

**Report of the
NCAA/USOC
JOINT TASK FORCE**

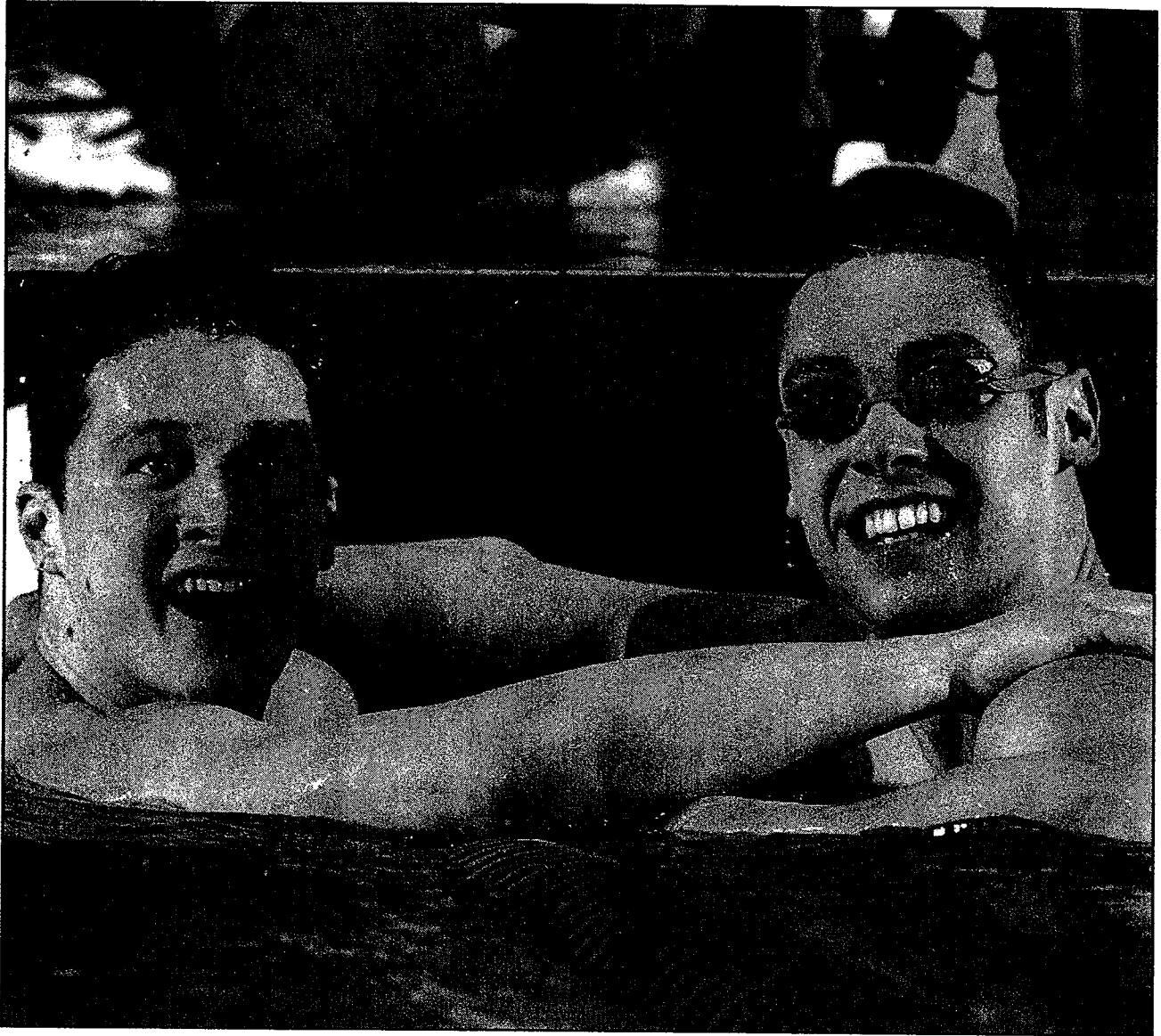
September 1, 2005

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NCAA/USOC Joint Task Force

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Table of Contents

Executive Summary	Page 5
The Joint Task Force	Page 11
Methodology	Page 13
Mission Statement	Page 15
Foundational Concepts	Page 17
The Sports that are the Focus of the Task Force's Work	Page 18
Identifying the At-Risk Sports	Page 19
Emerging Sports	Page 23
Understanding the Factors That Contribute to the Loss of Opportunities for Student-Athletes	Page 25
Recommendations	Page 29
Increasing the Resources Available to Support the At-Risk and Emerging Sports	Page 31
Building Awareness and Commitment	Page 35
Altering the Value Proposition Represented by These Sports	Page 38
Identifying Preferred Strategies for Controlling Costs	Page 40
Increasing the Marketability of the At-Risk Sports	Page 41
Aligning the Rules to Support the Mission	Page 43
Setting Goals to Measure Progress	Page 44
Concluding Statement	Page 45



Executive Summary

The mission of the NCAA/USOC Task Force (the "Task Force") is to develop recommendations for implementation by the National Collegiate Athletic Association (the "NCAA") and the United States Olympic Committee (the "USOC") designed to protect and expand the opportunities for American student-athletes and coaches to realize the benefits associated with participation in collegiate athletic programs and sports traditionally included in the program for the Olympic Games.

It is a mission grounded in the view that in well-administered programs, participation in collegiate athletics represents a uniquely valuable educational experience for student-athletes and enriches the quality of campus life generally. As such, there is value in maximizing the opportunity for young people to participate in and benefit from that experience. And there is further value in focusing on those sports that have traditionally been included in the program of the Olympic Games because many of those sports have contributed significantly to the history and success of collegiate sports in America, and the continued existence of some of these sports in collegiate athletic programs is at issue.

In considering ways to protect and expand the opportunity for American student-athletes and coaches to realize the benefits associated with participation in collegiate athletic programs that offer sports traditionally included in the program for the Olympic Games, the Task Force developed the following eight (8) recommendations:

Increasing the Resources Available to Support the At-Risk and Emerging Sports

Recommendation 1

The NCAA and USOC should jointly make an ongoing investment in (while also seeking the investment of others) a new independent charitable foundation for the purpose of fostering the

sponsorship* of Olympic sports by America's colleges and universities. That foundation should be in place and operational early in 2006.

Building Awareness and Commitment

Recommendation 2

Establish a program to encourage the widespread adoption of the following value statement for maintaining broad-based intercollegiate athletic programs in the United States:

[Insert name of organization or institution] believes that participation in intercollegiate athletics represents a uniquely valuable educational experience for student-athletes and enriches the quality of campus life generally. As such, there is great benefit, consistent with the academic mission of American colleges and universities, in ensuring that diverse athletic opportunities are available to students, especially in those sports that connect to the Olympic ideals, inspire young people and attribute to a lifelong commitment to fitness. We are committed to doing all we reasonably can to help ensure that those diverse athletic opportunities continue to exist as part of intercollegiate athletics in America.

Recommendation 3

a) Establish an electronic syndication system to identify and distribute to media outlets (including, in particular, campus newspapers and local papers in college towns) news and features related to the at-risk and emerging sports and the student-athletes and coaches who participate in them.

* While the words "sponsor" or "sponsorship," when used in the context of athletics, often imply a commercial relationship, in this Report the terms are used (as they traditionally are by the NCAA) to refer to a school's inclusion of a sport as part of its athletic program.

b) Create a continuing education program to help coaches become more effective advocates for their programs within the university community. This program, although developed centrally for use across all sports, should be administered through the national governing bodies and/or sport-specific coaches' associations.

c) From among the excellent materials that have already been created by sports like wrestling, swimming and tennis, identify and share best practices for responding to a threatened elimination of a program. This process should result in the production of a standard set of materials that can be easily modified to fit the needs of the individual sports.

Altering the Value Proposition Represented by These Sports

Recommendation 4

Promote models for more effectively utilizing existing at-risk and emerging sport programs to support:

- Sport-specific community outreach,
- The training of elite athletes in Olympic sports,
- Hosting of events (creating a presumption in favor of awarding event to university facilities whenever possible). Those events need not be limited to those involving college athletes. Any event that effectively promotes the sport and/or brings additional revenue to the school is a candidate to be hosted by the college or university.

Identifying Preferred Strategies for Controlling Costs

Recommendation 5

Conduct a survey of the NCAA membership to identify the preferred strategies to be implemented to control the costs associated with operating the at-risk and emerging sports. The survey should be completed and the resulting data available for review by April, 2006.

Increasing the Marketability of the At-Risk Sports

Recommendation 6

a) Consider modification of the NCAA amateurism, participation, and competition rules to increase the likelihood that some of the most accomplished athletes in the at-risk and emerging sports will continue to participate in collegiate athletics.

b) Explore ways to more effectively leverage the event management and marketing resources of the NCAA and national governing bodies ("NGBs") to develop new events and/or market existing events in order to more effectively highlight collegiate competition in at-risk and emerging sports while also bringing additional revenue to those programs.

Aligning the Rules to Support the Mission

Recommendation 7

Work closely with the NCAA's Olympic Liaison Committee to develop a package of legislative proposals designed to protect and expand the opportunities for student-athletes to participate in the at-risk and emerging sports. Among the potential areas of focus for these legislative changes are the following:

- Modification of the sport sponsorship rules to include some modest reward for sponsoring these sports.
- Lessening of restrictions on training time for athletes who have achieved a certain high standard of academic performance.
- Expanding the circumstances under which athletes not currently enrolled in a college or university may practice and/or use university facilities with student-athletes and college coaches.
- Further relaxation of amateurism rules to perhaps:
 - limit consequences of money earned in Olympic sports prior to entering college
 - giving greater deference to funds paid by or through the NGB,
- Facilitate the underwriting of athletic scholarships by third parties including but not limited to the USOC or the NGBs.

Setting Goals to Measure Progress

Recommendation 8

Set numerical goals for maintaining and adding programs in the at-risk sports, issue an annual report of the industry's progress in furtherance of the goals, and offer special recognition of those schools and NGBs who have most effectively contributed to the solution (and those who have not).

The Joint Task Force

On May 11, 2004, the NCAA and the USOC announced the formation of a joint task force ("the Task Force") to examine the decline in sponsorship of Olympic sports by America's colleges and universities.

The NCAA and the USOC each appointed members to the Task Force. The USOC appointed:

- Richard Bender, Executive Director, USA Wrestling
- Herman Frazier, Director of Athletics, University of Hawaii
- Ron Galimore, Senior Director of Men's Programs, USA Gymnastics
- Courtney Johnson, USOC Athletes Advisory Council Member
- William Martin, Director of Athletics, University of Michigan
- Andrew Valmon, Head Track and Field Coach, University of Maryland; USOC Athletes Advisory Council Member
- Jon Vegosen, Chairman of the US Tennis Association Collegiate Committee
- Chuck Wielgus, Executive Director, USA Swimming

The NCAA appointed:

- Andy Geiger, former Director of Athletics, The Ohio State University
- Ian Gray, Vice-Chair, Student-Athlete Advisory Committee
- Larry James, Dean of Athletics and Recreational Programs and Services, Richard Stockton College of New Jersey
- Kyle Kallander, Commissioner, Big South Conference; Chair Olympic Sports Liaison Committee
- Cheryl Levick, Director of Athletics, Saint Louis University
- Peter Likins, President, University of Arizona

- Jean Lenti Ponsetto, Director of Athletics, DePaul University

Senior staff of both organizations also participated fully in the Task Force. Those individuals included:

- Jeff Howard, Director, Corporate Communications, USOC
- Tom Jernstedt, Executive Vice President, NCAA
- Kevin Lennon, Vice President for Membership Services, NCAA
- Jim Scherr, Chief Executive and Chief of Sport Performance, USOC
- Jennifer Strawley, Director of Membership Services/Student-Athlete Reinstatement, NCAA
- Judy Sweet, Vice President for Championships, NCAA
- Don Whittle, former Manager, Collegiate and International Programs, USOC

The Task Force was chaired by Jack Swarbrick, an attorney with extensive experience working in both collegiate and Olympic sports. In addition, the Task Force benefited from statistical analysis provided by both the NCAA and the USOC, and administrative support of Mr. Swarbrick's assistant, Rosanne Hunter.

Methodology

1. The Task Force completed its work over the course of 12 months, holding meetings on the following schedule:

July 21, 2004	Chicago
September 22, 2004	Indianapolis
January 5, 2005	Dallas (in association with the NCAA Convention)
April 7, 2005	Colorado Springs
June 17, 2005	Orlando (in association with the NACDA meeting)

2. The Task Force used the following principles to guide its operations:

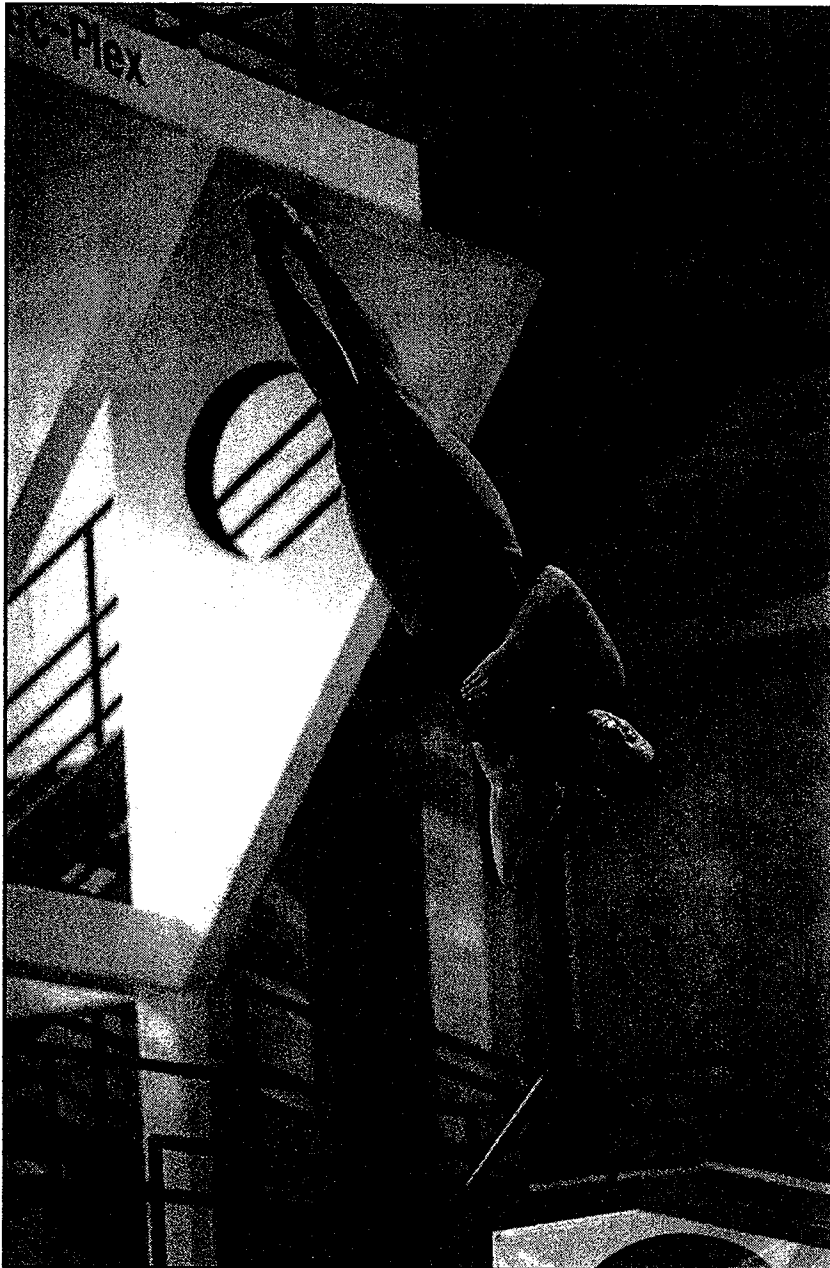
a) The Task Force was provided with and based its analysis upon a common base of statistical information assembled by the Chair with the assistance of the NCAA and the USOC.

b) As reflected in the make-up of the Task Force, the location of its meetings, and the processes it created to communicate with interested parties, the Task Force solicited input broadly.

c) The Task Force adhered strictly to the charge given to it by the NCAA and USOC. It is worth noting in this regard that the focus of the Task Force did not include a consideration of the merits of Title IX. While the impacts of Title IX were viewed as being relevant to the Task Force's deliberations, consideration of the merits or scope of the law as enforced and proposals for the modification of the law or its enforcement were not.

d) The Task Force remained focused throughout its process on producing specific and substantive recommendations as part of a final Report to be issued by September 30, 2005. In developing those recommendations, only proposals that enjoyed broad support among the members of the Task Force were given priority.

3. The Task Force divided its work into the following areas of focus:
- Defining the Task Force's mission and foundational concepts
 - Identifying and quantifying the problem
 - Developing recommendations
 - Building implementation strategies



Mission Statement

The mission of the NCAA/USOC Task Force is to develop recommendations for implementation by the NCAA and USOC designed to protect and expand the opportunities for American student-athletes and coaches to realize the benefits associated with participation in collegiate athletic programs in sports traditionally included in the program for the Olympic Games.

Several aspects of this Mission Statement merit additional discussion. The first is the importance the Task Force places on developing recommendations that are designed to do more than merely "stop the bleeding" associated with the elimination of Olympic sport opportunities for student-athletes. The Task Force's long-term goal is to contribute to the creation of an environment that also creates new opportunities through the creation of new programs or the re-establishment of programs that were previously eliminated.

Secondly, the Task Force clearly intends for the primary beneficiaries of its efforts to be American athletes and coaches. After all, the mission of one of the two sponsors of the Task Force, the USOC, is to achieve competitive success in the Olympic Games. Having said that, it is worth noting that the Task Force has not included in this Report any recommendations aimed at limiting the access of foreign athletes to American collegiate sports programs. In stressing the benefits of maintaining diversity in collegiate athletic programs, the Task Force believes that diversity should be encouraged in all its forms. To the extent that pursuit of diversity proves to be at odds with the best interests of the USOC and its national governing bodies, the Task Force believes it is up to those entities, using the tools available to them (e.g. funding mechanisms, selection of coaches to represent the United States, and awarding of events, etc.), to encourage change.

