

**Minutes of the  
BLOOMINGTON FACULTY COUNCIL MEETING  
October 18, 2005  
Ballantine Hall 008  
3:30 - 5:30 P.M.**

**Members Present:** Lisa Bingham, Julie Bobay, Katy Borner, Craig Bradley, John Carini, Richard Carr, Luis Davila, Erika Dowell, Paul Elliott, Emily Fairchild, Kenneth R. R. Gros Louis, Patrick Harbison, William Hetrick, Robert Ivie, Cecile Jagodzinski, Elizabeth Johnson, Gene Kintgen, Robert Kravchuk, William Leckey, David MacKay, Gerald Marker, Bryan McCormick, Dale McFadden, Murray McGibbon, Daniel Melamed, Theodore Miller, Joseph Near, Theresa Ochoa, John Odland, Harold Ogren, Isabel Piedmont, Aarti Ramaswami, Richard Rubinger, Jeanne Sept, Jodi Shepherd, Alex Shortle, Sarita Soni, Jerrold Stern, Neil Theobald, Maxine Watson, Gary Wiggins, Nicholas Williams, Eric Zeemering

**Members Absent with Alternates:** Major James West for LTC Lori Bass, Mehmet M. Dalkilic for Dennis Groth, Herbert Terry for David Waterman

**Members Absent:** Bonnie Brownlee, Jorge Chapa, Romualdo DeSouza, Barbara Hawkins, Kevin Hunt, Susan Jones, Joss Marsh, Terrence Mason, Lisa Pratt, Sara Pryor, Amy Reynolds, Larry Thibos, Cara Wellman, William Wheeler

**Visitors Present:** James Wimbush (Business, Chair Athletics Committee), Bruce Jaffee (Business, Faculty Athletic Representative to the Big Ten), Julie Knost (University Affirmative Action Officer), Roland Cote (Interim Vice Chancellor for Enrollment Services), John Graves (Graduate Assistant, Faculty Council), Grace Calhoun (Associate Athletics Director), Rick Greenspan (Athletics Director), Kurt Zorn (SPEA, Member Athletics Committee), Kevin Clark (Associate Athletics Director), Ron Remak (Member Athletics Committee)

**Agenda**

1. Approval of Minutes  
October 4, 2005  
<http://www.indiana.edu/~bfc/docs/AY06/minutes/10.04.05.htm>
2. Memorial Resolutions (5 minutes)  
Professor Albert Wertheim  
<http://www.indiana.edu/~bfc/docs/AY06/circulars/B10-2006.htm>
3. Agenda Committee Business (10 minutes)  
(Professor Theodore Miller)
4. Presiding Officer's Business (10 minutes)  
(Chancellor Ken Gros Louis)
5. Question / Comment Period\* (10 minutes)

(Chancellor Ken Gros Louis and Professor Theodore Miller)

6. Bylaw Change: AI Affairs Committee Name Change (10 minutes)

<http://www.indiana.edu/~bfc/docs/AY06/circulars/B11-2006.htm>

7. Intercollegiate Athletics Update (60 minutes)

Report from the 2004-2005 Athletics Committee  
(Professor James Wimbush, incoming Chairperson)

Report from Faculty Athletic Representative  
(Professor Bruce Jaffee)

Report from Athletic Director Rick Greenspan

8. Standing Committee Reports

9. Old Business

10. New Business

#### **AGENDA ITEM #1: APPROVAL OF MINUTES**

**GROS LOUIS:** The first item on the agenda is the approval of minutes from the meeting on October 4. Are there any changes to those minutes if you looked at them? Hearing none I'll assume the minutes are approved as circulated. And we'll turn to the memorial resolution for Professor Albert Wertheim and I'll call on Jeanne Sept to present that. I walked over with Jeanne so I know she's here but where is she sitting?

#### **AGENDA ITEM #2: MEMORIAL RESOLUTIONS**

**SEPT:** Right here.

**GROS LOUIS:** There you are. Ok.

**SEPT:** Thank you, Ken. And although in the past I've been able to excerpt some of these memorial resolutions to save on time I found myself unable to do that very effectively in Al Wertheim's case so I'll be reading almost all of the entire resolution as submitted to the BFC. So please read along.

After fleeing from Nazi Germany to the United States, two young people met at an immigrants' ball, fell in love, and married. Enthusiasm for their new country led them to hope that their first child, due in July, would arrive on the 4th along with the fireworks. But young Al Wertheim arrived a day early, as if impatient to begin tasting the world, and this gusto would be one of his defining traits for the rest of his life.

The many friends and colleagues who knew him as Al during his more than three decades in Bloomington counted on him for advice about books, plays, movies, wines, about restaurants and hotels, about places to visit and things to see. He was a connoisseur of the mind's as well as the body's pleasures, and he eagerly shared his knowledge.

His literary interests embraced many cultures and many kinds of writing, but theater was always his passion. His graduate study at Yale University, where he earned his Ph.D. in English literature in 1965, focused on Elizabethan and Caroline drama. Later that year he began his teaching career at Princeton. His attentions beyond the library and classroom focused on Judith Barr, whom he'd met on a blind date in 1963, when she was a senior at Wellesley, and whom he married in 1968. Together they moved to IU in 1969 for what was to have been a one-year visiting appointment, as Al replaced an English faculty member on leave. After the urban East Coast, Bloomington seemed a very small and remote place. But the place invited good work and the people were welcoming, and so, at the end of the year, when a tenure-track appointment was offered, Al accepted. By 1979 he was promoted to full professor of English. And he soon held additional appointments in African Studies (1982), American Studies (1983), Theatre & Drama (1984), and Comparative Literature (1990).

In all of those domains, and more, Al taught brilliantly. He was inspiring on every scale, from one-on-one tutorials to overflowing lecture halls, from curtain-talks at the university theater to international colloquia, always engaged with the audience, master of his material, spellbinding storyteller, full of wit and wisdom. In 1981, he won the first of his many teaching awards—the university's highest, the Herman Frederic Lieber Distinguished Teaching Award—and in 2002 the Indiana State Council for Continuing Education named him Indiana Teacher of the Year.

Al was also an excellent administrator. He served as associate dean of Research & Graduate Development from 1983 until 1988, until he moved into a similar position in the College of Arts and Sciences. From there, he returned in 1994 to the renamed Research & the University Graduate School, again as an associate dean. He especially enjoyed the appointment in RUGS, because it allowed him to learn about the research and creative activity going on throughout the university, and because it gave him the chance to put faculty members in touch with resources that could further their work. News from Al of funding opportunities could arrive by phone, letter, email, or in person almost any hour of the day, any day of the week. He was indefatigable, cheerful, and encouraging. One colleague who never met him but was nevertheless bolstered by his tireless correspondence was Associate Professor of Music Jeffrey Hass, who, out of gratitude, dedicated to Al's memory the premiere of his *Symphony for Orchestra with Electronics* in the spring of 2005.

Through teaching a series of National Endowment for the Humanities Summer Seminars in the 1980s, Al widened the scope of his learning to include literature in English from Africa, the West Indies, India, Australia, New Zealand, Canada, and the Pacific Islands. That learning soon made its way into Al's teaching at IU, where he introduced colleagues and students to the extraordinarily rich body of Anglophone world literature, and where he helped to enlarge the English Department's curriculum. He served the Ford Foundation as a consultant and teacher in their South African education grant program; and he served the German Marshall Fund Project as leader of their program in American Studies for Teachers from Germany. For these and many

other efforts at connecting Indiana University to the world, Al won the John Ryan Award for Distinguished Service for International Studies and Programs in 1999.

While performing this celebrated teaching and service, Al published some fifty scholarly articles, five co-edited volumes, two monographs, on subjects ranging from seventeenth-century English drama to the contemporary African American novel and post-colonial fiction. His study of Fugard culminated in a book on this South African dramatist, whom he brought to campus for a two-week visit in the fall of 2000. Al's final book, in press at the time of his death and published in October 2003, was *Staging the War: American Drama and World War II*, a study of the interplay between theater and tumultuous history.

Above all, this erudite, passionate, irreverent, zestful man won affection and respect from all who knew him, whether as his students, his colleagues, his friends, or his family. And we'll all miss him very much.

**GROS LOUIS:** That's a lovely resolution. May I ask members of the Council and guests to stand for a moment of silence please? Thank you.

### **AGENDA ITEM #3: AGENDA COMMITTEE BUSINESS**

**GROS LOUIS:** I turn next to Ted for the Agenda Committee business.

**MILLER:** Thank you very much, Ken. I have two items today. The first has to do with a recurring thing regarding the Faculty Council. As you all know every year we have an election to elect members for next year's Council. The first phase of that election—the nomination phase—will be done prior to Christmas this year. The ballots will be probably in your possession mid-end of November. Kelly is a little hesitant to say exactly when but something along those lines. And so all of you I hope will give some consideration to people in your particular election units that you would like to see engaged in faculty council activities. It's pretty clear that the nomination phase of the election is really the crucial phase and we have had times when we haven't really had enough nominees to really kind of do what we want to do. And so this is just some encouragement to all of you to give some thought in your particular units who you think would be reasonable representatives of the unit to the faculty council and encourage them to consider participation.

The second item is just a forewarning about our next meeting, the first November meeting. It is at that meeting that we will see a draft of a new admissions policy for the Bloomington campus. And as you have seen earlier in the year this question about admissions and related things is something that appears to be coming together this year as a fairly important topic. And this admissions policy will really be a very fundamental thing for us and the discussion that we'll have at the next meeting—we're not going to vote on a policy obviously—but we, the Educational Policies Committee has a fairly well formulated draft of an admissions policy. There are certainly some things in it that are, I wouldn't say contentious but not everybody agrees with them. And hopefully we can have a good thorough discussion of these matters in the Council and give the committee some good guidance in terms of what we would really like to see as a final product. So I hope that you will all look forward to that discussion.

#### **AGENDA ITEM #4: PRESIDING OFFICER'S BUSINESS**

**GROS LOUIS:** Thank you. Under presiding officers' business I just wanted to indicate that I have received the final report from the Chancellor's Enrollment Committee, which is a group that I appointed a year ago May to lay out a 5-year plan for enhancing the quality of the freshman class in particular while maintaining the revenue stream for the campus. All of the recommendations in the plan seem very good to me with the understanding that some of them might be altered because of discussions in some of your committees. I have shared the report with the deans, who have not discussed it yet, and I shared it with the Agenda Committee last Thursday. We will be making a presentation, it's currently planned anyway, at the November Board meeting, hitting the highlights of the recommendations in that report. And I think as you'll see on November 1<sup>st</sup> many of the recommendations are certainly in line with some of the proposals in the admissions policy, or the intent of the admissions policy, as well as in the intent of the resolution that you passed at the first meeting of the year I believe. That's the only item I wanted to report on. I'll have more to say about that after the presentation to the Board. And I'm assuming the Agenda Committee will give it to appropriate committees of the BFC for discussion.

#### **AGENDA ITEM #5: QUESTION/COMMENT PERIOD**

**GROS LOUIS:** So the floor is open; I have no questions in advance. So the floor is open for any questions or comments you have. Dale?

**MCFADDEN:** Hi Ken, at the last meeting there was a question brought up about the removal of the trailers at the north side of the Auditorium and there was a response that you had given to that. And my colleagues in Theatre and Drama were somewhat surprised that they might go away; we also agree it's an eye sore and we know there are many projects the university is looking at and I'm just delivering the sentiment from my colleagues that we hope the university continues to find funding for this project so we can finally have a complete and whole department and building.

**GROS LOUIS:** As I said then, as you know Dale, we are waiting to get the R&R money that was authorized by the General Assembly but not appropriated.

**MCFADDEN:** Yes.

**GROS LOUIS:** And there is a request from Vice President Clapacs to the State Budget Agency for the first \$8 million dollars of those funds but it's not been appropriated.

**MCFADDEN:** Ok, thank you.

**GROS LOUIS:** And as you know the last couple of biennia the university has received a small portion of the total amount because...I want to emphasize that's identified, it's not a request, the amount of money for repair and rehabilitation is arrived at by formula that the state has used and

the Commission has used for many years depending on the size of the buildings, the age of the buildings. So the amount that was generated is not our request it's something that's generated by the Commission.

**MCFADDEN:** And we did appreciate that you defined it as the Theatre and Drama project. I know for a long time in the community there's been a sense that it was the Auditorium project and now that that was finished to get rid of the trailers. But that's not the case.

**GROS LOUIS:** And the plan initially, for those of you that don't know, was that after the new theatre was done was to remodel the, and it very badly needed remodeling, where the theatre had been before including the theatre but many of the other rooms used for making costumes and makeup and other things of that sort.

**MCFADDEN:** And classrooms.

**GROS LOUIS:** And classrooms. That area has not been remodeled at all yet. Other questions or comments to me or of the Agenda Committee?

#### **AGENDA ITEM #6: BYLAW CHANGE: AI AFFAIRS COMMITTEE NAME CHANGE**

**GROS LOUIS:** Hearing none we'll move to the next item which is a Bylaw change and the AI Affairs Committee and you have I think the recommendation from the...

**MILLER:** I'm going to do this.

**GROS LOUIS:** And this is going to be introduced by Ted Miller.

**MILLER:** Yes, thank you. This is Circular B11-2006 and as you can see this is actually a very straightforward proposal. This could be something that we simply talk about for a few moments here today and come back and vote next time; although if it's the will of the Council it would be perfectly fine with me if we voted on this proposal today.

As I say it's a very simple proposal. It basically simply amounts to taking one of our standing committees which has been called the AI Affairs Committee and substituting, and giving the committee a new name basically. And the new name would implicitly expand its charge although I think the committee has for a number of years felt that its charge was broader than its name anyway perhaps. At any event, for better or worse, the new name proposed for this committee is the Student Academic Appointee Affairs Committee; which is a fair mouthful of A's, so it seems to me. So the proposal simply is that in the Bylaws there are two places in the Bylaws, 13.B, 14.A where the committee name appears and the proposal is simply to extract the AI Affairs Committee name and to substitute in alphabetic order the Student Academic Appointee Affairs Committee in the list. And that's really all that this proposal amounts to.

**GROS LOUIS:** So first of all do you have any questions about the proposed change. As some of you know the committee that reviews the health insurance for graduate students is called the

Student Academic Appointee Health Insurance Committee so it does include students who have research assistantships and fellowships, in addition to AIs.

**MILLER:** Yes, the fact of the matter is, and we all know this, is that there are various categories of student academic appointees and the Faculty Council has over the years discussed and approved policies regarding all of these groups. And all this is trying to do I think is to make it clear that this is the standing committee in which such discussions would begin. The proposals would be formulated and then they would be coming onto the Council for further discussion and approval.

**GROS LOUIS:** Are there any questions on this? Herb?

**TERRY:** I'd just like to clarify that something doesn't change that isn't clear. I've always felt that graduate students who were not academic appointees have nobody to represent them and I want to make sure that this change would still result in this committee focusing on the interests of these folks as university appointees. And to the extent that anybody represented, would consider other general graduate student interests, those would go to the Student Affairs Committee. Is that right?

**MILLER:** Kelly tells me that's right.

**KISH:** That's the charge of the Student Affairs Committee as it's currently written.

**TERRY:** I think down the line some place we might want to look at creating a graduate student or graduate and professional student affairs committee so that the folks who have concerns that aren't associated with their appointment might have somebody looking after their interests.

**MILLER:** Well I think that's certainly a reasonable suggestion. My sense was that when John Slattery was with us he was quite actively engaged in that process and I felt fairly good about that. Now John's replacement, there will be a search to replace John, and these are questions that we should keep in mind as we go forward.

**GROS LOUIS:** Yes?

**NEAR:** I have a question regarding post-doctoral appointees who are often called students though it doesn't seem to me that they are treated as students, they are treated more as staff appointees. Although I know there has been talk in the graduate school in the past couple of years in taking a more active role in overseeing the way they were treated by their individual advisors. Do you envision them as being included under this category of academic appointees?

**MILLER:** No, post-doctoral appointees are not students in our lexicon here. They are appointees of the university; they are academic appointees, but they are not student academic appointees. But I think the question does highlight one of the deficiencies in our policies regarding academic appointees now currently. There are some deficiencies in this sort of research appointment category. And this is something that the Faculty Affairs Committee has been talking about for several years and we all understand that really something should be done to sketch out in a more

reasonable way what the policy is regarding such appointees but we're kind of struggling I would say in the Faculty Affairs Committee with that task. I don't think we've figured out a good way to get a group together that actually has the expertise needed to really work on that. But I think there's a recognition that something along those lines really does need to be done because we have heard stories of people who are being treated in ways that we really don't think is appropriate.

**NEAR:** And because they are neither fish nor fowl nobody is advocating for them.

**MILLER:** Yes.

**GROS LOUIS:** Further questions or comments. Eric?

**ZEEMERING:** Just a comment. I definitely support this idea of changing the name of the committee; sometimes changing a name does have important meaning and I think with changing the name of this committee you will indicate that the committee is interested in a more complete range of student academic appointee issues. But with the expanded name I hope the committee will also think about, in some ways, expanded responsibility. And I have four very quick things that I'd like to make sure are on record and have the attention of this body.

One, is the university administration working with all diligence to have a dental insurance plan in place for SAAs by the beginning of the 2006-2007 academic year? Two, currently student academic appointees appointed both fall and spring semester receive six credit hours of tuition waiver for the summer; SAAs appointed for only one semester receive no summer credit hours. Is this inequitable treatment of SAAs? Third, some units have restricted the abilities of SAAs to use their tuition waivers to enroll in classes outside of their home school or home unit. This kind of inhibits the collaboration trend, the interdisciplinary trend that is so important in academia right now. And does the central administration and the new SAA Affairs Committee need to take a look at these policies and develop some centralized policies on tuition waiver use by SAAs? And finally there is still the issue of graduate student employees who are hired hourly rates and don't necessarily have student academic appointees as currently categorized. Do we know how many hourly positions for graduate students exist in the university? And do we understand how these graduate student employees are treated by the university? Is the compensation they are receiving appropriate and should they be moved into an SAA category to give them full use of insurance benefits and other benefits that SAAs would normally receive?

And with these questions in mind I fully support the idea of the Bylaw change to change this committee's name.

**GROS LOUIS:** Thank you, Eric. What is your pleasure? Do you want to defer to vote on this until next meeting or do you think it's straightforward enough to be voted on today?

**TERRY:** Vote now.

**GROS LOUIS:** I assume it comes from the Agenda Committee and it's moved. So it comes from the Agenda Committee as moved and seconded and therefore it's on the floor. But you can,

someone can make a motion to defer a vote until the next meeting if you wish to do so. If you are comfortable with the change then we can move forward.

**TERRY:** I move we vote.

**GROS LOUIS:** Is there a second?

**MCGIBBON:** Second.

**GROS LOUIS:** All those in favor of having a vote indicate by saying 'aye' [AYE] opposed [none] abstain [none]? Ok. We are going to vote now on the change from AI Affairs Committee to the Student Academic Appointee Affairs Committee. All those in favor of the change in the Bylaws in the two places as indicated please indicate by saying 'aye' [AYE] opposed [none] abstain [none]? Ok, that passes unanimously. Thank you.

## **AGENDA ITEM #7: INTERCOLLEGIATE ATHLETICS UPDATE**

**GROS LOUIS:** We now move in a very timely manner as Bruce Jaffee comes in the door, into the update on Intercollegiate Athletics. And I see that James is here and Bruce has just come in. Who's going to take this first? Bruce are you on first? James? Your timing was impeccable. You have on your agendas the various issues here, one is the report from the Athletics committee, and the second is the report from the faculty athletic representative: Bruce Jaffee from the Kelley School of Business and a report from the Athletic Director; Rick Greenspan.

**JAFFEE:** Thank you very much, Ken. I just want to provide a brief introduction to some things and then I'll turn it over to James. I guess I'll speak since I'm sort of a part that's been continuity through the committee as faculty rep and a member of the committee for a number of years.

There's a significant, with much help from the BFC, there's been some significant change in the makeup of the committee. The committee consists of 2 faculty members who are appointed by the president, 6 elected faculty members by the BFC, 3 alumni representatives and 2 students. And because of turnover of terms, and then 2 faculty retirements, there were three faculty vacancies this year and the BFC elected Kurt Zorn, Craig Johnson and Pat Harbison as new faculty members on the Athletics Committee. Dan Maki had been the chair of the Athletics Committee for the last two or three years. He's retiring during this academic year I think now in December and the president appointed James Wimbush as the Chair of the committee. James had been an elected faculty member on the Athletics Committee, had just completed his term and the president appointed him.

In addition, the president appoints two student members. One is Alex Shortle, a member of the BFC and the IUSA President and Elizabeth Roush who is an undergraduate student as well we also have three alumni members and the term that turned over, Mildred Ball, who some of you may know she got the distinguished alumni service award this summer, is the new member of the committee. I'll also like to recognize that there a number of ex-officio members and Ron Remak who is the president of the National Board of the Varsity Club happens to here this year and

some long time members certainly know his father Henry Remak, who is still a member of the faculty and a long time member of our Dean of the Faculties.

I'd like to report on a couple of broad things and then turn it over to James to talk about the more detailed activities that occurred in the 2004-2005 academic year and plans for the future. Last year, roughly at this time, we reported on the early stages of the NCAA recertification process which is like an accreditation process involving a self-study and an external review for the NCAA certification program was for the athletics program. That was led by Charlie Nelms, had a variety of subcommittees, involved lots of people from outside of the athletics department such as admissions, financial aid, registrar's office as well as a significant number of people within the athletics department.

I'm happy to report that as a result of the self-study report and the campus visit early in 2005, that we were notified before the end of the spring semester that the program was recertified for ten years, which is kind of nice not to worry about that for the next ten years and with a few changes of recommendations but they are all viewed as relatively minor and more importantly things that we think we can comply with.

In the end of the report that you have, you'll see one major issue related to the committee's activities and my personal involvement as chair of the subcommittee and that deals with sponsorship for student athletes and the athletics committee has been concerned about the sponsorship process and more importantly maybe the number of student athletes that have come in under the faculty sponsorship program and their academic success or in many cases candidly the lack of academic success.

Looking ahead, I'm happy to report really two things for this 2005-6 academic year; one is that the number of sponsored student-athletes has decreased significantly. There were 16 student athletes in a variety of different sports that came in under the faculty sponsorship program in August and a significant attempt is made to increase academic success on the part of these students through efforts by the academic advising staff, through the head coaches, through the faculty sponsors and probably more importantly to the student-athletes. And so, we're really hopeful, two things; one, that we get a good success rate out of these 16 at risk students and moving forward both the goal of the President and me, is to try to get this number down to single digits as we move forward into fall of 2006 and beyond.

I would also like to point out that I spend a lot of my time as faculty rep dealing with issues of eligibility, student welfare and violations. We do break some rules. The rule book is extremely thick. We do have a culture that's I think central into the department of compliance of self-reporting violations and we do report a variety of violations. I'd like to stress that all of those are technically viewed as secondary violations. And at least over the last 15 or 20 years the only two schools in the Big Ten Conference that have not any violations are Indiana University and Penn State and Penn State hasn't been in the conference that long; and that's a record that I certainly want to continue and certainly some of our fellow universities, for academic as well as athletic reasons, have had major violations and we have avoided that publicity and want to continue at that and it's very central to the compliance office within the department and the efforts of both

our student-athletes and everybody in the athletic administration. I'll turn it over to James to really focus on 2004-2005.

**WIMBUSH:** Thank you Bruce. Over the last couple of weeks since I was appointed chair of the committee, I've had some very long days and nights too. A lot of time spent talking to the returning members of the committee as well as the new members such Pat Harbison and Alex Shortle. I've also talked with people outside of the department. So it's of course within the department but also outside the committee I've spent some time meeting with Ted Miller, Edwardo Rhodes and other individuals, trying to get a better grasp of some of the key issues as well as the role of the Athletics Committee and I will tell you that I am pleased with those of who have pledged support and those who have spoken about how they perceive the committee and the potential that they feel that the committee has. And so I am very excited about working with the committee and from the discussions I've had with committee members, we're all excited about the things that we can get done this year. But looking back to last year, Dan Maki would ordinarily be making this report. He's on the road right now meeting with schools I believe and so Dan isn't able to be here but I was glad to come here instead.

In looking back over last year, I'm just going to provide a brief summary of some of the activities; you have a copy of the report so I won't go into significant detail. As Bruce mentioned, we played a key role in the NCAA recertification effort. We helped to establish the minority issues five year plan, the gender equity five year plan and we played a role in looking at other aspects of the NCAA recertification. We also of course approved the minority issues and the gender equity five year plans and so we were very pleased when we got the word that we have been recertified once again by the NCAA.

We conducted several reviews; Bruce talked about the sponsorship program and some of the concerns that he and the sponsorship committee has had regarding the number of students that we've sponsored in recent years. We conducted a review, we made some modifications to help with decreasing the number of sponsored students from the double digits down to the single digits and we will continue to work on that this year.

We conducted a review of the academic services area. Roseanne Spiro and David Austin, who's a former member of the committee, they created a questionnaire and we were able to administer it to nearly 100 percent of our student-athletes to get their feedback regarding the student academic services and Grace Calhoun who is our Associate Athletic Director for Student Services is reviewing the data that we collected and will make some changes accordingly.

We also reviewed other policies such as the missed class time policy and other policies and made the necessary changes so that we would be able to move more efficiently in terms of approving some of these variances as well as making sure that the policies were doing exactly what they're supposed to do.

We were advised on various issues from the President as well as from our Athletics Director Rick Greenspan. We were consulted regarding budgetary matters. We provided input regarding the student athletics fee. Some of you know that we are on record as being supportive of the students athletics fee.

We were advised regarding personnel issues. We even participated in the selection of coaches as well as the new Associate Athletic Director for Student Services and we had many discussions with Rick regarding a whole host of issues but we also met with the President during one of our regularly scheduled meetings in February. He talked to us about a lot of academic related issues that would affect student-athletes as well as the department in general. The President also spent some time meeting with the chair of the committee and had several meetings with the faculty athletics rep, Bruce. In looking back over the year we feel as though we fulfilled our obligation to provide advice and counsel to the Athletics Director. We also felt as though we fulfilled our obligation to provide oversight over the academic related issues pertaining to student-athletes.

In going forward as I mentioned earlier, I'm looking forward to working with the committee and to working with you, the BFC as well but I think more importantly the committee is looking forward to working with you and to collaborating with you as we work towards making sure that our student-athletes are first academics and not only do they do well in their sports but also do well in the classroom. I see that Rick is here and he will now discuss the athletics department.

**GREENSPAN:** Good afternoon. I guess I cut my timing pretty close, didn't I? I thought I was going on at 4:30 so I apologize. I thought, without a too detailed guidelines and format I'd give some observations and some thoughts. Basically looking back on my 377 days here, I wasn't sure if that was good that they were counting or bad [Laughter] but some thoughts on effectively my first year here at IU and some thoughts moving forward. Before I do that let me thank a couple people in the room. First, Bruce Jaffee, our faculty athletic rep. Bruce spends an inordinate amount of time with us in a variety of ways from dealing with compliance reviews, eligibility issues. Just last week we had a day and a half visit from our Commissioner Jim Delaney and one of his associate commissioners which he perhaps already shared with you, to traveling with our team, to providing some friendly and collegial feedback to me on a variety of matters and it's significant amount of time he takes and I'd like to thank him. Second I'd like to thank Dan Maki who has also served in a valued role as our chair and has provided insight sometimes late at night sometimes early in the morning and frequently during our meetings so I'd like to thank Dan.

I arrived I guess September 14<sup>th</sup>, the day before our first football game last year, and had a charge from the President at that point in time to fulfill and it was multi-faceted—certainly to try and address a number of key issues, issues of the status of our department from a integrity perspective. And that's not to indicate that there are integrity issues but to get my set of eyes on the program in terms of NCAA compliance, Big Ten rules, academic integrity, and make sure that we were doing things in a way that was significant and in concert with not only the mission of the institution but the mission statement of our department. Secondly, was to try and assess the, what I would call, the core competencies of our staff and our coaches. Some of those are more obvious than others; some of those are on scoreboard and in newspapers but in a much deeper way than that to assess the professional capabilities as it relates to all the functional areas from compliance to business operations to sports information to facility development and management, etc. and with our coaches to have an opportunity to do as comprehensive an assessment as you can knowing that some of that is going to be delegated to other senior staff members. I have also had a chance just this August, because last year upon my arrival the year had started and we were literally a day away from the first football game, but this August to

speak to our entire Athletic Department in a collective way. We did that in August, I believe it was just a day or two before the first day of class, and lay out a number of things for them; some comprehensive organizational charts, some expectations for performance as it relates to a couple important pillars-- our competitive performance, our academic performance and that area that I would call our character development and commitment to the community. In doing that we also had a chance to share some personal and philosophical beliefs, things that I hold near and dear to me, to have some dialogue and to hopefully set the path this year so that we have both some very measurable goals that we will achieve during the course of the year and some long-term goals that we'll work towards. And I'll perhaps ramble a little bit here but I'm trying to reflect back on this year and some of the important milestones that I think are worthy of sharing with this committee.

Upon my arrival I felt that perhaps one of the things that we were deficient—and certainly deficient to the degree that I felt comfortable—was a clear sense of chain of command, a clear sense of purpose and winning, duplication in administrative roles to try and be forthright in our assessment of a variety of business efficiencies. And so as I said about 12 months ago I was going to spend the first sixty days of my tenure doing a lot of observation and a lot of listening and then begin to develop some plans and by the end of the academic year hopefully implement a number of those and I think we've been on task, on target to do that. Certainly an important part for us has been the assessment of our budget, or for me, the assessment of our budget, and peeling back the onion to really try and decipher what have been the catalysts that have contributed significantly to a budget that has exceeded its limits and how did we achieve that status and what do we need to move beyond that. Kevin Clark, who is here with us, is our associate for business and finance. Kevin does an outstanding job in that area, hampered a little bit because his tenure shortly after arriving at Indiana was broken for fourteen months, Kevin?

**CLARK:** Eighteen.

**GREENSPAN:** Eighteen months as he was deployed as a soldier for the United States Army and so we learned some of these things together and picked up some pieces and I think both of us now have a pretty capable understanding of where we come from budgetarily and where we're trying to get to. I've also tried to use this year in the best way that I can to meet our constituents and we have many. Obviously we have our faculty, we have our staff, we have our Trustees, our coaches, our student-athletes, our parents for our student-athletes, our media, alumni, donors, and probably a couple others that I'm forgetting. And I'd like to tell you that there's great unanimity of thought in terms of direction, in terms of mission and all the rest, but I think I would be naïve in saying that that on occasion some of our constituents don't run counter-purpose to each other. So I've tried to separate what I would consider some of the fact from the fiction and get an assessment. We've done that in a number of ways both formally and informally. I had an opportunity this summer to travel the state and I did that with a number of our coaches and staff; I got lost many times. I discovered that there were a few highways in the state of Indiana, a lot of two-lane roads in small towns, and we were in many of them meeting with members of the media, Trustees, and all the other groups I've mentioned. That was very, very helpful for me to spend that time off-campus meeting and greeting, learning, trying to raise some dollars and all the rest.

We have, as I mentioned, over the last several months, began the implementation of some of our strategic plans; some of them are in their infancy and some of them are much further along but one of my assessments which was perhaps too obvious to mention was that we've had a challenge for a long time here in the dominant sport in this conference and that's football. And that challenge has been the result of being less competitive than we need to be and generating less revenue than is satisfactory. [End of Tape 1, Side A, some conversation lost]...we've hired three new associates. Grace Calhoun, who some of you know, joined us just several months ago. Tim Fitzpatrick who is our associate athletic director for what we call our external operations, our marketing, our licensing, is actively involved in fundraising and other external administrative duties. And then Jack Garrett who joined us this summer also as our associate athletic director for what I call student services as well as our facilities. And student services is defined as the parts of a student-athletes life outside their academic life so that would be the trainers, the medical folks, strength and conditioning and all the rest. Those were positions that were not new positions, those were positions that we redefined or reshaped either through attrition or through other vacancies where we merged some staff dollars. In doing that I think we've really complemented what I think is otherwise a very good staff and I'll talk a little bit about them because part of the goal in bringing these people on was to diversify the breadth and depth and wisdom, knowledge, of our senior staff.

Grace joined us from Dartmouth University where she was Associate Athletic Director but prior to that had served as an assistant or associate executive director of the Patriot League, the Patriot League is a very, very high academic conference primarily in the northeast—Army, Navy, Lafayette, Bucknell, Lehigh, Holy Cross, etc. —and has a myriad of experiences which I think will serve us and our student-athletes very, very well. Grace has an undergraduate degree in engineering from that diploma-mill back in Rhode Island that they call Brown University; I say that only because Bruce is a Brown graduate. A graduate degree, an MBA from Lehigh, masters degree from the University of Florida, and a PhD from Florida. So she brings a lot of experience and a lot of wisdom and a personality that I think will be very, very instrumental in not only relating to our student-athletes but relating hopefully to all of you.

Jack Garrett is somebody I've known for probably thirty years, we went to graduate school together. I kind of went, after graduate school, to the dark-side to athletics, Jack went to the faculty side. And most recently served for 20 years at Augustana College where he was chair of the Education department and has his PhD from Texas A&M. And then Tim Fitzpatrick joined us about 8 or 9 months ago. Tim again has very broad experience in a lot of institutions, conference work, University of Pittsburgh, the old Southwest Conference as they refer to it now, North Carolina-Charlotte, etc.; has a master's degree from Ohio University. And Tim has been very actively involved in our marketing and strategic efforts in terms of trying to increase our attendance in football as well as some other initiatives, such as our scoreboard in Assembly Hall and other revenue producing ideas and concepts, etc. So that staff is now pretty well in place. We are getting to know each other daily and I feel very good about the staff that's in place.

We've had a chance to have some change, that's not unusual in an athletic department, but we've had a chance to have some change. Most athletic departments at this level have about a 25 percent turnover in a given year. There's traditionally not a lot of vertical mobility in an athletic department and people tend to go out to go up and I guess very much like the military when you

go from one post or one base to another to gain experience. So we've had some turnover and in having that turnover we're constantly challenged with making sure that the goals and missions are constantly reinforced to new folks.

Let me talk a little bit about some strategic issues and some presentations I've had a chance to make, financially, and then I'll talk about a couple of strategic and perhaps academic initiatives and Ken if you'd like I'll try and answer some questions if that's appropriate.

My assessment of the Athletic Department's financial status has a couple of different tails on it. I'll try and be very candid without having any appearance of negativity, if I can walk that fine line. I have a very strong belief that the most important tool for productivity is accountability and certainly in financial matters that's true. We have had, as I can tell for probably 10 years, what I would call a structural deficit. That deficit was a classic case of revenues not meeting expenses and as we drew down on our reserves, this goes back I would say 10 years and Kevin is my historical expert to some degree and can provide some more specific data if you choose at this point in time. But I think we've had that challenge where we've had a down turn in our business cycle as a result of a number of things. A result of revenue shortfalls particularly in football as well as some other changes based upon the expenses of our financial aid, which have grown significantly and dramatically over a 10 year period, which we fund.

Historically our Varsity Club, which is a collection of anywhere from eight to twelve thousand alumni and friends, contribute gifts annually to our scholarship program. They've also contributed to some capital projects but their primary charge from us is to help us meet our scholarship bill and a scholarship bill is composed of several pieces beyond the obvious but its training tables, it's books and tuition, fees, etc. As those dollars have gone up and as our fundraising has gone up, they haven't met and as a result, over a period of years, the department and the institution has spent down on reserves. We are at the point now where I think, and I say that guardedly because we're involved in business with some of the initiatives that we've talked about and some of the plans that we have in place where we can get very very close this year, next year and then see a positive upturn in the third fiscal year, when I say very close, very close to a break-even budget. Now that in full disclosure and with full face, I say that in the sense that it is a budget that is not budgeting depreciation. We're not budgeting depreciation in our budget this year, moving forward. That is a conscious decision. It is not a long-term sound business decision but it is a short-term business plan. We have, as I assume the campus does, literally millions of dollars of deferred maintenance. I'm not necessarily talking about new buildings, I'm not talking about new fields and new structures, I'm just talking about deferred maintenance. We know that we've got an outstanding bill of over \$2 million dollars to replace a roof in Assembly Hall. I tease people on occasion that we're perhaps the only institution in America that doesn't allow umbrellas in our football stadium but requires them in our basketball facilities. We have multiple issues of that kind. Many of our facilities were built either in the sixties or in the seventies and their use for life without rehabilitation or renovation are precariously close to having some major issues of electrical, plumbing, etc.—things that are not particularly sexy, that are not particularly easy to raise external dollars for. That's a challenge that we'll address later on and I'll try and speed this up a little. But our budget as we move forward is an operating budget. It's a budget that we've tried to build from the revenue side first, rather than from the

expense side and I would not call it a zero-based budget but I would call it a realistic budget and a budget that I personally believe I feel comfortable putting my name on.

One of the mistakes that a lot of Athletic Departments make and perhaps a lot of other businesses make is you build your budget and then you back into your revenue and that's a challenge that is frequently met with disaster. We've tried to build a budget based upon what we think is a fair and reasonable estimate of our revenue for a variety of different sources and then tried to build our expense side around it. We are in a fairly volatile business, the whims of many, in terms of their giving capabilities, whims of the TV guides. As much as we don't like to be on at eleven o'clock and we hear from our alums and our tailgaters and everybody else, right now the television is helping to pay some bills for us and that's very important. The Nicholls State game, this is an example of what I think of as some of the volatility that we face. We've got a budget for that game to generate probably close to \$400,000. Had that game not come off, I don't know that we had \$400,000 that we could recoup during the course of this fiscal year, I just didn't see it and to find an alternate date to stay within the Big Ten rules and the NCAA rules and competitive aspects of that were nearly impossible. So in addition to working a strategic plan to get us to what I would call at least a steady state in our budget, absent depreciation, renovation, rehabilitation funding, we need to get back on track of having what I would call, probably the improper term for our enterprise, but some retained earnings because we know that there are going to be ups and downs of our business cycle.

So, last spring if I recall, our Trustees mandated, whatever the term might be, that we present back to them a five-year plan and that five-year plan be representative of moving forward to demonstrate that we would live within our means and our means would grow to meet the charge of the President. And the charge of the President to me is that we have very noteworthy retention and graduation rates, that we have a broad based program that is gender equitable, that in the national standings, and there's a computation of this, be a top 20 program, a program that finishes in the top 20. To do that you have to have a lot teams that advance to NCAA post-season play and along the way make sure that we are both developing young people that are educated and young people that will reinforce the concept of character development. So those are the parameters in which we worked to develop this plan. Along the way we had original thoughts of presenting this plan sometime in December to meet the expectation that would be presented prior to the end of the calendar year. And then I was asked about two and a half to three weeks prior to the first Trustees meeting of the year to have it presented at that point in time. So our schedule got expedited I guess and we did that and I think I've circulated some of that and I can talk about some of that.

Perhaps most contentious or the piece of that on the regular side that seems to have raised the greatest debate is this fee, this student fee. And so as we move forward, we looked for models that would help us get to where we needed to be after the fee, and that's what we presented. And effectively the tradeoff for the fee is the change in seating associated with basketball, men's games in assembly hall where our best guess on demand is such that we think if we capture approximately 500 seats in the lower bowl, that those tickets have a greater marketing value in terms of sheer dollars. So that's a big piece of that. And I say that because Alex and I have had several conversations about that piece and I can tell you that it's with a lot of really mixed feeling that we do that. There are mixed feelings because the student involvement, the student

enthusiasm, the student noise or whatever you would like to call it, chatter, is a huge part of our marketing plan and those of you that have had a chance to see or come to the football stadium this year, I think see a student body that has certainly been much more responsive to our football program and our football coach that people tell me there has been in a number of years. And so it's a bit of a mixed blessing because we have aggressively tried to seek ways to reach out to our students in those major attendance and revenue sports in a way that brings energy to the game and we had a number of those conversations with students last year as we were looking at some of our strategic planning and we've implemented some of that. So there's some mixed blessing that our Varsity Club, and Ron Remak is here, and Ron's a very well known and important member of this community, has served as the president of the Varsity Club. Certainly during my tenure and we think that the Varsity Club, although our giving has increased, annual giving has increased 40 percent over the last two year, during a period where two major sports have unperformed competitively is very very significant. We think there is some additional upside in that area and that's what we'll talk about here shortly as we talk about a capital campaign that we're close to engaging in for athletics.

Some of the other components of the plan that we've looked at and behind these components are a variety of assumptions as we know the devil is in the details and Kevin has those assumptions in terms of salary growth and cost of living increases and what we think is fair and reasonable in terms of some of our contractual relationships and health care costs etc. But we think that working with legal counsel and our medical providers we can have a positive impact on reducing some of our medical care expenses. Much like health care costs and a variety of other entities, our health care costs have risen dramatically and most of these are uninsurable expenses. What we've seen is so many of our student-athletes come to us either without insurance or they come to us with some form of managed care that when we need to perform a variety of diagnostic tests on them, they are considered out of the area of coverage, not prior approval etc. etc. and so we pay a full boat. Every time we pick up the paper and such and such had his knee scoped or x-rayed or cat scanned or whatever other wonderful technology we have. So we are working with a number of folks, certainly with legal counsel, but also with health care providers because we think we're leaving some money on the table that we can try and capture.

We have consolidated our travel business. Travel is a very big part of our expense line, both going out and coming in. We send coaches out to recruit, we send teams out to compete, we bring student-athletes in during the recruiting process and so we brought an in-house travel agent in that we think has already earned their stripes in a very short period of time with some of the business that we do, specifically the necessary charter business that we do in football and this has been a very difficult year for that as a result of Katrina. With the government cutting down the number of planes, the number of the charter companies going out of business and a couple with the rising fuel prices has been challenging and they've done a very very good job of helping us mediate some expenses.

We've renegotiated our media contract with Leerfield. Leerfield has our marketing rights. The scoreboard in Assembly Hall is one piece of that. That score board is about \$2 million—and with the associated parts of it, the control room and all the other kinds of things, along with about \$800,000 of work to the roof—the total project cost about \$3 million dollars that Leerfield is

paying, in addition creating a revenue of about \$250,000 - \$300,000 a year from us for advertising.

And a number of other initiatives, both with the attempt to mediate expenses and to generate revenue, we've asked our foundation, the IU Foundation to provide us some support and I believe they will start doing that in the near future, probably with a tune of \$200,000 a year. That's not inconsistent with the type of support as I've been told they provide other units in terms of fundraising. We have a full blown development staff, technology, mailings, a variety of things. The Foundation has the pleasure of managing our endowment. The athletic endowment this year has grown to \$62 million. It's the biggest in the Big Ten, helped in large part by the \$10 million gift from Larry and Lucy Glaubinger and the Foundation managed to do that for us and so they will help us with some of our fundraising expenses. As I understand it, and I say this because I think I understand it correctly, the financial plan that we presented, the Trustees will take a look at it, others have been invited and asked to comment on it. I think we have an Athletic Committee meeting tomorrow night, if I believe that is correct, where we'll go over that with this committee's subcommittee and in some greater depth.

I want to talk a little bit about some of our strategic initiatives and then some of our academic initiatives and then as I said I would be happy to try and answer some questions or ask the staff to answer them that we can. This year when we specified our goals we've also asked our managers to track those goals: the important primary revenue streams, the academic achievements of our student-athletes, the ethics issues that student-athletes either get themselves into or are faced with, legal issues, etc. We are working towards, what I would call, a 100 percent performance review, written review this year. I was shocked a month ago when I met with all of our clerical support people—there's about eighteen of them that support our administrative functions of all of our coaches—and asked them who in their tenure here had had a written performance evaluation and nary a hand went up. And that's not right and we have got to correct that. We've gone to a comprehensive written evaluation for all of our head coaches on an annual basis where we track what we think are all the important ingredients. I believe Bruce and others have seen that document. We'll continue to tweak that document but certainly its an attempt to not only ask our coaches to do a self-evaluation but the sport administrator to respond to that, to collect data from our compliance people in terms of secondary violations, collected from our academic folks, collected from the various entities in which coaches are expected to be responsive. I think that's a good tool. I truly believe that absent some of those evaluative tools, a couple things happen, people drift away from their goals, they drift away from their known responsibilities and there's ambiguity in terms of what expectations are considered mediocre and which are considered excellent.

As I said, we will continue to work hard to maximize our external funding sources. Some of those are met with challenges in terms of the growth of commercialism in intercollegiate athletics. I think we'll be faced with that challenge for many many years based on the way athletic programs are funded. What is acceptable and what is not acceptable. We're faced with some of that with Assembly Hall and hopefully as that scoreboard gets finished we'll have tried to walk gingerly on that line of revenue generation and enhancing the fans' experience at the same time having some advertising commercialism in there that will help us pay some of our bills.

We have worked to develop a comprehensive departmental wide policy and procedure manual which was not in place, again as a reference tool as well as a document that's a living document to make sure that we stay current with national trends we well as institutional policies and procedures. We have tried to reach out during the course of these last few months, both internally with some faculty and staff. Grace and I have had office calls I think with all the deans on campus, with the exception I believe of our Dean for Continuing Studies, am I saying that correct? And the purpose of that is to hopefully breakdown some of the stereotypical perspectives perhaps that people have of athletics as well as to try to share some thoughts as to what we're doing academically, what we're doing advising wise, what are the challenges that we face in terms of advising and mentoring our student-athletes that are significantly different in many cases in the non-student athlete advising patterns. We've tried to also reach out in a social way and we'll continue to do that. We've encouraged and invited our deans to attend some games. We had several of our deans up in the press box for, I believe it was the Kentucky game, and they had an opportunity to visit with many of our head coaches as well as some others. So the essence of the statement is what I hope is to some degree of some living proof of what I think I said about 12 months ago and that is that we will be accessible, we will be responsible. My guess is that reasonable people will agree to disagree on occasion, but we will not operate in a vacuum and we will not operate in a way I certainly hope that it doesn't bring some pride and distinction and reinforcement of the good things that athletics can bring to a university.

So we have a number of strategic initiatives for communication, for fundraising, for our business plan etc. Academically we are working under Grace's leadership and Grace has dual reporting relationships both to me and to Ed Rhodes to revamp how we handle the first-year student-athlete experience, specifically better transitional oversight, assessment for a variety of academic deficiencies—some in terms of preparation but more importantly those that have learning disabilities that are not detected at the secondary school level, be it dyslexia or ADD etc. I feel comfortable that we're making some very good headway in terms of an improved transfer of information from faculty to our academic support people and back, real time assessment of student athlete's progress. Our coaches are strongly encouraged and reminded that one of the most valuable tools they have in remediation of poor performance by student-athletes academically is playing time and that they should use that liberally if we have some obstinate student-athletes in terms of class attendance and performance etc. It's also an evaluative tool that we use with our coaches and we have tried to get a handle as have most people nationally on this thing called the APR which is the Academic Performance, what's the R stand for Grace?

**CALHOUN:** Rate.

**GREENSPAN:** Rate, there we go, which is just again, another tool that's come in place through the NCAA's Academic Reform Act. I don't think it's particularly well understood quite honestly yet by coaches and by many administrators. It's not that it's a complex formula but the way that it has been introduced to the membership has been a little of a challenge. But that will be something that you will see and hear more about. And the intent is to provide this real time assessment of coaching and support and productivity from student-athletes rather than the six-year kind of rolling average. Grace has been involved very heavily and I certainly have and will but she's our point person in terms of collaboration with academic and support groups from not

just the academic side but student life and student ethics and what I would call this holistic approach to what a student-athlete should be.

We've got a lot of work to do in all of these areas. We've laid out in written fashion to our organization what our goals are and I'll rattle these off pretty quickly. Obviously behind every large goal there's multiple targets etc. But to finish in the top 25 of the Sports Academy Director's Cup, that's one of our major competitive goals. To develop and have ratified a financial strategic plan that achieves a balanced budget. To achieve all departmentally established revenue goals for ticket sales, fundraising, parking income etc., to improve our department's relationship with the academic community via formal and informal communication and social interaction, to reorganize and structure academic services unit for maximum effectiveness in academic support services with special emphasis on at-risk student-athletes, to develop and gain approval for and begin the quiet phase of an athletic capital campaign to increase our scholarship endowment and build, renovate and remediate some aging athletic facilities, to assess and enhance our business model to maximize the efficiency of our time, our personnel and our dollars and then perhaps more as rhetoric to help each other achieve greatness as individuals and teams. And what I mean by that is that there can be a very positive dynamic energy that comes when coaches support each other's missions. Coaches by nature are highly competitive people. Frequently negotiating for the same space, the same dollars, the same time and energy of administrative support and perhaps none is more significant than football based on the number of coaches and student-athletes, the nature of the sport in terms of the facilities that are required and all the rest and I think we've made some very positive headway with this football staff in terms of their willingness. I say willingness because we're not dragging them in kicking and screaming but their willingness to be a very important part of reaching out to this community in a variety of ways and internally to making available some of the resources that come under their, I guess, purview. Be it field space, be it strength and conditioning facilities, be it a variety of things that historically I don't think have happened with that degree of collegiality. And with that in mind I think we can make some real progress.

I've talked for quite a while, I would like to just say that editorially when I arrived here last year I was very very enthusiastic about having this opportunity to work on this campus with you, the Trustees, our President and most importantly our student-athletes and our coaches and my excitement has not been diminished at all. To a large degree it's been embellished despite the emails that I get with some regularity and some of the challenges that we face. I think this a marvelous institution, I think it's a proud institution athletically, again, perhaps being so much self-critical, I think it's an athletic department that at times over the past period of years for a variety of reasons and not necessarily anybody's fault has perhaps lost it's way a little bit and I think we're both getting our strategic and our moral compass back in line. And my enthusiasm for being here was enhanced even more so in August when my son decided to transfer to IU. He's a baseball player and transferred from the University of Connecticut and so with my daughter in town, and last I checked my wife still in town and our son in town, this is really home for us and we're delighted to be here. So, with that Ken I'd be happy to answer or avoid any questions that are asked.

**GROS LOUIS:** Rick thanks very much for one of the most, in my years, one of the comprehensive and thoughtful reports from an Athletic Director to this body.

**GREENSPAN:** Thank you Ken.

**GROS LOUIS:** The floor is open for your questions or comments. Craig?

**BRADLEY:** One of the things I've always wondered about is why we need 85 football scholarships. It would seem to me is that a school like Indiana should be clamoring to reduce the number so that we can get some of those number 70-85 or 60-85 that Ohio state wouldn't be able to stockpile anymore. But we don't seem...

**GREENSPAN:** Well the question is can we reduce football scholarships and the answer is yes. But nobody will do that unilaterally.

**BRADLEY:** Of course not.

**GREENSPAN:** And the football coaches to a large degree have argued that they've paid at the pump for a long time. Those of us that remember it was not all that long ago were unlimited, which was an amazing thought. But certainly at the University of Oklahoma and Alabama they had unlimited scholarships for football and in many cases those that they put on scholarships were done simply to keep them from going some place else. That number came down to I think it was 105 to 93 and now 85. [Division] IAA football has a scholarship limitation of 63 and the argument that coaches will make is that unlike professional sports where you can always pick somebody up on the waiver line, you can always trade for, you can always do that. At least 25 percent of the football roster are student-athletes that are registering in the freshman year and so that takes that number down. If that number came down, it would help us in a number of ways. Perhaps most importantly, more so than a competitive aspect, it would be in turn to helping us achieve the greatest degree of OCR interpreted proportionality which is part of the challenge that we face where several years ago Indiana recognized that its proportion of male and female student athletes to its undergraduate student population was disproportionate.

So a number of women's sports were added. Crew, field hockey was brought back, women's water polo, etc. Those are sports that certainly in the recent past we've had some really good success in. Women's water polo team is tenth in the country; we've got a terrific thing going right now with our field hockey program. They are sixth in the country, we have one of the country's longest winning streaks, despite not having a field, which we are going to remedy this spring somehow. And there's virtually no associated revenue with those sports. So they are the closest thing to unfunded mandates that we have. If the powers that be, whoever that might be in this world of ours would make a change to 80 or 75 or whatever, it would be interesting to see what happened with competitive parity as well as proportionality. So, that still might occur. I can tell you the mood of college football coaches this year was strongly opposed to the 12 game which is added. The 12 game for football is part of our financial hopes and plans that—not this year but last year we played 5 home games. This year we play six home games and next year our goal is to play 7 home games. Sevens home games means less to us than they do in Michigan. They mean less to us than they do most people in the Big Ten. We seat 52,000, only Northwestern seats less, do the math. Another home game for Michigan at \$54 a ticket or another home game for Indiana at \$30 a ticket with 52,000 capacity and 35,000 or 40,000 in there. But

football coaches were strongly opposed to that and feel like it got shoved down our throat to a large degree to support other sports that don't, in their mind, carry the weight financially. So there's a bit of disenfranchisement right now and you'll hear that if you talk to Lloyd Carr at Michigan and a few of the other notable football coaches.

**MILLER:** Bob?

**KRAVCHUK:** Director Greenspan, my name is Bob Kravchuk, I'm co-chair of the campus Budgetary Affairs Committee. I don't have a question but more or less a comment for the benefit of my Council colleagues. My co-chair Herb Terry and I, as you might know, met with your Associate Director Kevin Clark a couple of weeks ago to review the details of the financial plan. And I think I speak for Herb when I say that we came away with a certain added measure of comfort in the confidence of your financial staff and the thorough job that they had done. We came away with a new understanding of the numbers which gave us a little bit of cause for concern. It is basically a break-even budget as I think you pointed out in five-years, excluding depreciation. It really all does turn on attendance at football games however. If you meet your numbers, you'll make your plan, if you don't then you probably won't.

**GREENSPAN:** Well certainly football is a piece... it's a big piece of it and it has to be a big piece of it. In saying that, I don't think we have been over zealous in our football budgeting. I think last year the organization was based upon a variety of factors. There was a straight line budget done for football. We know we don't have a straight line, we know our revenue changes when Purdue's here versus Nicholls State. So I think we have done some historical reviews of everything from time of year, which impacts football attendance on occasion, to opponent, and all the rest. The essence of the plan though is some growth in football but I don't think growth beyond reason or reasonable is some growth in basketball; although basketball has certainly less upside revenue potential with their current configuration, even with the change of 500 seats for students. We have one of the smallest public arenas in the country. Currently we have 42 percent of our house as student tickets and then we have another 2000 seats that are sold to faculty and staff that are well under what we would call market, significantly under market. And so I think as an institution we have made a philosophical decision that, call that what you will, that seating pattern, that subsidization, whatever you want to call it, has been in place. I would like to not have to change it. I think those are painful decisions for all of us.

Football budget this year is an important part of making our goal and while we still have three home games I'm very confident that we'll meet our revenue goal for football this year. I'm confident because that money is in the bank now and that's good news. I attribute a lot of that not to some early success but I really attribute that very significantly to the work that I think this coach and his coaching staff has done to reinforce to many of our public that he and they want our football team to be part of their life. You've seen that, I've seen that many many times in terms of his visibility, his attendance at all kinds of functions across this town, state and here. So that's—when I talk about coaches and what I look for in coaching models, I use that term partnership a lot. We do not have the ability to not have partners as head coaches. They need to recognize the role that they serve, both in terms of student-athletes and certainly across the state. So, I'd love to say that this year or next year we're going to have a two, five, three, whatever number it is, contribution to a reserve. I won't say that because I don't feel comfortable doing

that. I think that's historically how we've gotten ourselves into this fix a little bit. But I do appreciate those comments and hopefully as we all have opportunities to work together, we'll demystify perhaps some of this world of athletics. There's a difference in my mind between confidentiality and secrecy. I think that there's a respectfulness that everybody should command for the confidentiality of certain information. And then I think there is a secrecy which creates paranoia and distrust and so I want to make sure that we have a good appreciation of transparency but also respectfulness in terms of confidentiality and I don't think that's unreasonable.

**GROS LOUIS:** Yes.

**MCCORMICK:** Has athletics looked at all at practice schedules and potential encroachments on class offerings? In two instances in the last 12 months I've had student athletes who have really been forced...[End of Tape 1, Side B, some comments lost]...at one o'clock in the afternoon.

**GREENSPAN:** I would, I might ask Bruce or Grace to comment on that specifically. I think, as I'm aware of it, that becomes more of an issue the deeper a student-athlete gets in a major and the less offerings there are for perhaps a lab or an upper-level course. I think there are going to be some of those probably inevitabilities. The, I don't know to what degree we've had that problem. Bruce, I don't know if you're aware or Grace if that's systemic or if that's isolated.

**CALHOUN:** Yes, I guess if I can just talk through what we're doing right now with spring registration. We ask coaches for their schedule well before the student-athletes have to register and we do everything possible to work around what their practice schedule is going to be. As Rick mentioned if it's an upper-class course where there's a limited number of sections-- I'm not aware of a case where a coach hasn't excused the student-athlete from practice to take that course if it was required for their major. Certainly for most sports there's an in-season and an out-of-season so if we can delay a course to have it fall during a time where it's not going to interfere certainly we try to do so. But coaches are very clear if there is a conflict of course academics come first. And I'm not personally aware of any situations where a decision has been made to attend practice instead of a necessary class.

**MCCORMICK:** Well in one instance the student dropped the sport because it was the sport or the profession.

**GREENSPAN:** I'm aware of a couple cases just literally personal observations. In baseball for instance where we have a couple of student-athletes that on, I believe, Tuesdays and Thursdays consistently arrive at practice late because they've got a class that goes to 3:00 or 3:30 and practice starts at 2:30. I don't know if that's an advising issue, Grace, in terms of major selection down the road. As a side bar to that, one of the problems that I think we have with this Academic Reform Initiative that's out there is because of what they call Progress Towards Degree --to avoid the older problem of student-athletes majoring in eligibility there is some very specified progress toward degree. And that makes it nearly impossible for a student-athlete to chance majors which I think is very problematic for what I think are so many students in general that come to college not dead-set on being an architect, an engineer, a doctor or whatever, but absent

adherence to that policy their eligibility will fade away. I mean Grace that's what I'm seeing at least. I don't know if that's accurate.

**JAFFEE:** If I could just add two quick things. I think we very much want to know about those conflicts and I think Grace is a great point person to be aware of those issues. I guess I'd also add there are pluses and minuses --there are facility issues too that effect timing. Men's and women's basketball, obviously not at the same, well not obviously, but not at the same time; that ends up, at least historically for the women, to take a lot of the prime academic times. I'm not sure it finally got worked out but I know Coach Davis...

**GREENSPAN:** They flip flop every semester.

**JAFFEE:** ...decided to flip flop every semester to open up different times between the fall and spring semesters. This year one of the changes, in terms of efficiency and I think competitiveness and hopefully a little bit in academics, was combining over the men's and women's swim programs. That therefore will end up with a little more flexible time for swimmers and divers, especially swimmers, as men and women will practice and train together. So there's more time there to open up. But the facility issue is significant. But I think we really want to make sure that no one decides I can't major in something at Indiana University because of athletics. I hate to hear that story. And if there are issues with classes we'll try to work it and Grace is certainly the person who's dealing with that as the students register.

**GREENSPAN:** The other thing I'd like to just reinforce, and I don't know what our return rate is, but I think it's varied, but we've gone to a-- hopefully some of you have seen this-- I guess an electronic transmittal of progress on student-athletes. I know you are all burdened with the responsibilities that you have but to the degree that you can provide that feedback to us it's very significant. I know the sports that I have direct administrative, sport administrative capacity over, I look at those all the time. And I do it because it gives me a little bit of a gut check on where we are as a program. But it also gives me that chance as I walk through a football locker room or I'm down on the basketball court to grab a young man or in women's basketball a young woman, and say you know Professor Kravchuk's class, I don't know why you're not doing better in that. And it takes it by surprise I think with again that piece of this accountability. So to the degree that any of you can reinforce that if it fits into your schedule its helpful information to us. It is used. It's not a public relations tool just to throw it out there. It does come back and it does provide us some very good assessments and I appreciate it. Somebody had a question over here.

**CARINI:** Correct me if I'm wrong but for some reason I have the idea that the Athletics Committee didn't get to see the strategic plan before it was presented to the Trustees? Is that correct?

**GREENSPAN:** That's correct. And I guess I'll take responsibility for that. If it was a mistake it was a mistake, an unintended mistake I guess, simply that, as I stated earlier, we had begun the work on this in the spring with the idea of presenting it in January or December and with two and a half weeks notice we had an awful lot of work to be done and quite honestly didn't get the thing presented or finalized until several hours before the Trustee meeting. So that's the way that one happened.

**CARINI:** To what extent will they have input?

**GREENSPAN:** Well I think we start with that tomorrow, don't we? I think that's a prime agenda item on the Athletic Committee meeting for tomorrow evening.

**GROS LOUIS:** Yes?

**BINGHAM:** This question is actually directed to everyone up in the front of the room because I would like some better understanding of the role of the Athletics Committee in connection with consultation, advice, on personnel issues and participation in advice and counsel on selection and I assume removal of coaches. In particular, what is the practice and expectation regarding consultation with the Athletics Committee in connection with personnel matters?

**GREENSPAN:** Do you want me to try to answer that first?

**BINGHAM:** Sure that would be great.

**GREENSPAN:** There's a Personnel Subcommittee of the Athletics Committee and the way we have I think agreed to define it this year is that there will be certainly three standing meetings-- if I recall, Bruce or James correct me-- three standing meetings of the Personnel Subcommittee. And at that time I will as well as the two other primary sport administrators-- our senior women's administrator and our senior associate who shares responsibility for approximately 50 percent of what I would call our Olympic sports-- will share with the Personnel Subcommittee their confidential assessment of performance, ask for feedback, consult with, etc. We've selected approximately the middle of each semester and the reason we've done that-- meaning the middle of, I believe it's early November and then comparable time in the spring. The reason we've done that is because in the process if we're going to transition, terminate, not extend, not rehire, whatever language we want to use, a coach, those things for a variety of reasons traditionally happen pretty quickly. And as Bruce and I have spoken and Dan Maki and I have spoken that consultation and advice is something that I am absolutely comfortable in getting and discussing with a couple parameters. One is that those discussions remain highly confidential; in the world that we live in right now with websites and talk shows and all of the other things it is very damaging for those things to be circulated to recruiting services and all the rest. Second, I just don't think it's professional to do it any other way. And probably most importantly is my charge and a very important part of my coming here as discussed with the President at that point in time was that those people, meaning head coaches, have a significant impact on our ability to meet our goals-- academically, athletically, from a public relations and community service way. And while I'll seek advice and counsel I will not delegate that responsibility for hiring and firing of coaches to any group other than the President who I make all my referrals eventually too. Bruce or James, if you want to add to that if you like.

**JAFFEE:** Let me just add a little bit, I think that the committee members have been involved on search committees for every single head coach that I can recall; and most recently in the last year was football, women's basketball, and maybe a couple others, and baseball. The issue has not candidly been as organized as we would like as faculty on evaluation and occasionally dismissal

and termination side. Historically it led to a real controversy within the committee when Bill Mallory was terminated-- at that time the authority of the committee did involve the hiring and firing of coaches and over that two faculty members of the committee resigned because not proper procedures were followed. I think beyond that there was maybe informal consultation and by the end of last year there was a discussion and a real good meeting, meetings that Dan Maki and I had with Rick to say we need to formulate a more formal procedure and we've done that with this Personnel committee which consists appropriate to the Trustee resolution and the BFC; it consists 100 percent of faculty members. And this evaluation and review is, occasionally I suspect, will lead to advice to Rick to not reappoint a coach. But I hope more positively it will recommend maybe more training, more advice, more direction, more help for some of our coaches so they can improve their performance on the field, with academics, and socially. And already we're working with some coaches for their concerns on academics and APRs; we don't feel we have any ability to tell anybody how to coach better but to say the emphasis on graduation rates and APR rates are important. So I think the test is in this upcoming year, these three meetings that are scheduled is going to be the first time I think that we systematically did evaluations and reviews of all the head coaches. And clearly if crises come up, because we're all faculty on this campus, Rick should be able to contact us or call a meeting pretty quickly.

**GROS LOUIS:** It's also the case, I might comment, it's easier for me to say perhaps, this is not a comment on President Herbert but in my experience and contacts with other institutions around the country presidents love to get involved in the hiring of football or basketball coaches. And sometimes they get over involved. But for reasons of the visibility of those sports at many of the institutions around the country presidents can play a very significant role.

**GREENSPAN:** I would say, because I think I'd be leaving some things out if I didn't so a little bragging about some of our student-athletes. I think while we unfortunately in some of these discussions of athletics, and I don't necessarily mean here, but it's just a national trend that man bites dog all the time it seems like. We have approximately 600 student-athletes of which 325 are carrying a 3.0 GPA or better. The great number of our student-athletes I think do really good work; I am very very proud of them. We will have a student-athlete that will either underachieve, that will malingering, or that will do something that is socially unacceptable and as much as we would like to not have that occur I think that's the nature of young people and frequently the nature of young people who are away from home and on a campus perhaps this size and all the rest of it. But across the board I think our student-athletes are really very, very good representatives of this institution. What they try and do, what they achieve, unfortunately sometimes the perception athletically is solely based men's basketball and football and I understand why because certainly that drives the train financially but those of you that have had a chance or are aware get out and see some of the other student-athletes if you can. They appreciate it; they notice it. Particularly if you have a chance to see some that might be in your courses and you've developed a professional relationship with-- our soccer team is obviously the finest soccer program in the country, our cross country team is 18<sup>th</sup> in the country, our women's swimming team was 9<sup>th</sup> in the country, our women's water polo 10<sup>th</sup> in the country, our men's swimming team 16<sup>th</sup> in the country, our field hockey team 6<sup>th</sup> in the country and all-Americans and all the rest. And so I wouldn't do justice if I didn't brag on them a little bit because they are really fun young people, I think, to be around. They are generally very motivated; the time that

they put in to lift weights, to recover from injuries, to practice, to watch film, to do all those things it's a significant commitment of time I think.

**GROS LOUIS:** Ted?

**MILLER:** Well as we come to a close here let me also thank you very much for coming today; a very informative report. And I think really this is a very important part of our faculty council meetings as we go through the year. We're all aware that your reporting line is to the president of the university but of course the student-athletes are all students of the Bloomington campus. So I think many of us in the room here are real fans of yours, we're pulling for you, and I think we would like to help in any way that we could. I think we'd like to see the relationship between the athletics department and the Bloomington campus be as strong as it can be given the reporting situation. And this event is one of the events of the year where this relationship can really be helped along. And if there's anything else that we could do just please ask; we'd be very happy to do what we can.

**GREENSPAN:** Well I appreciate that. I'll come back whenever invited and try not to take too much of your time as you've got, I'm sure, plenty of other good work to do. But as to my reporting relationship I learned a long time ago in this business I about report to everybody-- or it seems like I do-- to our coaches, to our media, to our donors, and everybody else. So I hope that as the time goes forward as I said that we can perhaps demystify and create transparencies and have some interaction, not just in these settings, but in some of our settings, at some of our contests. You know we have an academic, student-athlete academic awards presentation every year and to be honest with you I don't know that I could think of a stronger statement then for this body to be strongly represented at that function and reinforce the achievements of the student-athletes as students. So we'll reach out and I'd like to say I have an in-depth knowledge of the campus and the institution and I know where all the bodies are buried and all the rest, but I don't. So if some of you care to point me in the right direction on occasion I'll puppy dog along. Thank you very much.

**GROS LOUIS:** Thank you Rick very much and thank you Bruce and James, very very helpful. We've reached the adjournment time so we will meet again on November 1.

Meeting adjourned at 5:30 pm.