking ahead, I am eager to receive and share with the committee later this winter the input from the Academic Senate's Special Committee on Athletics. Until then, I respectfully request that you now pause before taking the next steps in the recruitment process.

Soon after I receive that input, I will follow up with the committee to offer additional guidance regarding the future of the Intercollegiate Athletics program and the recommended characteristics for the next director of athletics. At that time, I would request that the committee share with me a revised timeline for the recruitment effort.

As part of that effort and timeline, I ask that the committee schedule and publicize a series of public forums with each of the finalist candidates for the director position. The finalists will have an opportunity to present their visions, to be followed by question-and-answer sessions. I specifically ask that the committee publicize these public forums on campus websites so that those who participated in providing input to the committee can easily obtain this information.

Recruitment Advisory Committee

January 3, 2012

Page 7

Thank you again for all the work you have done so far on this important assignment. I look forward to continuing to work with you in the weeks and months ahead.

Sincerely,

Linda P.B. Katehi  
Chancellor

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