



**REPORT OF THE  
PRESIDENT'S COMMISSION ON  
UMD AND BIG TEN/CIC INTEGRATION**

**University of Maryland  
College Park, Maryland  
June 30, 2013**

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**Background**

Intercollegiate athletics have a long, storied history at the University of Maryland (UMD) – the state's flagship institution of higher learning and a preeminent public research university. Since 1892, when recreational sports were formalized, athletic programs have made valuable contributions to the campus and the State of Maryland, not only providing a basis for personal growth and positive campus spirit, but a point of contact for alumni, friends, supporters, and students.

In the fall of 2012, the University began a new chapter in its history when it was presented with the opportunity to join the Big Ten Conference and its academic alliance, the Committee on Institutional Cooperation (CIC). After careful examination of the implications and consultation with major stakeholders, UMD President Wallace Loh announced on November 19, 2012, that the Big Ten accepted UMD's application for membership starting in academic year 2014-15. Membership in the CIC will begin on July 1, 2013.

In his formal announcement President Loh stated that membership in the Big Ten Conference "is in the strategic interest of the University of Maryland. It will ensure the financial vitality of Maryland Athletics for years to come." President Loh went on to point out the university-wide advantages of joining the Big Ten, including "the capability to improve support of our student-athletes in the classroom and on the field. " He further stated that "the extensive opportunities in the CIC for collaborations with our peer Association of American Universities (AAU) and flagship universities in education, research, and innovation will boost the University of Maryland's ascendancy in academic excellence."

On December 6, President Loh followed up by creating the Commission on UMD and Big Ten/CIC Integration, which was tasked with ensuring that the University was prepared to compete in the conference, as well as take full advantage of the new opportunities available.

Members of the Commission were appointed to represent key university constituencies: Board of Regents, University of Maryland College Park Foundation Board of Trustees, University Senate, Athletic Council, University of Maryland Alumni Association, undergraduate and graduate student government, Student Athlete Advisory Council, faculty, staff, administrators, M-Club, and Terrapin Club. A complete list of members can be found at the end of this report.

This report represents months of collaborative work by the Commission, and includes the results of its fact gathering and a series of recommendations designed to usher the University of Maryland into the Big Ten Conference and the CIC with all possible success and benefits.

### **The Big Ten Conference**

Formed in 1896, the Big Ten Conference has attained recognition as one of the preeminent athletic conferences in the nation. Its members – world-class academic institutions – dedicate themselves to the pursuit and attainment of educational excellence. Big Ten schools strive for student athletic success on the field and in the classroom.

Based at headquarters in Park Ridge, IL, the conference maintains more than 60 committees, manages nearly 1,000 broadcast events yearly, provides legislative and compliance services, operates 25 different sport championships and tournaments, provides support services to more than 400 coaching and administrative personnel on Big Ten campuses, and handles media and fan services. The conference sponsors championship events for all its sports except women's volleyball. In most cases, hosts are determined through a rotation among conference schools.

The Big Ten is governed by its Council of Presidents and Chancellors (COP/C), with support and advice from faculty representatives and an administrative council. The COP/C holds ultimate authority and responsibility for Big Ten Conference operations and policy. Legislative authority for conference rules is delegated to the Faculty Athletic Representatives. Matters pertaining to the management of the Conference's athletic programs are governed by negotiated agreements. The Administrators Council has legislative authority over these Agreements.

### **Big Ten Member Institutions:**

- Indiana University Hoosiers, Bloomington, IN
- Michigan State University Spartans, East Lansing, MI
- Northwestern University Wildcats, Evanston, IL
- Ohio State University Buckeyes, Columbus, OH
- Pennsylvania State University Nittany Lions, University Park, PA
- Purdue University Boilermakers, West Lafayette, IN
- University of Illinois Fighting Illini, Champaign-Urbana, IL
- University of Iowa Hawkeyes, Iowa City, IA

- University of Michigan Wolverines, Ann Arbor, MI
- University of Minnesota Golden Gophers, Minneapolis, MI
- University of Nebraska Cornhuskers, Lincoln, NE
- University of Wisconsin Badgers, Madison, WI
- University of Maryland Terrapins, College Park, MD (as of July 1, 2014)
- Rutgers, The State University of New Jersey Scarlet Knights, New Brunswick, NJ (as of July 1, 2014)

The University of Maryland's full membership benefits will begin in July 2014, including full voting rights and championship eligibility. On July 1, 2020, UMD will become an equity partner in the Big Ten Network.

### **Big Ten Network (BTN)**

Launched in August of 2007, the Big Ten Network can reach an estimated 80 million households through agreements with more than 300 cable, satellite, and telco affiliates in all 50 states and Canada. The BTN airs 24 hours a day, 365 days a year. Annually it televises more than 350 live events, and streams via the internet more than 400 others. Big Ten students produce and announce these streamed events as part of the Student U initiative. Some of these webcasts later air on the television network, offering a unique opportunity for students to gain real-world television experience. Each campus has the opportunity to produce original programming highlighting qualities that distinguish the university. Additionally, BTN2Go International digitally delivers live and on-demand programming to subscribers outside the U.S., including Canada and select Caribbean islands.

### **Committee on Institutional Cooperation (CIC)**

The Committee on Institutional Cooperation was established by the presidents of the Big Ten Conference in 1958 as its academic counterpart. A consortium of the Big Ten member universities plus the University of Chicago, the CIC has helped them advance their academic missions, generate unique opportunities for students and faculty, and share expertise, campus resources, and innovative programs. Governed and funded by the Provosts of the member universities, CIC activities are coordinated by a staff from its Champaign, Illinois headquarters.

## **Commission Charge**

Operating within the systems of the Big Ten, and taking advantage of its many opportunities, requires considerable planning by the University. The Commission was created to investigate and recommend how best to accomplish these goals.

President Loh's specific charge calls for the Commission to:

- Plan strategically and advise the President on how we can maximize the advantages of membership in the Big Ten and the CIC to advance the University's excellence in the areas of (1) athletics; (2) finance and business administration; (3) communications, fundraising, and marketing; and (4) education, research, and innovation.
- Be guided by the commitment of the University and its Department of Intercollegiate Athletics (ICA) to the success of our student-athletes so that (a) they are well supported to succeed in their studies and career after graduation, and (b) they and every sponsored team have the resources to compete successfully in the Big Ten and nationally.
- Review the operations and finances of the ICA, which is a self-supporting enterprise. Review the finances of teams eliminated in 2011 due to budget deficits, and recommend which teams, if any, should be reinstated, and on what timeline. Given anticipated revenues from the Big Ten, come up with a plan to ensure the financial health of Maryland athletics for at least the next two decades.
- Articulate the values and principles that will guide the University in the next two decades in allocating some of the Big Ten revenues to support UMD's academic mission and student financial aid.
- Examine the current fundraising organization. Recommend how to elevate ICA development efforts to provide better support for UMD's student-athletes.
- Consider how we can use the Big Ten Network (BTN) to tell the University of Maryland story, in academics and athletics, to the more than 80 million households the BTN reaches in the U.S. and abroad.
- Review and make recommendations regarding the opportunities provided by the CIC, which is like a "super university" in its broad array of offerings. These opportunities include education, research, and administrative efficiencies.
- Perform its work as consultatively as possible.

In response to this charge and to accomplish its work, the Commission created four workgroups:

- Athletics
- Finance and Business Administration
- Communications, Fundraising, and Marketing
- Education, Research, and Innovation (CIC)

To allow for maximum community participation and to benefit from the expertise of the Maryland community, non-Commission members were added to the groups as appropriate. A complete listing of the workgroup membership is included in the appendices.

The Commission met six times as a whole between January 16 and June 30, 2013. It held an open forum on April 8, 2013, to receive input from the University community. Approximately 250 people attended. A website was set up to receive comments from the community. Workgroups met independently more than two dozen times during this period.

### **Commission Recommendations**

After reviewing the four workgroup reports (included as appendices to this report) and based on the broad input we have gathered, the Commission recommends the following action steps and principles to guide the University through its transition to the Big Ten.

Taken together, these recommendations reflect the values implicit in our presidential charge: Participation in the Big Ten Conference and the CIC represent an opportunity to advance the quality and reputation of the University and better serve student-athletes and the entire campus community while creating sustainable finances for the ICA. At each step, we must act on these goals in a fiscally responsible manner.

To thrive in the Big Ten and the CIC, the Commission encourages a campus-wide commitment to the following goals, the gold standard that we have implicitly embraced in our recommendations:

- Commitment to athletic excellence and competitiveness;
- Commitment to provide student-athletes the resources needed to compete at the highest level on and off the field;

- Commitment to invest in the future financial health of the ICA at the earliest date possible by banking resources as well as attending to immediate needs;
- Commitment to leverage athletic success and prominence, as well as membership in the CIC, to advance UMD's academic reputation and achievements.

The basis for the recommendations can be found in the workgroup reports.

1. The Men's Outdoor Track and Field program should be fully restored in FY 15 and given sufficient resources to meet NCAA standards.
2. Priority should be given to minimizing missed class time in creating team travel guidelines.
3. All student-athletes who receive full board as a component of their athletic scholarship should be provided with meal plans that offer 21 healthy meals per week.
4. To provide for the broad health and academic needs of student-athletes, staffing levels, including academic support, training, nutrition, sports medicine, etc., should be enhanced to bolster student services. Enhancements should be allocated among programs and departments in a manner consistent with ICA's strategic plan.
5. The following values and principles should be applied in allocating new revenues generated by Big Ten membership:
  - Meet the academic needs of student-athletes to ensure their achievement and graduation levels are comparable to those of other Big Ten institutions as well as to non-athletes at Maryland.
  - Use new revenues as matching funds to spur external donations for high-impact initiatives that will enhance the stature of the University. Examples include need and merit-based scholarships, initiatives to promote innovation and entrepreneurship, and initiatives to enhance access and student success.
6. Once ICA is financially stable, fifty percent (50%) of excess revenues should be used to repay the debt it owes to the University for the loan from Non-State Auxiliary Funds. The other fifty percent (50%) should be set aside to build ICA reserves and to make additional investments in ICA. Annual reviews should be conducted of ICA financial results comparing them with the plan for Big Ten integration.
7. Starting in FY 15, some ICA revenues should be provided to support the academic enterprise. These funds to meet the University's academic priorities will be phased in over the next nine years and are expected to reach at least \$1M per year.

8. Facilities needs, including practice fields, an indoor practice facility, and a Varsity Team House, should be viewed as capital expenses and should not be financed with revenues from the Big Ten.
9. University-wide development and alumni relations efforts, including ICA, should adopt a “centrally managed, distributed” model of operations. University-wide fundraising will be centrally coordinated out of the office of the Vice President of University Relations. Further, UMD and ICA should invest in an information management system that provides sharing of data between the Advance/BSR and Paciolan systems.
10. ICA’s fundraising operation should be expanded and the head of ICA’s fundraising group should report directly to the Office of the Vice President of University Relations, with a dotted reporting line to the Director of Athletics.
11. The Vice President of University Relations should work in collaboration with the Athletic Director to align structurally the ICA fundraising and friend-raising groups under the direction of University Relations in order to maximize coordination, efficiency and effectiveness.
12. Existing university-wide visual identity standards should be reaffirmed and enforced to provide a consistent and professional brand. Outdated logos should be removed from all athletic facilities and replaced with current marks, prior to our Big Ten debut in summer 2014.
13. The UMD licensing and merchandising program should be expanded and relocated to the Office of University Marketing and Communications.
14. The categories of corporate sponsorships should be expanded and ICA should have added flexibility in advertising, consistent with practices in the Big Ten.
15. Because of the value of the marching and pep bands and the Testudo mascot in establishing team support and spirit, a dedicated and enhanced budget in support of these activities should be established.
16. The costs and benefits of initiating ticketing for Olympic Sports should be aligned with common practices at other Big Ten athletic programs.
17. The University should maximize web and broadcast opportunities on the Big Ten Network (BTN) by producing high-quality academic, research and athletic programming.
18. The University and its fans should do everything possible to help facilitate the BTN establishment of agreements with local and national cable and satellite television providers. These agreements will ensure that Maryland athletics is available to the maximum number of television homes.
19. The University of Maryland should participate in CIC projects and activities to the maximum extent that resources allow because of the benefits this association will afford our faculty, staff and students.



20. The University should establish itself as the CIC gateway to the national Capital region, which is home to numerous government and non-government organizations.
21. The Provost should consider creative collaborations with CIC colleagues, including but not limited to hosting academic conferences, developing joint service learning projects, and creating joint research programs.
22. Funding should be provided from central university funds to cover the cost of obligatory CIC contributions. The cost of contributions for CIC optional programs should be paid by the units benefitting from participation.

The Commission urges acceptance of these recommendations because we believe these steps will promote mechanisms for the successful transition of the University and ICA to the Big Ten. Our students, faculty, and staff will benefit in significant ways as outlined in this report.

The Commission expresses its sincere appreciation to Athletic Director Kevin Anderson, all the members of the ICA staff, and especially to the student athletes and coaches for their thoughtful comments, assistance, cooperation, and support.

## **Commission Membership**

### **Co-Chairs**

Mr. Barry P. Gossett  
Principal, Gossett Group

Dr. Linda M. Clement  
Vice President for Student Affairs

### **Members**

Ms. Marjorie Baker  
President, M-Club

Mr. Robert A. Bedingfield  
Partner, Ernst & Young LLP

Mr. David Colón-Cabrera  
President, Graduate Student Government

Dr. Nicholas J. Hadley  
Faculty Athletic Representative; Chair, Athletic Council  
Professor, Department of Physics

Mr. Clifford M. Kendall  
Chairman, VSE Corporation

Mr. Kerry McCoy  
Head Coach, Wrestling

Dr. Darryll Pines  
Professor and Dean, A. James Clark School of Engineering

Mr. Colin Potts  
President, Terrapin Club

Mr. Marvin H. Rabovsky  
Chair, Executive Committee, University of Maryland College Park Foundation  
Board of Trustees; President, Alliant Companies

Dr. Mary Ann Rankin  
Senior Vice President and Provost  
Professor, Department of Biology

Ms. Cathy Reese  
Head Coach, Women's Lacrosse

Ms. Anna Roth  
Student-Athlete, Cross Country and Track  
President, Student Athlete Advisory Council

Ms. Timmy F. Ruppertsberger  
President, University of Maryland Alumni Association Board of Governors

Mr. Harvey L. Sanders  
Immediate Past Chair, University of Maryland College Park Foundation Board of  
Trustees

Dr. Martha Nell Smith  
Chair, University Senate  
Professor, Department of English

Mr. Robert M. Specter  
Former Vice President for Administration & Finance

Dr. Stephen B. Thomas  
Professor, School of Public Health and Director, Maryland Center for Health  
Equity

Dr. Bonnie Thornton Dill  
Professor and Dean, College of Arts and Humanities

Ms. Tracye Turner  
Vice President and Chief Operating Officer  
Optimal Solutions Group, LLC

Mr. Peter B. Weiler  
Vice President of University Relations

Ms. Samantha Zwerling  
President, Student Government Association

## **APPENDIX A: The Athletics Workgroup**

Chair: Nick Hadley, Professor of Physics and Faculty Athletic Representative

Commission members:

- Marjorie Baker, President, M-Club
- Cathy Reese, Head Coach, Women's Lacrosse
- Harvey Sanders, Past Chair, University of Maryland College Park Foundation Board of Trustees
- Stephen Thomas, Professor and Director, Maryland Center for Health Equity

Additional members:

- Elaine Anderson, Chair, Family Science
- Sarah Bauder, Assistant Vice President, Enrollment Services Operations
- Jay Gilchrist, Director, Campus Recreation Services
- Barbara Gill, Assistant Vice President, Undergraduate Admissions
- Landon Greer, Chief of Staff, Student Government Association
- Eric Kasischke, Professor, Geography
- Nan Bernstein Ratner, Professor and Chair, Hearing & Speech Sciences
- Donna Wiseman, Professor and Dean, College of Education
- Lori Ebihara, Senior Associate Athletics Director/Senior Woman Administrator, ICA

The fourteen members of the Athletics Workgroup began meeting in February 2013. The workgroup began by reviewing the charge and information about the Big Ten, its member universities, and the sports they support. The workgroup then collected information by meeting with ICA staff, team coaches, and student-athletes.

Ryan Bowles, Associate Athletic Director for Administration; Chris Uchacz, Associate Athletics Director for Academic Support & Career Development; and Darryl Conway, Assistant Athletics Director for Sports Medicine met with the workgroup to discuss the areas of competitiveness, academic support and career development, and sports medicine and student-athlete wellness.

The workgroup also met individually or had phone or email discussions with the coaches of all 20 current teams to listen to their thoughts and concerns about joining the Big Ten.

In addition, the workgroup met with the members of the Student Athlete Advisory Council, which is composed of two student-athletes from each team, to listen to their thoughts and concerns about joining the Big Ten.

One joint meeting was held between the members of the Athletics Workgroup and the members of the Finance and Business Administration Workgroup to discuss the issue of restoring teams. In order to assure excellent communication and coordination between these panels, their chairs (Bob Bedingfield, Finance; Nick Hadley, Athletics) attended the meetings of both workgroups.

The Athletics Workgroup used multiple methods to collect quantitative and qualitative data to identify the essential factors for all teams to be competitive in the Big Ten. In addition to the information from coaches, ICA administrators, and student-athletes, the workgroup collected publicly-available information on the budgets of Big Ten universities and the number of men and women's teams that they sponsor. While there are unique issues associated with specific sports, there are widely shared areas of concern at UMD. These include but are not limited to:

- The potential negative impact of the extra time required for travel to Big Ten schools and the resulting additional missed class time.
- The lack of continuity due to staff turnover, especially the use of "fellows" as trainers.
- The lack of adequate space for both effective tutoring and academic services.
- The lack of appropriate space for sports medicine facilities.
- The need for more practice fields.
- The need for an indoor practice facility that could serve several sports.
- The need for renovation and upgrades to the Varsity Team House.
- The need for adequate space to help teams compete at the highest level, including but not limited to, sufficient locker space, meeting rooms and film rooms, and other sport specific needs.

## **APPENDIX B: Business and Finance Workgroup**

Chair: Robert Bedingfield, Partner, Ernst & Young

Commission members:

- Nick Hadley, Professor of Physics and Faculty Athletic Representative
- Clifford Kendall, Chairman, VSE Corporation
- Darryll Pines, Professor and Dean, A. James Clark School of Engineering
- Robert Specter, Former Vice President for Administration and Finance
- Tracye Turner, VP and COO, Optimal Solutions Group, LLP
- Samantha Zwerling, President, Student Government Association

Additional members:

- Frank Alt, Professor, Robert H. Smith School of Business
- Michele Eastman, Assistant President and Chief of Staff
- Julie Wright, Assistant Dean, College of Arts and Humanities
- Kelly Mehrtens, Deputy Director of Athletics
- Marvin Lewis, Associate Athletics Director for Finance & Administration

The workgroup began meeting in February 2013 to study existing data and project future revenues and expenses. Also, we met jointly with the Athletics Workgroup and with members of the Student Athlete Advisory Council to learn about the needs of student-athletes and the athletic programs consistent with our charge “to restore and maintain budgetary stability.” Throughout this work, the group strived to be realistic and conservative in its approach.

The guiding principle in all our analyses was: To support our student-athletes in such a manner that they can be successful on the field, in the classroom, and in life.

We carefully and systematically examined all aspects of ICA's finances, including current and projected future revenue streams, the impact of servicing ICA's debt (capital and operational), and carefully reviewed expenses. Below are the findings and conclusions of the Business and Finance Workgroup.

### Current State

In its most recent Strategic Plan, ICA articulated an unrelenting focus on its vision of being “the best intercollegiate athletics program while producing graduates who are prepared to serve as leaders in the local, state, and global communities.” This vision will serve the University of Maryland and all stakeholders quite well. The current fiscal state of ICA is assessed below as the first step in the process of providing resources to achieve this vision.

A confluence of factors accounts for the current fiscal state of ICA:

1. Because of a series of historical events and decisions, ICA has been operating at a deficit, and has no reserves. As a result, ICA borrowed money from University Non-State Auxiliary Funds. By June 30, 2013, ICA will owe approximately \$6M to the University for this cumulative operating deficit.
2. In addition to this deficit, the ACC has been withholding UMD's conference share revenues and NCAA student-athlete support funds since the decision to transition to the Big Ten was announced in November 2012. These funds represent a significant portion of the ICA's revenue stream, and this withholding has widened the deficit. To compensate, the University (Non-State Auxiliary) is loaning ICA the amount of funds withheld by the ACC. The total deficit will exceed \$21M by the end of FY 13 (June 30, 2013). Also, if the ACC withholds revenues for FY 14, ICA would need an additional loan from University Non-State Auxiliary funds which could amount to an additional \$20M.
3. UMD is currently in the lowest quartile of spending per student-athlete when compared to our counterparts in other Big Ten member universities.

#### Examining prior Commission's projections

The workgroup began by studying and updating financial projections from the President's Commission on Intercollegiate Athletics (2011), which were detailed and substantive. This prior commission provided a strong foundation for the work of this group. Still, new important variables had surfaced that required significant dollar revisions.

These centered on a drop in anticipated miscellaneous revenues, football ticket sales, and football guarantees. For example, the prior Commission included revenue projections for concerts in Comcast beginning in FY 13. However, necessary technical rigging (for lighting, staging, sound systems, etc.) was not in place, and the additional revenues have not materialized. Actual football ticket sales fell short of projections. The revenues and expenditures associated with football guarantees were revised based on current scheduling parameters.

#### Projecting Revenues

A detailed review of current and potential revenue streams was undertaken, including conference distributions, ticket sales, and fundraising. These three streams account for two-thirds of total ICA revenue. Additionally, the workgroup analyzed other revenue sources, such as corporate sponsorships, student fees, and guarantees.

To facilitate UMD's transition to the Big Ten, the conference distribution is front-loaded and pegged to approximate UMD's projected ACC revenue stream. In year seven and beyond, revenue is set to start to build.

Because revenue is staggered in this way, the workgroup used the standard, most appropriate means of evaluating ICA financial health – what accountants call the “accrual” method. The idea is to reflect predictable income even before it has been received. This creates a more accurate financial snapshot unobstructed by the vagaries of cash flow. In this case, the accounting averages the income evenly over a 12-year period.

Ticket sales are driven by football and men's basketball. There is some, but not a significant amount of opportunity to increase ticket sales in men's basketball, the workgroup found. However, there is an opportunity to enhance revenue through increased football ticket sales. In the calculations, the workgroup assumed a gradual increase in the sale of football tickets.

To examine the opportunity for growth in fundraising, this workgroup consulted with the Communications, Fundraising and Marketing panel. Also, we relied heavily on the work of the previous Commission regarding fundraising and marketing growth goals and opportunities

It should be noted that Maryland now falls in the lowest quartile for revenues per student-athlete when compared to its Big Ten peers. In order to support our teams so they can compete at the highest level, the workgroup believes that student-athlete revenues need to be increased to at least the mean value of the other Big Ten schools.

### Servicing Debt

ICA's debt falls in two categories. The first is the fixed and determinable capital debt approaching \$80M at the close of FY 13 (June 30, 2013). This debt, the result of building Comcast Center, Byrd Stadium expansion, and Tyser Tower, is paid according to pre-determined schedules. Servicing this debt, which amounts to approximately 10% of total revenues, is a high priority of ICA.

The second type of debt involves money borrowed from the University (loan from Non-State Auxiliary Funds) to cover operational expenses, approximately \$21M at the close of FY 13. This debt resulted from historical budget deficiencies, as well as the gap created when the ACC stopped paying Maryland its share of conference revenues in November 2012.



For planning purposes, the workgroup assumed the budget gap would continue to grow until the ICA reaches a projected budget surplus in FY 18. As recommended by the prior President's Commission, our projections assumed that as soon as the ICA begins to operate with a balanced budget, fifty percent (50%) of any surplus would be used to service the debt to the University. The other half (50%) would be applied to build ICA reserves and used to make additional investments in ICA.

### Projecting Expenses

In estimating ICA expenses, the workgroup considered carefully how much our athletic programs will have to spend to compete successfully in the Big Ten. This review included expenses related to debt service, scholarships, operations, utilities and overhead, student-athlete support services, and staff compensation/benefits. These areas account for half of all projected expenses. There is a current lack of operating funds for sports budgets, requiring the use of sport-specific fundraising to cover basic program needs (i.e., apparel, safety equipment, computer software, etc.)

### Spending Priorities

The year prior to the transition to the Big Ten (FY 14) is critical. Resources in the following areas will be needed to maintain competitiveness and stability:

- As UMD prepares to enter the Big Ten, ICA should position itself for success by allocating additional supplies, equipment, and funds to cover expenses related to recruiting efforts.
- Allocate additional funds to cover operating expenses that have relied on sport-specific fundraising activities. The freed-up money should be redirected for scholarships, supplies, or capital needs.
- Competing in the Big Ten will increase the need for additional air travel to replace some bus trips. Greater distances, coupled with an emphasis on minimizing missed class time, require ICA to allocate additional travel funds.
- As discussed by the prior Commission and the Athletics Workgroup, ICA needs additional staff in various student-athlete support areas.
- Higher than desired staff turnover negatively affects the student-athlete experience. We recommend creation of a retention pool to aggregate

resources so the ICA can be a more competitive employer. Our student-athletes deserve high quality staff members who are motivated to stay on campus.

- ICA has operated without any contingency funds. That, coupled with its accrued debt, leaves the program vulnerable. Accordingly, we recommend adopting a sound business practice of annually setting aside money to cover unexpected contingencies.
- The workgroup reviewed funding athletic scholarships (grant-in-aid) and allowances permitted under NCAA rules. We found that not all student-athletes receive the maximum allowance of meals. To achieve equity in this area, a budgetary increase of approximately \$1M annually would be required.

Even when factoring these increases into ICA spending, it is doubtful that the University will reach the mean per student-athlete spending of our Big Ten peers during the next twelve years. We need to continue focusing on raising our level of investment so that our student-athletes and the ICA can compete effectively in the Big Ten.

## **APPENDIX C: The Communications, Fundraising, and Marketing Workgroup**

Chair: Timmy Ruppensberger, President, UMD Alumni Association Board of Governors

Commission members:

- Kerry McCoy, Head Coach, Wrestling
- Colin Potts, President, Terrapin Club
- Anna Roth, President, Student Athlete Advisory Council
- Peter Weiler, Vice President of University Relations

Additional members:

- Karabelle Pizzigati, Past President, Terrapin Club
- Nicole Pollard, President-Elect, Alumni Association Board of Governors
- George Solomon, Director, Shirley Povich Center for Sports Journalism
- Nate Pine, Deputy Director of Athletics
- Brian Ullmann, Assistant VP for Marketing and Communications

The University of Maryland's (UMD) entrance into the Big Ten in 2014 and the Committee on Institutional Cooperation (CIC) in July 2013 provide UMD with a unique opportunity to review, reevaluate, and realign its practices as they relate to engagement with alumni, friends, and the greater community.

With an overall goal of determining how UMD can be best positioned to maximize the experience of our student-athletes, the workgroup reviewed the following: (1) the current fundraising structure, particularly how the University works with development teams in Intercollegiate Athletics (ICA) and schools and colleges; (2) where UMD benchmarks as compared to other Big Ten member schools in a variety of areas, (3) UMD branding, marketing, and sponsorship practices; and (4) trademark, licensing, and merchandising practices and policies.

Throughout our review, several themes emerged, the most consistent being the need to maximize resources and results through closer collaboration among units. The decentralized model currently in place in several key areas is not a best practice model. Our efforts in fundraising, branding, sponsorships, licensing, and merchandising will be better leveraged with a coordinated effort among all constituent groups and centralized accountability.

A subset of our workgroup met to discuss the impact and funding of the University's marching band and mascot costume. The sub-panel concluded that enhancements to both are essential for the University to compete with its peers. This includes investments in new equipment and staff.

## **APPENDIX D: Education, Research, and Innovation (CIC participation)**

Chair: Mary Ann Rankin, Senior Vice President and Provost

Commission members:

- David Colón-Cabrera, President, Graduate Student Government
- Bonnie Thornton Dill, Professor & Dean, College of Arts and Humanities
- Marvin Rabovsky, President, Alliant Companies
- Martha Nell Smith, Professor and Chair, University Senate

Additional members:

- Charles Caramello, Associate Provost and Dean, Graduate School
- Steve Fetter, Associate Provost
- Marsha Guenzler-Stevens, Director, Stamp Union and Campus Programs
- Mary Hummel, Assistant Vice President for Student Affairs
- Patrick O'Shea, Vice President for Research
- Mary Sies, Associate Professor, American Studies
- James Stirling, Director, Procurement and Supply
- Patricia Steele, Dean of Libraries
- Christopher Uchacz, Associate AD/Director, Academic Support & Career Development
- Brian Voss, Vice President and Chief Information Officer
- William Walters, Professor, Chemistry and Biochemistry

The Workgroup on Education, Research, and Innovation met four times and reviewed the opportunities available to the University as a result of membership in in the Committee on Institutional Cooperation (CIC).

The academic affiliate of the Big Ten Conference, the CIC includes all conference members and the University of Chicago (which ended athletic participation in 1946 but remains in the academic consortium. The CIC advances the educational and research missions of its member institutions by sharing expertise and collaborating on innovative programs. The CIC is governed by the provosts of the member universities, and its programs are coordinated by a staff located in headquarters on the campus of the University of Illinois. The CIC has over 60 committees, programs, projects, and task forces that are officially sanctioned by the members and are supported by CIC staff; it has a comparable number of unofficial groups and activities that are organized and supported on an ad-hoc basis.

The workgroup believes that these CIC activities will offer significant benefits to the University, and that they will enhance the experiences of UMD students, faculty, and staff.

Following a thorough assessment of CIC activities over the course of several meetings, the workgroup believes that participation will benefit the University significantly, enhancing experiences of UMD's students, faculty and staff. Some examples follow.

The workgroup found that the CIC is particularly active in the areas of libraries and information technology (IT), with more than a dozen activities in each area. Each offers an opportunity to share best practices, coordinate policies, collaborate on specific projects, and take advantage of joint licensing opportunities. CIC library initiatives will significantly expand student and faculty access to electronic and print books and journals. IT initiatives support collaborative research and ensure that library and other resources can be easily and securely shared across the CIC.

The CIC CourseShare program allows students to take specialized courses offered at other CIC institutions from a distance, and to register for these courses at the same time and in the same way as regular courses. Currently, most shared courses are in less-commonly-taught foreign languages, such as Pashto and Uzbek.

The Traveling Scholar Program allows doctoral students to spend up to a full academic year at another CIC institution, taking specialized courses and using research facilities and other resources not available on their home campuses. The CIC also sponsors a number of activities to advance graduate study and career opportunities for underrepresented minorities, including the Summer Research Opportunities Program; a program to waive graduate school application fees; and the CIC Doctoral Directory.

The CIC has activities to increase student access to international experiences, to establish global research partnerships, and to increase international opportunities for faculty, enhancing their ability to integrate a global perspective into coursework.

The CIC also offers professional development opportunities for current and future university leaders. The year-long Academic Leadership Program develops the leadership and managerial skills of faculty who have demonstrated exceptional ability and promise as administrative leaders. The Department Executive Officer Seminars bring together about 50 department chairs from CIC universities for a unique three-day leadership development program.

The workgroup also considered what distinctive contributions the University of Maryland might offer to other CIC institutions -- in what areas we might play a leadership role, and possible new collaborative activities. The workgroup noted that the University is uniquely positioned to serve as the CIC gateway to the

national capital region, which is home to many federal research facilities, including the National Institutes of Health, the National Institute of Standards and Technology, NASA's Goddard Space Flight Center, NOAA's Center for Weather and Climate Prediction, the National Archives, Library of Congress, and the Smithsonian Institution, as well as numerous other government, nongovernment, and international organizations.

The costs associated with CIC membership include obligatory contributions, contributions for participation in optional programs, travel costs, and other expenses. Total CIC contributions averaged \$1.5 million per institution in 2012-13. Full participation in CIC meetings and optional programs would involve travel to Chicago and other CIC institutions, at a total cost of about \$100,000 per year. Although no additional staff will be required to participate in CIC programs, there will be other initial and ongoing additional costs, such as on-campus activities for faculty in CIC professional development programs. We anticipate total expenditures of about \$1.7 million per year.

Although joint licensing and purchasing agreements may reduce certain costs over the long term, the workgroup does not anticipate realizing any immediate savings that could be used to offset the costs identified above. For example, Libraries have existing licenses for some resources and must wait until these licenses expire to gain whatever cost savings may be possible through the CIC consortium. The University currently has no license for many of the resources available through the CIC; participation will allow the University to acquire these resources at a lower cost than otherwise would be possible, but it will not realize a cost savings compared to current expenditures.

To give another example, although connection to the CIC OmniPoP fiber optic network might reduce the cost of exchanging large amounts of data with researchers at other CIC institutions, and thereby spur collaboration, establishing linkages to the hub in Chicago would entail significant start-up costs (\$250,000 and \$1 million per year). Further, UMD may have already realized potential savings when it hooked into a regional mid-Atlantic hub.

## CIC administrative opportunities and business collaborations

In 1998, CIC formed a Purchasing Consortium for commodities and services. By joining forces, purchasing directors from member universities are able to negotiate better terms and gain significant price advantages on products with relatively high margins. To date, CIC institutions have saved nearly \$20 million. Examples include a 45 percent cost reduction on the Cisco routers used in every university. In FY2011, savings averaged about \$600,000 per institution, with four CIC institutions each saving over \$1.3 million per year. The Purchasing Consortium recently expanded into services such as car rental services and background checks for employees. Although we anticipate that the Purchasing Consortium may produce significant savings for the University of Maryland, an accurate evaluation of the opportunities will be possible only after the University is a CIC member. UMD currently takes advantage of University System of Maryland purchasing agreements for some goods and services; in such cases we will have to consider carefully the impact on other USM institutions of using the CIC Purchasing Consortium.