Many months ago, I asked a committee chaired by our Athletic Director, Terry Driscoll, to prepare a report on the state of W&M’s varsity athletic program. In particular, an appraisal was needed of what it would take to provide our program with resources consistent with those of other programs in the Colonial Athletic Association (CAA) (we have fallen behind), as well as resources conducive to a higher level of competitive excellence than we now enjoy (though our past success exceeds that of any other CAA school). The committee has worked very hard. Its report speaks to these issues, boldly.

To travel the path sketched in the report will require one sine qua non: a very serious increase in the philanthropic support enjoyed by Tribe athletics. Already donors to W&M athletics have been more generous than those of any other CAA school. To do what’s sketched in the report will require an even more serious commitment from alumni and alumnae who believe strongly in the value and potential of Tribe athletics.

Might this sort of philanthropic support be feasible? This remains to be seen. The $100 million raised recently for varsity athletics at Columbia University provides an encouraging example.

Why is philanthropy essential? Why not simply rely on William & Mary students (undergraduate, graduate and professional) to provide the necessary funds? The athletic fee paid by each W&M student to help fund varsity athletics is already the fourth-highest among all public colleges and universities in the Commonwealth. There is very little room for growth in light of the myriad other needs on campus for fee revenue. By state law, funds from tuition cannot be used for varsity sports.
Varsity athletics are important, integral parts of the lives of most American colleges and universities. This has been true at William & Mary for well over a century. When a varsity program has pervasive integrity, an unswerving commitment to its athletes as students who run on the same rigorous academic track as everyone else, and coaches who genuinely care about their players and know how to win, the results for campus and alumni morale can be striking. And these happy results can extend far beyond the campus and local community. Athletic success can lead to heightened awareness of the school and appreciation of it across the state and country.

Through the first half of the 20th century, athletic success helped stamp Harvard, Yale and Princeton on our national consciousness. Athletic success continues to work well for Notre Dame and Stanford, and smaller schools like Davidson and the University of Richmond.

More important, varsity athletics done the William & Mary way provides a powerful learning experience for the players that has lasting value as they move through life. Our varsity teams are also places where rich, lifelong friendships are forged. And W&M alumni who played on varsity teams have proved to be disproportionately loyal to alma mater and more generous with their time and resources, on the average, than their classmates.

All this suggests that what’s laid out in the attached report is worth a close look. With the requisite philanthropic support of those in the William & Mary family who most appreciate the value of intercollegiate athletics, the results can be sweet indeed.

W. Taylor Reveley, III
President
A Championship Experience
For Every Student-Athlete and Every Fan

A Report to the President
By the Committee on Competitive Excellence

April 2015
Intercollegiate athletics has a long and storied history at William & Mary since the first team took the field in 1893. In the years since, the Tribe produced two NCAA national championships and more conference championships than any other member of the Colonial Athletic Association. As Thomas Jefferson said, “A strong body makes the mind strong.” Tribe athletes have been Rhodes Scholars, Olympians, All-Americans, Academic All-Americans, CAA Athletes of the Year, and CAA Scholar-Athletes of the Year. They have gone on to great personal and professional success after graduating from William & Mary.

More recent years have seen rapid changes to the landscape of college athletics, and the pace of change is increasing. Conference realignment has altered long-standing rivalries. Financial pressures have escalated. Competitive pressures have driven some institutions to sacrifice integrity in pursuit of winning.

In the midst of these changes, Tribe Athletics has held firm to the core values of William & Mary. Our athletes excel in the classroom and in competition, and we have much of which to be proud. Yet, we also know there are opportunities to do even more, to be even better, and to further enhance our student-athletes’ experience. William & Mary ranks among the nation’s elite academic institutions. Tribe Athletics should aspire to the same level of excellence.

We are at a unique juncture in the department’s history, and the time has come to define a vision for the future and move confidently towards it. The external pressures are real. So, too, is the vast untapped potential for Tribe Athletics.

I’d like to thank the Committee on Competitive Excellence for all their work in helping chart the future course of Tribe Athletics. This is an exciting time for William & Mary and particularly for Tribe Athletics.

Casting a vision of excellence and planning for it was critical. All of us, each and every member of the Tribe, are vital to successfully achieving that vision. We look forward to moving confidently forward – together.

Sincerely,

Edward C. Driscoll, Jr.
Director of Athletics
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The Committee on Competitive Excellence

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When done well, intercollegiate athletics has a profound impact on the lives of student-athletes and a campus. When done with true excellence in which student-athletes’ competitive and academic accomplishments reflect an institution’s highest ideals, intercollegiate athletics can elevate an entire university community.

Examples of such elevating events are plentiful. The Davidson University men’s basketball team has reached the NCAA Tournament in six of the last 13 seasons, highlighted by a trip to the Elite Eight in 2008. Lehigh University has appeared in two of the last four NCAA Tournaments, including an upset of national power Duke University in 2012. And, of course, William & Mary’s in-state neighbors at George Mason University, in 2006, and Virginia Commonwealth University, in 2011, enjoyed remarkable runs to the Final Four. In these and many other instances, athletic success strengthened the institutional brands, brought national attention to the universities, and generated institutional momentum that continues to bear fruit years later.

Harvard University, the vanguard for university brands and William & Mary’s only elder sibling in American higher education, demonstrates the possibilities for a great institution to excel in intercollegiate athletics. From 1900 to 2007, the Crimson did not win a single Ivy League championship in men’s basketball, and it went to one NCAA Tournament – in 1945. Led by its alumni and friends, Harvard made targeted investments in Crimson Athletics. In 2014, Harvard men’s basketball won its fourth consecutive Ivy League championship, went to its third straight NCAA Tournament, and won at least one NCAA Tournament game for the second consecutive year, including a Sweet Sixteen appearance. Likewise, Crimson football, which languished during the 1990s while winning only 43% of its games, enjoyed a resurgence and has won 80% of its games since 2000, including three undefeated seasons, most recently in 2014. The NCAA reported the most recent cohort of Harvard student-athletes achieved a 98% graduation success rate, including 100% for men’s basketball and 97% for football. Even Harvard, among the most prestigious brands in higher education, recognized the value of competitive excellence in athletics aligned with the institution’s highest ideals.

William & Mary has long done intercollegiate athletics well (see “An Integral and Meaningful Part of the William & Mary Experience,” pp. 5-11). The Tribe’s championship history is well established in many sports as is the legacy of leadership developed in our student-athletes. However, the landscape is changing rapidly. Tribe Athletics faces increased competition, particularly from peers who spend more and are more focused in their sport offerings, and several of William & Mary’s athletic facilities require attention. This heightened competition extends to attracting the talented scholar-athletes and coaches capable of building upon Tribe Athletics’ historical success. In short, Tribe Athletics is under-resourced to compete in this environment. At the same time, the shifting landscape of intercollege athletics presents opportunities for even greater success – if we are bold enough and if the alumni and friends of Tribe Athletics are committed to bringing such a vision to fruition.

Such boldness may not have always been associated with William & Mary’s planning, particularly for Tribe Athletics, but the Committee on Competitive Excellence embraced its charge to evaluate Tribe Athletics and make recommendations on how to sustain and improve its competitive excellence. This charge provided the opportunity to consider the possibilities for William & Mary to build upon Tribe Athletics’ foundation of success and establish the kind of excellence capable of elevating our entire university community.
Thinking Boldly

First, the Committee proposes a bold goal for Tribe Athletics:

*A championship experience for every student-athlete and every fan.*

This goal establishes a clear standard across all of Tribe Athletics: competing for and winning championships. Further, it emphasizes the experience of Tribe athletes, students, and fans, which is of paramount importance to William & Mary as a whole as well as to the athletic department specifically. Every Tribe athlete should graduate — and we rightly expect that every Tribe athlete will graduate from William & Mary — having won a conference championship or participated in NCAA championship competition during his or her four-year collegiate career. Every fan should cheer on the Tribe from a facility that is, at a minimum, capable of hosting NCAA postseason competition and providing the type of game day experience that enhances the reputation of William & Mary and Tribe Athletics.

Reaching the Goal

Many Tribe sports are already providing a championship experience for athletes; many have facilities that already provide a championship experience for fans. However, several Tribe sports fall short of the goal in terms of competitive success and facilities. For those sports, bridging the gap will require transformative investments (see “Achieving the Vision,” pp. 12-22).

These resources must come from private philanthropy, and the pursuit of these gifts must not detract from other William & Mary advancement efforts.

The student athletic fee is vital to the operation of Tribe Athletics, and the Committee echoes the conclusion of a previous presidential task force on athletics, which stated in 2006, “Students all benefit from high-quality athletic programs and, as a consequence, should bear a fair portion of the expense of maintaining these programs.”

We believe students currently bear a fair portion. Meeting the financial demands of these operational necessities should not increase their share.

Some of these necessities are procedural and involve adopting institutional practices – without diminishing institutional standards in any way – that speed admissions processes as many of our competitors have already done. Other necessities are financial and will involve greater resources.

Since the Committee began its work, progress has been made on several fronts. These areas are noted with a checkmark in the table below. The Committee applauds these efforts and encourages progress be made toward the other operational necessities identified below.

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1 “The Game Reclaimed: Athletics at William & Mary” (2006) was the report submitted to then-President Timothy J. Sullivan in response to his charge to examine Tribe Athletics and its role within the university. The committee was co-chaired by then-Provost Geoff Feiss and included faculty, coaches, administrators, students, trustees, and alumni.
Key Operational Necessities

- Streamlined admissions processes without affecting institutional standards (implemented)
- January admissions (implemented)
- Enhanced game day experiences (in progress, ongoing)
  - Robust support for summer coursework
  - Incremental operating fund increases

In addition, the Committee identifies the following priorities for transformative capital investments. These are opportunities for an enduring impact on Tribe Athletics, ones that would propel it forward for many decades to come. The impact of scholarship endowments will last for all time coming.

<table>
<thead>
<tr>
<th>Transformational Investments</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Endowments for Scholarships</td>
<td>$1.3 million per scholarship</td>
</tr>
<tr>
<td></td>
<td>$192 million to fully endow all scholarships¹</td>
</tr>
<tr>
<td>2. Multisport Indoor Practice Facility²</td>
<td>$20 - $25 million</td>
</tr>
<tr>
<td>3. William &amp; Mary Hall 2.0</td>
<td>$60 - $75 million (new)</td>
</tr>
<tr>
<td></td>
<td>$22 - $28 million (renovation)</td>
</tr>
<tr>
<td>4. Swimming Facility</td>
<td>$15 - $20 million</td>
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Notes:
(1) This amount would be in addition to the existing $75 million in athletic endowments.
(2) This facility would serve men’s and women’s basketball, volleyball, and men’s and women’s gymnastics.

In order to provide each sport with a competitive operating budget and to increase coaching salaries to competitive levels within the Colonial Athletic Association (CAA), giving to the Tribe Club must increase dramatically, and dramatic potential exists (see “Fueling the Momentum,” pp. 23-25).

In sum, the Committee’s vision for competitive excellence in all Tribe Athletics’ sports will require $8.1 million in additional annual giving beyond current levels as well up to $125 million of transformative investments in facilities. The increased annual support will take time to build, and we propose FY 2020 as the target, though not the deadline. Transformative investments will take place over a much longer timeframe and depend upon donor interest.

En route to increasing the overall giving level, the Tribe Club should seek to annually provide for the cost of all athletic scholarships – the maximum number allowed by the NCAA for each Tribe sport. Annual giving to scholarships is advantageous for two reasons. First, it demonstrates the commitment of athlete alumni and friends of Tribe Athletics to providing this generation of student-athletes with a championship academic and athletic experience. Second, every dollar provided for scholarships by the Tribe Club frees a dollar of departmental resources to be spent on other operational needs. In this manner, scholarship dollars have a dual impact in advancing Tribe Athletics toward the goal.
Further, within the bounds of complying with gender equity requirements, the Tribe Club should encourage athlete alumnae and alumni to direct their giving to their sport of choice. This provides the opportunity for competition among teams to reach specific targets for each respective sport, and it encourages every alumna and alumnus to understand the critical role she or he plays in providing a championship experience in every sport.

**Reaffirming William & Mary’s Commitment to a Broad-Based Program**

Tribe Athletics currently sponsors more varsity sports than any other member of the CAA. The Committee supports maintaining a broad-based program for the foreseeable future, and we reaffirm that doing so should remain an institutional priority. William & Mary should provide a range of sport programs, and, with appropriate resources, it should expect each one to compete at a championship level.

Maintaining a broad-based program as an institution requires Tribe Athletics to continue fulfilling its commitment to recruit athletes who are first and foremost William & Mary students capable of excelling academically and athletically at the university. Because Tribe athletes truly are William & Mary students, there should be no distinction between one and the other, except that Tribe athletes take on the substantial additional demands of intensive athletic training and Division I intercollegiate competition, the NCAA’s highest level. Tribe coaches and administrators fulfill this commitment admirably, and the Committee has great confidence in their ability to continue doing so in the future.

Maintaining a broad-based program, one in which rosters are filled with talented scholar-athletes and one that is competing for championships across the board, requires a commitment to attracting and retaining coaches capable of and committed to those standards. Tribe coaches are teachers, and sports are their classrooms.

Tribe Athletics has a rich tradition. The athletes who donned the green and gold in years past created a legacy of success in the classroom and in competition, a legacy embraced by the current generation of student-athletes and one that will be embraced for generations to come.

William & Mary has done athletics well. The Committee on Competitive Excellence recommends that William & Mary pursue a bold vision of excellence capable of galvanizing our entire university community, enhancing our institutional brand, and ultimately contributing to a stronger William & Mary. That vision is a championship experience for every student-athlete and every fan.
An Integral and Meaningful Part of the William & Mary Experience

In February 2006, an athletics task force created by former President Tim Sullivan and co-chaired by former Provost Geoff Feiss, submitted its report, “The Game Reclaimed: Athletics at William & Mary.” The task force, which included faculty, coaches, administrators, students, trustees, and alumni, reached a strong consensus:

William & Mary has athletics right. ...The balance between academics and athletics is appropriate and student-athletes excel at both. Competitive athletics is an integral and meaningful part of the William & Mary experience and contributes in unique and fundamental ways to the educational mission of the College and to the diverse nature of our community. ...Athletics at the College of William & Mary makes significant positive contributions to our core mission of fostering intellectual growth, social responsibility, and leadership in a complex and changing world. (p. 4)

In many respects, William & Mary does have athletics right, and Tribe Athletics is an integral and meaningful part of the College. An institution of William & Mary’s standing and with such rigorous academic standards rightly demands that students who compete in intercollegiate athletics are first and foremost students, fulfilling all the demands associated with the privilege of attending the university. Tribe athletes do. They excel in the classroom and in competition today, just as prior generations did in forging an impressive legacy of leadership.

Tribe Athletics’ role extends beyond the student-athletes, connecting the university’s generations – alumni, friends, and current students – locally in Williamsburg, across the United States, and indeed around the world. Homecoming football games draw viewing parties nationwide and even in London. The Tribe holds unrivaled convening power for William & Mary.

Because William & Mary has athletics right, Tribe Athletics has a crucial role to play in fulfilling the university’s strategic plan, namely:

- Develop an ever more engaging campus experience that inspires a lifelong commitment to William & Mary; and
- Explain and promote William & Mary through an even more effective communication structure and strategy.

Because of Tribe Athletics’ strategic importance to William & Mary, it’s time for William & Mary to be strategic about Tribe Athletics. This section illustrates its importance.

Excellence in the Classroom and in Competition

In 2013-14, Tribe scholarship athletes’ overall graduation rate ranked 14th of 346 NCAA Div. I institutions, and it placed above the 95th percentile among that group. William & Mary boasts the highest graduation rate for scholarship athletes of any public university in the country.

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2 As measured by the federal 6-yr. graduation rate (FGR), which includes athletes who transferred while in good academic standing. The FGR reflects athletes who enrolled at and graduated from William & Mary.
Since 2003, the CAA has annually recognized the best scholar-athlete within each sport. Tribe athletes have won 48, or nearly 20%, of these awards, which is by far the most of any CAA school. In addition, the CAA annually names the best overall male and female scholar-athlete. Tribe men and women have claimed six, or 25%, of these awards, which is twice as many as the next highest CAA school.

Tribe athletes are also some of the university’s best students. In 2014, a record 114 Tribe athletes, which is more than one-out-of-five athletes and included at least one member from all 23 varsity sports, received the Provost Award, which requires a cumulative grade point average of 3.5 or higher. An additional seven student-athletes who already earned their bachelor’s degrees and are pursuing graduate studies reached or exceeded a 3.5 GPA.

The scholar-athletes who comprise the Tribe have dominated the Colonial Athletic Association (CAA) since its inception in 1985, winning by far the most CAA championships of any CAA school. Through the fall 2015 season, William & Mary’s total of 116 championships is 50% more than the next closest CAA rival (James Madison University-77), although more than half of the Tribe’s titles have come in three sports (men’s and women’s cross country and women’s tennis).

A Legacy of Leadership

Tribe Athletics enjoys an impressive legacy of leadership, a legacy evident not only in the personal and professional success of athlete alumni, but also on William & Mary’s leadership boards, including the past two rectors of the Board of Visitors. Why is this so? Why do Tribe athletes graduate so prepared to succeed in life and so committed to William & Mary?

Athletics itself is a learning laboratory. The intensity of competition – in practice and in games – reveals and refines character. Tribe Athletics offers a practicum on leadership in which student-athletes learn by doing. They learn how to unite people in a common effort, the importance of individual assignments and roles within a greater scheme, and personal responsibility to oneself and to others. Student-athletes learn to perform under pressure, deal with and thrive in stressful situations, and prioritize competing demands. Tribe athletes learn what they are capable of and, just as importantly, what they are not.

Tribe coaches are the teachers in this leadership practicum, describing their work as follows:

One of the greatest rewards I’ve gotten from coaching here for 35 years has been from former players telling me the lessons they were taught both on and off the field have positively affected their personal and professional life.

       Jimmye Laycock ’70
Head Football Coach, 1980-present

Keeping in touch with my former players and their parents affirms what I have long known about sport as a conveyer of life lessons. Players often credit their athletic experiences as instrumental in positively shaping their adult lives. They are connected, persistent and resilient.

       Peel Hawthorne ’80
Head Field Hockey Coach, 1987-2013
Associate Athletic Director for Student Services, 2013-present
Student-athletes’ lessons are learned through the crucible of competition, the exertion of a few more repetitions after practice ends or one more set in the weight room, and in meeting the full intellectual challenge of William & Mary academics while simultaneously meeting the physical demands of NCAA Division I competition. Amid these intensive tutorials, Tribe athletes don the green and gold, constantly aware of who they represent: William & Mary. When their collegiate careers conclude, they emerge with an invaluable education in leadership, equipped with a significant degree and the fortitude of mind and character to put it to good use, surrounded by friendships forged in the trust and mutual respect of teammates, and committed to succeeding as graduates of William & Mary. The lasting impact is particularly evident in female athletes as 96% of senior women executives have a background in team sports.

In the 15 years since I last walked through the doors of the Wren Building, I have come to realize the vital role that the College has played in my life. Not only was I able to pursue my education at a top-notch university, I was able to compete at the highest level for the Tribe’s lacrosse team. Success both on and off the field taught me to never settle for less than my best — a lesson that has served me well in both my professional and personal life. William & Mary’s commitment to excellence for all of its students, including its student-athletes, is what sets it apart from other universities today.

Stuart Cawthorn ’99
Vice President, Mergers & Acquisitions Counsel at IAC/InterActiveCorp

During my years as a student-athlete at William & Mary, the quality of my experience was often measured by grades and box stats. However, in my years since leaving the College, that same experience has been measured by certain intangibles such as integrity, accountability and commitment — a testament to the high expectations set by the College and the athletic program. While playing football there, you think in terms of wins and losses, and it’s not until after you’ve graduated do you realize that you’re adequately prepared to face the successes and challenges that lay ahead. William & Mary provided me the opportunity and resources to establish a strong foundation in life, and I stand on it today.

Troy Keen ’96
Vice President, Wells Fargo Securities

When I was deciding on a college in high school, William & Mary was where I wanted to be not only for its athletic excellence but also for the amazing education I would receive during my four years there. My education and lacrosse have always been my top priorities while at the College because I’ve recognized to have success either on the field or in the classroom requires hard work. Furthermore, the dedication I’ve learned in both a team-based setting and in the classroom will allow me to succeed in any endeavor I pursue after my college career has ended. William & Mary has given me the tools I need to allow me to obtain my lifelong goal of a successful career in medicine.

Ellen Shaffrey ’15
Tribe Lacrosse
Expectations are high at William & Mary, and there’s nothing wrong with that – you’ve got to learn to embrace them. I think that’s why so many young people who come through this university and this athletic department are successful. On a day-to-day basis, there are exceptional young people walking around this place, and it’s a proving ground. It’s a special place.

Mike Tomlin ’95
Head Coach, Pittsburgh Steelers

Being a part of the Tribe not only taught me about leadership, time management and teamwork, but it also connected me with a huge network of alumni and supporters who wanted to help me get my career started.

Tribe Hockey is more than just an athletic team; it’s a family of people across generations who will always be there for each other. My coaches weren’t just preparing me for weekly games; they were preparing me for life.

My connections from Tribe Field Hockey got me the first interview while the lessons I learned and skills I gained from playing on the team landed me the job. I had a total of about 25 interviews during my entire job searching process, and in every single one I talked about some aspect of my time on the hockey team. Being a college athlete teaches you skills that are so applicable in the working world. You don’t just use them for four years; you use them for the rest of your life.

Jesse Ebner ’14
Tribe Field Hockey

After graduating, Tribe athlete alumni remain committed to their alma mater. They serve in leadership roles for the College and give more frequently and more generously than their peers. In 2013-14, athlete alumni were 50% more likely to give and, on average, their gifts were 45% larger than their fellow alumni. Despite representing only 12% of the total alumni population, athlete alumni accounted for 29% of all undergraduate alumni gifts.
Unrivaled Convening Power for William & Mary

As an integral and meaningful part of the William & Mary experience, Tribe Athletics holds a convening power unrivaled by any other aspect of the university. Nothing else at William & Mary equals the ability of Tribe Athletics to regularly gather large numbers of alumni, friends, and students, and to engage their focus on the university.

For instance, the Dalai Lama’s visit in October 2012 was a major undertaking and attracted 8,000 people to hear him speak. In the two years since his visit, Tribe Athletics drew eight crowds in excess of that audience, several of which were substantially larger. The highest attended campus event each year is the Homecoming football game, exceeding even Commencement. Charter Day, a major annual university event, attracts a comparable crowd to a regular season CAA men’s basketball game.

For the 2014 Homecoming football game, William & Mary alumni gathered for viewing parties in Atlanta, Baltimore, Chicago, New York City, Philadelphia, St. Louis, and San Francisco. The prior year included an event in London. Homecoming is a special time in the life of any university, but, even for alumni that cannot return to Williamsburg, the catalytic event centers around Tribe Athletics. Away games in marquee sports, particularly in strategic locations, provide the impetus for additional alumni gatherings, the kind that cement lifelong ties to William & Mary. All of William & Mary’s generations near and far relish the opportunity to gather and cheer on alma mater.

In March 2015, Tribe men’s basketball made its second consecutive appearance in the championship game of the CAA Tournament, the winner of which earns the conference’s automatic bid
to the NCAA Tournament. The game drew 5,700 fans to Royal Farms Arena in Baltimore. The William & Mary contingent was estimated by television commentators and news reporters to comprise 75%-85% of the total crowd, which further displayed the convening power of Tribe Athletics.

**Tribe Athletics: A Strategic Asset**

In addition to the educational experience of student-athletes, Tribe Athletics provides a valuable experience for all members of the William & Mary community. Games are an opportunity to rally together, declare pride in alma mater, renew existing friendships, and create new bonds while heartily cheering the Tribe to victory. Because of its unique influence and its potential for student-athletes and the entire university, Tribe Athletics has a crucial role in fulfilling William & Mary’s strategic plan, namely:

- Develop an ever more engaging campus experience that inspires a lifelong commitment to William & Mary; and
- Explain and promote William & Mary through an even more effective communication structure and strategy.

Tribe Athletics is indeed a strategic asset for William & Mary, an asset that has yet to be fully leveraged.

John J. DeGioia, president of Georgetown University, captures the importance of Hoya Athletics, particularly its marquee sport of men’s basketball:

*Want to know why we invest in basketball? I can travel anywhere around the globe and 1) people know that Georgetown is one of the finest universities in the world and 2) they want to know “How are The Hoyas gonna be this year?” That is why.*

Like the Georgetown Hoyas, the Tribe has the potential to bring William & Mary to the forefront – and keep it there – in the minds of our alumni and friends. More importantly, Tribe Athletics has the potential to bring our university enhanced national exposure.

The results of enhanced national exposure can be huge. Butler University, which reached the championship game of the NCAA Tournament in 2010 and again in 2011, hired firms to calculate the value of the resulting television, print, and online publicity. For 2010, the value reached $639 million followed by another $500 million in 2011. Barry Collier, Butler’s director of athletics, noted, “We couldn’t afford to buy the kind of exposure our team earned.” Butler’s licensing royalties increased an estimated 350% as a result of its tournament successes.

After its 2006 Final Four run, George Mason University reported freshman applications increased 20%, more alumni were active with the university, and new gifts and pledge payments rose substantially as a $100 million campaign underway at the time was able to raise $132 million. Then-president Alan G. Merten said of the impact, “It is impossible to put a precise figure on the amount of free publicity we have received in the past year. But it has been enormous. …The greater interest in our institution better enables us to strengthen our primary mission – to provide our students with the highest quality education we can.”

Virginia Commonwealth University continues to leverage athletics success on behalf of the institution, which its vice president of university relations, said “has helped [them] capitalize on getting
attention from alumni and donors, so it does raise the effectiveness of our communications.” VCU’s associate athletic director for external affairs described the marketing benefits of heightened interest in regular season games, “If you watch the Rams play at the Siegel Center, and you see the excitement and the enthusiasm, that is an incredible two-hour infomercial for our school.” IMG College, a sports marketing firm, found VCU’s licensing royalties increased 219% and the number of licensees increased by 20% following its 2011 Final Four run.

Even without a Final Four run or television coverage, there are benefits to the university. Harvard University noted extending the reach of Crimson Athletics, particularly through away games in strategic locations, as part of the motivation for increasing its investment in that area.

Despite its strategic importance to William & Mary, Tribe Athletics has not received the resources necessary to sustain and enhance its tradition of success in recent years. The effects are beginning to show. From 2000-2005, the Tribe averaged winning nearly five CAA championships per year. From 2006-2010, the Tribe averaged winning less than three-and-a-half championships per year, and the average for subsequent years remains below four championships per year.

William & Mary leaders past and present acknowledge the importance and value of Tribe Athletics, which has been, is currently, and will continue to be an integral and meaningful part of the William & Mary experience. The time has come to do more than acknowledge the importance of Tribe Athletics. Now is the time to fully leverage this strategic asset to the benefit of the entire William & Mary community.
Achieving the Vision

Creating a championship experience in every sport, or sustaining the championship experience for sports already competing at that level, is not solely a matter of spending more money. An integrated set of actions is required to boost Tribe Athletics’ competitiveness. Achieving the vision will, however, require increased financial resources.

The Committee evaluated the following aspects of Tribe Athletics: facilities, finance, human resources, admissions and financial aid, marketing and media, and fan experience. Based on our analyses, we recommend William & Mary pursue targeted resources for Tribe Athletics as follows:

- **Transformative investments** that will have a dramatic and lasting impact on the Tribe’s competitive excellence, including:
  1. Endowments for scholarships
  2. A multisport indoor practice facility
  3. William & Mary Hall 2.0
  4. A swimming facility

- **Operational necessities** that are vital to enhancing the Tribe’s capabilities, including:
  1. Financial resources for athletic scholarships, salaries for coaches and staff, and other operating needs
  2. Updated admissions practices without diminishing university standards
  3. Improved fan experience

**Transformative Investments**

Scholarship endowments provide a transformative and enduring impact. These gifts significantly affect the experiences of the individual student-athletes who receive an endowed scholarship as well as the Tribe’s competitive excellence “for all time coming” in the words of William & Mary’s Royal Charter.

Bricks-and-mortar capital projects powerfully and tangibly express transformation, and facilities are critically important to William & Mary’s athletic success. In addition to providing our athletes with the best environments for competitive success, state-of-the-art facilities provide the first impression of our university to potential student-athletes and fans. To students and alumni, our facilities reflect the condition of their alma mater and demonstrate its commitment to Tribe Athletics.

Several sports enjoy high-quality facilities that are welcoming to patrons, such as Plumeri Park for baseball and the McCormack-Nagelsen Tennis Center for men’s and women’s tennis. Martin Family Stadium at Albert-Daly Field, completed in 2011, offers a terrific game venue for soccer and lacrosse. With the addition of the Laycock Center in 2008 and the forthcoming renovation of Zable Stadium, our football program will soon have impressive, state-of-the-art facilities. However, other sports compete in venues that are mediocre at best and show signs of age.

Here, in priority order, are the opportunities for transformative investments in Tribe Athletics. Pursuing these opportunities will depend upon donor interest, thus the timeframe is indefinite.
1. **Endowments for Scholarships**  
   (Estimated Cost: $1.3 million per scholarship, $192 million to fully endow all scholarships)

   Scholarship endowments annually provide the opportunity for a student-athlete to attend William & Mary and compete for the Tribe. The effect is particularly stirring as each year’s recipient of an endowed scholarship realizes that his or her experience is directly attributable to the generosity of the donor, and the impact of scholarship endowments expands each year when a new recipient benefits. Here is one scholarship recipient’s description of the impact of the donor:

   *Because of you, I could afford to attend a renowned institution hundreds of miles away from home. You gave me the opportunity to not only pursue my dream of representing a Division I college on the turf, but also discover and develop my appetite for academics. Because of you, a presumed jock also became a scholar.*

   *Over the years, this passion grew. Because of you, I had the opportunity to study and grow at the Mason School of Business – gaining experience and direction. Because of you, I was given the support and encouragement of my team and coaches to achieve my goals on and off the field. Because of you, I was able to acquire the knowledge and skills it took to chase (and recently accept) my dream job.*

   *Most importantly, you gave me a lifelong family and the opportunity to be a part of something incredible – the Tribe.*

   Scholarship endowments do provide incredible opportunities. In addition, these endowments increase the resources available for other departmental priorities. Every dollar provided for scholarships by an endowment frees a dollar of institutional resources to be spent on other operational needs for Tribe Athletics. In this manner, scholarship dollars have a dual impact in advancing Tribe Athletics toward the vision. For instance, if all athletic scholarships at William & Mary were fully endowed by FY 2020, it would free up to $13 million from the annual budget to provide for other Tribe Athletics priorities. That would be in addition to the $2 million in existing endowment income. (Note: Table 1 shows the recommended build to $15 million in total scholarships by FY 2020.)

   William & Mary currently funds 220 athletic scholarships despite being allowed 258 scholarships by the NCAA based on the sports sponsored by Tribe Athletics. Endowment revenues currently provide for roughly a quarter of the expense of providing those 220 athletic scholarships; the remaining three-quarters must come from Tribe Athletics’ operating budget. The Committee envisions boosting endowed funding for the scholarships currently offered, thus freeing funds to reach the full complement of scholarships allowed by the NCAA.

2. **A Multisport Practice Facility**  
   (Estimated Cost: $20 - $25 million)

   At present, William & Mary Hall is the only game and practice venue for men’s and women’s basketball as well as volleyball, which presents substantial challenges in scheduling for the needs of each of these three programs. For a critical span in the basketball preseason and at the height of volleyball season, all three teams are in action. Tribe Athletics has partnered with Campus Recreation and the Department of Kinesiology and Health Sciences, which currently occupies Adair Hall (formerly Adair Gymnasium), to accommodate teams displaced by the scheduling demands of one of the other sports. Though campus partnerships are helpful, our basketball teams find it particularly difficult to schedule adequate team and individual practice time. In the near future Tribe Athletics should
provide an appropriate home for these programs that are so vital to realizing the enhanced alumni and community engagement, institutional marketing, and university branding envisioned in this plan.

William & Mary has completed the request for proposals (RFP) process, selected an architectural firm, and begun initial planning for this facility. The university’s recently-released master plan includes such a facility located next to William & Mary Hall. The RFP noted the new practice facility should include two practice courts capable of supporting men’s and women’s basketball and volleyball as well as consolidated space for sports medicine, sports psychology, academic support, and compliance.

The Committee applauds this step forward and enthusiastically supports continuing progress on this front. It’s important to understand that the planning underway is only a first step. Even more critical is raising the funds to bring this facility to fruition.

3. William & Mary Hall 2.0
(Estimated Cost: $60 - $75 million for new construction, $22 - $28 million for renovation)

William & Mary Hall is more than 40 years old and showing its age. Opened in 1971, it is home to most of Tribe Athletics – team locker rooms, coaching offices, and support services – and is the athletic department’s operational base. The Hall’s useful life will continue, likely for a number of years, but the university should begin planning for the next incarnation of a flagship indoor arena on campus.

The next incarnation of William & Mary Hall is of strategic importance to the university and region. In reaction to the 2014 update to William & Mary’s master plan, the student body president noted the need for an appealing 3,000-seat venue on campus, which is acknowledged to be a regional need in the City of Williamsburg and the Historic Triangle. Currently, the Hall’s maximum capacity of 11,300 (with floor seating) is fully utilized once each year at Commencement. For other university events, such as the annual Charter Day ceremony, or community events, such as concerts and prominent speakers, a half-set arrangement of the Hall is used, but is less than ideal in the cavernous space. The next William & Mary Hall should be designed to better meet the needs of Tribe Athletics and the university as well as maximize its potential to be the venue of choice in the region.

The Committee does not have the architectural, engineering, or campus planning expertise to determine whether replacement, as occurred via the John Paul Jones Arena at the University of Virginia (2006, $131 million cost) or the Ted Constant Center at Old Dominion University (2002, $47 million cost), or a comprehensive renovation, as occurred in the Robins Center at the University of Richmond (opened 1972, renovated in 2013 for $17 million), is the best solution for William & Mary. We recommend that this project assume a higher priority for the university as it considers its regularly updated six-year plan and facility needs. A new or made-like-new William & Mary Hall would be transformative for Tribe Athletics, the university, and the Historic Triangle region.

4. A Swimming Facility (Estimated Cost: $15 - $20 million)

Although our men’s and women’s swimming teams annually contend for CAA championships, Tribe Athletics has no swimming facility. The teams do not have locker rooms and are forced to practice in the Campus Recreation pool in the Rec Center or sometimes in the Adair Hall pool.
The consequences of this situation were particularly obvious at the conference championships in 2014. The men’s team, which discontinued its diving program because of no diving facility, outswam every conference opponent. Its point total in the swim events was the best, yet the Tribe finished second in the overall competition because it earned no points for diving. Likewise, the women’s team must also forfeit the possibility of team points in diving at the CAA meet.

In 2015, Tribe men’s swimming, despite having no divers, won the conference in dominating fashion and posted the second-highest point total ever at the CAA championship meet.

Men’s and women’s swimming competes at the championship level, but, due to the current facility limitations, the experience for its student-athletes and fans falls short.

**Operational Necessities**

While transformative investments have the potential to change the road itself, operational necessities are where the rubber truly meets the road. These are critical components to recruiting championship-caliber scholar-athletes, attracting and retaining championship-caliber coaches, and fueling the Tribe’s championship aspirations in each program.

1. Increased Annual Financial Resources

Tribe Athletics, like all of William & Mary, has long done more with less, and it has accomplished much with the resources provided. The Committee envisions a future in which even more can be accomplished with the appropriate resources. Tribe Athletics should have the necessary resources to attract and retain outstanding talent – talented scholar-athletes to fill Tribe rosters and talented coaches to lead Tribe programs.

Three priorities guide our recommendations for increasing financial resources to achieve the vision: (1) scholarship budgets able to provide a full complement of opportunities to Tribe athletes, (2) operating budgets able to support championship programs, and (3) coaching salaries appropriate for retaining and, when necessary, attracting the talented, highly-demanded professionals capable of leading championship programs while embracing William & Mary’s academic and ethical standards.

The Committee worked with Tribe coaches and administrators on the analyses below, which consider Tribe Athletics’ budget by its three major categories of expense: athletic scholarships, operating budgets, and salaries for coaches and staff. The results incorporate the best estimates of the resources needed to support a championship experience for every student-athlete.

a) Athletic Scholarships

The NCAA specifies the number of scholarships that can be offered within a respective sport, and these maximum figures have no restriction as to in-state or out-of-state student-athletes. Due to funding limitations, Tribe Athletics offers roughly 85% of the total allowable scholarships, and its scholarships reflect the in-state/out-of-state mix required of William & Mary as a public university in Virginia. In addition, Tribe Athletics is unable to fund summer courses for all student-athletes on scholarship, which is permissible under NCAA rules and very helpful to Tribe athletes progressing toward their degrees.
The Committee recommends Tribe Athletics raise the resources to support the full complement of scholarship opportunities allowed under NCAA regulations, including support for summer coursework, by FY 2020.

Table 1. Recommended Athletic Scholarship Budgets, FY 2015-FY 2020

<table>
<thead>
<tr>
<th></th>
<th>Status Quo with Anticipated Typical Growth</th>
<th>Additional Resources for Championship Experiences</th>
<th>Total Scholarship Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>$8,730,000</td>
<td>$665,000</td>
<td>$9,395,000</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$9,210,000</td>
<td>$1,260,000</td>
<td>$10,470,000</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$9,725,000</td>
<td>$1,860,000</td>
<td>$11,585,000</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$10,265,000</td>
<td>$2,460,000</td>
<td>$12,725,000</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$10,830,000</td>
<td>$3,060,000</td>
<td>$13,890,000</td>
</tr>
<tr>
<td>FY 2020</td>
<td>$11,435,000</td>
<td>$3,655,000</td>
<td>$15,090,000</td>
</tr>
</tbody>
</table>

Note: (1) Anticipated typical growth is calculated at 4.6% based upon the five-year trend for Tribe Athletics’ spending.

b) Operating Budgets

Operating budgets provide for expenses such as recruiting, team travel, equipment, and game operations. These needs vary sport-by-sport, which was included in the analysis.

In addition, central administrative support within Tribe Athletics should increase. In comparison to our CAA competitors, William & Mary spends much less – far too little, frankly – on these areas, which include academic support services, sports medicine, strength training, media relations and marketing, and facilities and operations. Tribe Athletics’ efficiency and the effectiveness of its existing personnel are admirable; however, the Committee recommends hiring 12 additional staff members to meet the needs in these areas.

The Committee recommends Tribe Athletics raise the resources to support championship-caliber programs and administration, including additional personnel, by FY 2020.

Table 2. Recommended Operating Budgets, FY 2015-FY 2020

<table>
<thead>
<tr>
<th></th>
<th>Status Quo with Anticipated Typical Growth</th>
<th>Additional Resources for Championship Experiences</th>
<th>Total Operating Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>$6,375,000</td>
<td>$0</td>
<td>$6,375,000</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$6,630,000</td>
<td>$600,000</td>
<td>$7,230,000</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$6,895,000</td>
<td>$1,200,000</td>
<td>$8,095,000</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$7,170,000</td>
<td>$1,800,000</td>
<td>$8,970,000</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$7,570,000</td>
<td>$2,400,000</td>
<td>$9,970,000</td>
</tr>
<tr>
<td>FY 2020</td>
<td>$7,990,000</td>
<td>$3,000,000</td>
<td>$10,990,000</td>
</tr>
</tbody>
</table>

Note: (1) Anticipated incremental growth is calculated at 4.6% based upon the five-year trend for Tribe Athletics’ spending.
c) Retaining and Attracting Outstanding Coaches and Staff

It takes talent to win, talented players and talented coaches. Few individuals have the abilities to recruit, teach, and manage a championship-caliber program, and even fewer have those abilities and the commitment to do so in the rigorous academic environment of William & Mary. The market for these individuals is robustly competitive. William & Mary needs to retain and attract these highly-capable, highly-committed coaches. To do so requires resources.

At present, Tribe Athletics pays coaching salaries well below the CAA average for most sports. This initiative requires an increased compensation pool – to be awarded on merit – for the university’s talented coaches as well as athletic administrators.

The Committee recommends raising the resources to retain and, when necessary, attract championship-caliber coaches and staff by FY 2020.

Table 3. Recommended Salary Budgets, FY 2015-FY 2020

<table>
<thead>
<tr>
<th></th>
<th>Status Quo with Anticipated Typical Growth¹</th>
<th>Additional Resources for Championship Experiences²</th>
<th>Total Salary Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>$8,060,000</td>
<td>$300,000</td>
<td>$8,360,000</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$8,380,000</td>
<td>$530,000</td>
<td>$8,910,000</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$8,715,000</td>
<td>$760,000</td>
<td>$9,475,000</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$9,065,000</td>
<td>$990,000</td>
<td>$10,055,000</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$9,570,000</td>
<td>$1,220,000</td>
<td>$10,790,000</td>
</tr>
<tr>
<td>FY 2020</td>
<td>$10,100,000</td>
<td>$1,450,000</td>
<td>$11,550,000</td>
</tr>
</tbody>
</table>

Notes:
(1) Anticipated incremental growth is calculated at 4.6% based upon the five-year trend for Tribe Athletics’ spending.
(2) The additional Competitive Excellence staff are not “double-counted” in Tables 2 and 3. Those salary values are excluded here.

It’s critical to understand that the incremental resources required to fund championship programs are above and beyond the anticipated growth based on the status quo. Moving resources from one category to another – robbing Peter to pay Paul, if you will – does not advance Tribe Athletics toward the vision. Real progress demands real additional resources.

In sum and in addition to the transformative investments previously described, the Committee recommends Tribe Athletics reach the following level of resources by FY 2020.
Table 4. Recommended Total Tribe Athletics Budget, FY 2015 vs. FY 2020

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status Quo with Anticipated Typical Growth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic Scholarships</td>
<td>$8,730,000</td>
<td>$11,435,000</td>
</tr>
<tr>
<td>Operating Budgets</td>
<td>$6,375,000</td>
<td>$7,990,000</td>
</tr>
<tr>
<td>Salaries for Coaches and Staff</td>
<td>$8,060,000</td>
<td>$10,100,000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$23,165,000</td>
<td>$29,525,000</td>
</tr>
</tbody>
</table>

| **Additional Resources for Championship Experiences** |             |             |
| Athletic Scholarships        | $665,000    | $3,655,000  |
| Operating Budgets            |             | $2,215,000  |
| Additional Staffing          |             | $785,000    |
| Salaries for Coaches and Staff| $300,000    | $1,450,000  |
| **Subtotal**                 | $965,000    | $8,105,000  |

Total Tribe Athletics Budget $24,130,000 $37,630,000

Figure 4. Additional Resources for Championship Experiences

FY 2015 Base | Typical Growth (4.6%) | Championship Experience Resources
2. Admissions and Financial Aid

Championship programs require rosters filled with outstanding talent. The ability to successfully recruit and graduate talented student-athletes is vital to the athletic success of any institution. Tribe Athletics needs to be able to recruit and enroll the highest possible level of talent that it can. William & Mary, among the most rigorous universities in the world, naturally draws from a smaller pool of scholar-athletes capable of thriving academically and talented enough athletically to compete for championships. The competition is especially intense in recruiting these potential scholar-athletes.

William & Mary should not alter its current admission standards for Tribe Athletics. It should, however, recognize the heightened intensity of pursuing these highly sought-after potential student-athletes. Once implemented, these process improvement are likely to strengthen the qualifications of incoming Tribe athletes because coaches will have the ability to pursue more of their best qualified and most talented recruits, and Tribe coaches will be able to respond more quickly to any opportunities that arise during the recruiting cycle. The Committee recommends the following actions:

a) Improved referral process

William & Mary annually reserves places, also known as “referrals,” in the incoming freshman class for Tribe athletes. These referrals reflect the expectation of enrolling roughly 25% of a sport’s roster in a given class, and are distributed among the respective sports. Tribe Athletics policy dictates that a scholarship offer must be backed with an admission referral to ensure no such offer is made without an available admission spot.

Until recently, this meant a Tribe coach was required to use a referral to ensure admission even for recruits capable of being admitted without consideration of their athletic ability. The result was a process that locked a referral to one potential student-athlete, which meant coaches were forced to “wait-and-see” the outcome for that recruit before working with another recruit. Valuable time was lost, and so were highly-qualified potential student-athletes who were forced to wait.

The William & Mary Office of Admission recently established tiered criteria to evaluate potential student-athletes. “Tier 1” prospects, those with confirmed enrollment interest who meet the established admissions standards, no longer require coaches to use an admissions referral. Coaches are now able to pursue more of their top recruits – both in terms of academic qualifications and athletic ability. This change in practice is a substantial step forward.

b) Build the Office of Admissions’ capacity to respond more quickly to Tribe Athletics

In recruiting, time is of the essence. Our competitors have increased the speed with which admissions decisions are made and communicated to potential student-athletes. William & Mary – without altering standards – should do the same. Student-athletes represent nearly a tenth of the incoming class, a substantial amount and one that demands substantial attention. The Office of Admission should build the capacity to allow:

- Quicker admission evaluations, or “reads,” thus allowing faster responses to recruits. Ideally, all reads should be completed within 24 hours.
• Earlier reads for sophomores and juniors, recognizing that the recruiting cycle for the best student-athletes occurs prior to the recruiting cycle for general applicants.
• Earlier “likely letters” conveying the probability of admission pending final review of the application. These letters let a recruit know where they stand rather than just waiting.

If additional staff is necessary, the Office of Admission should engage Tribe Athletics on the structure and associated compensation for such a position.

c) Increase referrals, particularly out-of-state

As described above, the current level of referrals anticipates filling 25% of team rosters in a given class, which makes no allowance for attrition. Tribe Athletics should expect every enrolling student-athlete to graduate from William & Mary. Nevertheless, despite having the highest graduation rate for scholarship athletes of any public university, some attrition – whether from injury, transfer, or a number of other reasons – does occur and should be expected. A more realistic expectation would be to fill 30% of team rosters in a given class, as is the case at many of our peer institutions.

Virginia is a hotbed for talent in some Tribe sports, though not in all. Some Tribe coaches can recruit in-state and succeed; others rely heavily, if not solely, on out-of-state talent to compete. The best talent is not defined by domicile.

William & Mary should consider increasing the number of Tribe Athletics’ admission referrals to reflect a more reasonable expectation of attrition. Within the restrictions of its highly selective admissions and overall in-state/out-of-state enrollment mix, William & Mary should consider increasing the number of out-of-state referrals allotted to Tribe Athletics.

d) Allow January admission

Some recruits graduate from high school early in December, and many institutions allow these recruits to enroll in January rather than wait until the following fall semester. For fall sports, these student-athletes benefit from a “gray-shirt” experience in which they are able to train with their respective team without losing a year of eligibility. For spring sports, particularly tennis, these student-athletes are immediately eligible to compete for their respective team.

Though Tribe Athletics will likely enroll only a few student-athletes in January, William & Mary should allow the practice and has taken action to do so.

3. Improved Fan Experience

Tribe Athletics contributes to William & Mary’s sense of community, the campus culture, the student experience, and to connecting William & Mary’s generations – students, alumni, and friends – in engaging, meaningful, and enduring ways. It endeavors to enhance the community by providing opportunities for entertainment, enrichment, and developing a lasting shared identity.

There is, however, a gap between Tribe Athletics’ aspirations in this endeavor and the reality of the fan experience. William & Mary should align Tribe Athletics’ aspirations with its fans’ experience in order to realize the strategic goal of developing an ever more engaging campus experience that inspires a lifelong commitment to the university. To that end, William & Mary should:
a) Improve the game day experience

Competitive athletics today requires the entertaining atmosphere created by state-of-the-art video and audio as well as personal events to sustain the crowd’s energy during breaks in the game action. Though tangential to the athletic event itself, these entertaining components of the comprehensive game experience play a significant role in attracting and engaging students and fans, and the most competitive athletic departments actively incorporate them into game day. Tribe Athletics has opportunities to improve in these areas.

Starting with opportunities for new campus traditions like a Sunken Garden tailgate for football games and promotional events for other sports (e.g., a “Gold Rush” game), William & Mary should continually evaluate the fan experience from the moment of arrival on campus to the appearance of athletic venues (i.e., graphics and visual impression) to the game environment (i.e., in-game and halftime entertainment).

Not all traditions have been around for centuries, and Tribe Athletics has the potential to create exciting new ones. For instance, the “Gold Rush” men’s basketball game on January 24, 2015, drew more than 5,000 fans. Everyone received a gold pom-pom and students received a gold t-shirt courtesy of University Advancement, all of which added to a great fan experience.

The Zable Stadium enhancements will improve the fan experience in that venue. Likewise, Tribe Athletics needs to consider ways to improve the fan experience and game environment in Kaplan Arena at William & Mary Hall. Several steps were implemented in the Hall during the 2014-15 basketball season, such as closing some of the upper rows of seating for a better crowd atmosphere and a student platform in the open end of the arena. The Committee encourages such continuing progress.

b) Develop enhanced video streaming capabilities

Such capabilities are crucial to the university as well as Tribe Athletics in order to extend William & Mary’s reach beyond Williamsburg. With Tribe Athletics leading the way, William & Mary needs to expand its ability to get its major events in front of its wider audience. A streamed Tribe game provides William & Mary with a two-hour infomercial in which it can market the university to viewers.

c) Improve merchandising

William & Mary recently completed a comprehensive review of its visual identity, establishing a new style guide reflecting the university’s standards. In addition, a university-wide licensing committee is working toward improving the quality and appearance of William & Mary merchandise. The Committee on Competitive Excellence applauds and strongly encourages the licensing committee in its work.

d) Be ready

Our moment is coming. When Tribe Athletics’ success provides a galvanizing event, we need to be ready to fully capitalize on it. Otherwise, that moment – and the opportunities to tell William & Mary’s remarkable story, strengthen its brand, and enthuse our community – will be lost.
If the Committee’s recommendations are implemented, our moments are coming. We should leverage each one to the benefit of Tribe Athletics and the entire university.

William & Mary’s vision for Tribe Athletics should be a championship experience for every student-athlete and every fan. Realizing and sustaining that championship experience requires enhanced resources, both in the form of transformative investments and operational necessities. The Committee believes that William & Mary should pursue both as it moves toward achieving the vision.
Fueling the Momentum

Viewed cumulatively, the necessary resources to achieve our vision of competitive excellence appear daunting. In crafting a transformative vision for Tribe Athletics, the Committee undertook a comprehensive review of what would it would take to achieve that vision. We realize, however, that not all waves in a rising tide crest simultaneously. William & Mary cannot expect to immediately take all the steps outlined in the previous section. Nevertheless, Tribe Athletics can and should make progress on those fronts.

Additional resources for championship experiences must come from private philanthropy. The following steps are necessary to fuel Tribe Athletics’ momentum toward the vision:

- Pursue program-specific targets and allow alumni and friends – within the bounds of gender equity requirements – to direct their support toward their respective program of choice.
- Vigorously pursue identified prospects in support of the vision, and, as the momentum builds, opportunistically pursue prospects that emerge.
- Keep Tribe Athletics among the priorities for William & Mary’s advancement efforts.

Establishing Specific Goals for Each Program

Each sport program – its coaches, alumnæ or alumni, and friends – must be aware of its spending and facility needs, and, therefore, the fundraising goals to provide its respective operational necessities. The athletic director should outline targets for new resources that need to be raised above and beyond current giving levels to the programs by area.

Gender equity must, as it should, be a guiding principal as we pursue this vision of competitive excellence. Program-specific targets move beyond merely considering regulatory requirements and focus on the opportunity for alumnæ, alumni, and friends to lead the way for their respective sports. The Committee is confident that each and every program will embrace their opportunity to lead in this pursuit.

The scholarship targets will vary, even within sports played by both genders, due to the allowable number of scholarships by the NCAA, the number of scholarships currently offered by William & Mary, adjusting the in-state/out-of-state mix of scholarships, and the current availability of summer school funding.

Salary targets will also vary based on reaching the benchmark at the 60th percentile among CAA peers salaries. Some individual programs already have coaches compensated at that level, so no additional resources for salaries are needed in those sports.
Vigorously Pursue Identified Donor Prospects

In FY 2014, more than 2,100 athlete alumni gave to Tribe Athletics, which raised more than $4.1 million. That total represented an 18.5% increase over the $3.5 million raised in FY 2013. Tribe Club donors are remarkable for their generosity, loyalty, and commitment to William & Mary and Tribe Athletics.

The Committee worked with University Advancement to evaluate the potential to expand the donor pool for Tribe Athletics. Though specific donor information is private, the opportunities are striking. Figure 5 visually displays just how much the donor pool could expand. For every identified prospective donor, there are 13 potential prospects (i.e., known contacts that need to be vetted and encouraged to become prospective donors). More than 10,000 of these potential prospects are currently known.

**Figure 5. Identified Prospects (gold) and Potential Prospects (green)**

As crucial as current donors are to Tribe Athletics, many more must step forward in order to fully realize the vision. As the momentum builds, William & Mary – both the Tribe Club and University Advancement – should vigorously pursue prospective donors. This holds true for major gift prospects, a number of whom have been identified, and annual giving prospects.

Tribe Athletics and William & Mary’s Advancement Priorities

Resources for championship experiences must come from private philanthropy, and William & Mary should, as it currently does, hold Tribe Athletics among its advancement priorities as it pursues this vision. Prospective donors who indicate an interest in athletics should be encouraged to do so, just as prospective donors to other areas of the university should be encouraged to those ends.
Achieving the vision for Tribe Athletics will require substantial resources. Viewed cumulatively, the figures may seem daunting. Viewed on a program-by-program basis, the necessary steps come into clearer view. Each program should be allowed to progress at the pace its alumnae, alumni, and friends will support, even as Tribe Athletics pursues this comprehensive vision of competitive excellence. The initial wave of donor prospects has been identified and should be vigorously pursued. As the momentum builds, many more prospects need to be opportunistically identified and pursued. With Tribe Athletics as a philanthropic priority, the vision can come to fruition.
Looking Ahead

So, what should we realistically expect of Tribe Athletics in the coming years?

Aligned with William & Mary’s core values and building upon its historical success, Tribe Athletics is capable of achieving even greater levels of competitive excellence. Led by our alumnae, alumni, and friends, we can – and we believe we should – meet the need for meaningful increases in annual operating funding as well as new and upgraded facilities in order to enhance the competitive excellence of Tribe Athletics. And, of course, William & Mary will continue, as always, to be a beacon for intercollegiate athletics that upholds the highest academic and ethical principles.

By providing a championship experience for every student-athlete and fan, Tribe Athletics will become an even more integral and meaningful part of the William & Mary experience. Tribe athletes will maintain and improve upon their historically excellent graduation rates. All the university’s generations – alumni, friends, and students – will join in and benefit from the competitive and academic accomplishments of Tribe athletes, accomplishments that reflect our university’s highest ideals.

Programs that quickly realize new additional resources will reach and sustain a championship experience. The excitement will be palpable, the championships tangible. William & Mary will begin to realize the brand enhancement and galvanizing events Tribe Athletics is capable of providing for the university.

Programs that make slower progress in realizing new additional resources will be bolstered by the success of other sports. Though individual waves will crest at different times, high tide raises all boats.

Finally, all programs will have a standard by which to judge success – a championship experience.